

AGENDA

ORDINARY MEETING OF THE
HORSHAM RURAL CITY COUNCIL

To be held on
23 September 2019

At 5.30pm

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



Horsham Rural City
Council urban rural balance

**COUNCILLORS are respectfully requested to attend the Ordinary Meeting
of the Horsham Rural City Council to be held on 23 September 2019
in the Municipal Chambers, Civic Centre, Horsham at 5.30pm**

Order of Business

PRESENT

ALSO IN ATTENDANCE

1. PRAYER

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

2. ACKNOWLEDGEMENT OF COUNTRY STATEMENT

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.

3. OPENING AND 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.

4. APOLOGIES

5. LEAVE OF ABSENCE REQUESTS

6. 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 26 August 2019 be adopted.

7. 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.

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CLOSE



SUNIL BHALLA
Chief Executive Officer

9. OFFICERS REPORTS

9.1 HORSHAM REGIONAL LIVESTOCK EXCHANGE ROOF – CONTRACT 19/038

Author's Name:	Dianna Blake	Director:	John Martin
Author's Title:	Project Manager	Directorate:	Infrastructure
Department:	Infrastructure	File Number:	F04-A06

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* – Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance with *Local Government Act 1989* – Section 89(2)(d):

Yes No

Reason: Contractual aspects of this subject have been presented in a separate report in the Confidential Reports section of the Council meeting

Appendices

Nil

Purpose

To award the tender for the design and construction of a roof on the Horsham Regional Livestock Exchange (HRLE).

Summary

- Council called for tenders for the design and construction of a roof for the HRLE, including 100 kW solar panels, LED lighting, and water reuse and fire service tanks.
- Four tenders addressing the specification requirements were received and evaluated in accordance with Council's procedures.
- All of the tenders were over budget.
- Clarifications were sought from all tenderers in relation to potential cost savings, and in relation to a second design option that had been included in the tender specifications.
- The tender evaluation identified a preferred tenderer, and negotiations proceeded with the preferred tenderer in relation to confirming the cost savings available to the project, and the methods used to ensure the site would continue to operate during the construction period.
- Consultation has occurred with the HRLE Board and Agents' representatives about key aspects of the proposed works, in particular the continued operation of the site during construction.
- The proposed contract sum reflects the preferred tenderer's submitted amount less the value of identified cost savings.

Recommendation

That Council:

1. Accept the tender submitted by MKM Constructions for the lump sum of \$3,434,570 ex GST for Contract 19/038, Design and Construction of Horsham Regional Livestock Exchange Roof, Burnt Creek.
2. Increase the budget for this project to \$3,692,160 to allow for this contract sum, project management and other costs, as outlined in the confidential report on this subject.
3. Extend the internal loan to the HRLE to \$2,202,160 to fund the difference between the total project cost and the funding from the Australian Government's Building Better Region Fund grant for the project, as described in the confidential report on this subject.
4. Review the arrangements for the internal loan for the project, informed by preparation of an Asset Management Plan for the HRLE.
5. Endorse the following arrangements for ongoing liaison with the Horsham Regional Livestock Exchange Board throughout the project:
 - (a) A representative of the Board be invited to join the Project Control Group for the project.
 - (b) Detailed reports on project progress will be presented at each regular Board meeting and each alternate month between meetings via email, or as significant items arise.
 - (c) Any potential project variations which would represent a material change in the functional scope of the project or which could lead to delays in the project, would be discussed with the Board where necessary, via email to ensure a timely response to issues.
 - (d) Any non-functional variations would be addressed by Council staff as part of normal project process.
 - (e) Any potential impacts on sale days beyond the anticipated level of interruption, or any potential re-scheduling or cancellation of sale days would be the subject of consultation with the Board.
 - (f) Details of all variations would be included in regular reporting to the Board.

REPORT

Background

HRLE is Victoria's fourth largest sheep and lamb market, with sales by auction averaging in excess of 500,000 animals per year.

The HRLE is a key facility in marketing livestock from the Wimmera region and enables transparent transactions of livestock on behalf of producers in a high-quality facility, located close to the supply of stock.

Horsham Rural City Council owns and operates the HRLE as a self-funding, discrete financial entity. Given its significant contribution to the local economy and independent financial viability, it is a valuable asset for the local community.

With four sale days each month, there is a high likelihood of extremely high or extremely low temperatures at times when people and animals are present and working at the HRLE. The HRLE faces significant issues with human and animal welfare and safety during times of extreme weather. These issues provide a potential deterrent to the users of the facility, which may lead them to choose alternative facilities in the future. The facility also experiences high operating and maintenance costs in its current configuration.

Several options for resolving these issues and securing the future of the HRLE as a premier livestock exchange for the Wimmera region were considered in a business case prepared in 2018, with the preferred option being to construct a fixed roof over all of the sheep facility.

This approach was preferred because it has the highest long-term benefits to all stakeholders, significantly reduces ongoing operating and maintenance costs, provides sun and rain protection, water savings, CO₂ emission reductions and some income from power generation. The animal welfare benefits of a roof, protect against the loss of sale value and the infrastructure investment provides significant economic impact in terms of increased regional output, employment, salaries and wages and value-add.

Discussion

Tenders for this shed were conducted using Council's standard processes, being advertised through Council's tender portal. The attachment to the confidential report on this subject (**Appendix "15.1A"**) provides details of submitted tenders and their evaluation.

In summary, four tenders were received from:

- Plazzer Builders, Horsham
- Locks Construction, Horsham
- Ultrabuild Construction Group, Hamilton
- MKM Constructions, Ballarat.

The planned timeframe for the project is for construction to start in November 2019, to be completed by the end of October 2020. The funding agreement calls for the works to be completed by the end of December 2020.

All four tenders were over the available budget. The cheapest tender being 15% over the budget, and the most expensive, 80% over the budget.

A critical issue for the project is ensuring that the site remains operational during construction. If vendors are discouraged from using the facility, they might find an alternative and not readily return to the HRLE after trying this alternative.

Sufficient selling space must be retained during construction to cater to the varying numbers of sheep presented for sale throughout the year. While initial works on site are planned to commence after the spring selling peak, a secondary peak typically occurs most years in early autumn, and higher numbers can occur randomly throughout the year. This has been the subject of further negotiations with the preferred tenderer, who has identified the following relevant methods that will address this:

- The design includes fewer columns, which reduces the number of selling pens/yards required to be closed at any one time.
- The preferred tenderer has its own equipment for boring piers for the column, meaning there are not additional mobilisation/demobilisation costs from working in smaller areas at a time.
- Yards in the works area will be able to be reinstated for sales days to a large extent. The preferred tenderer has proposed a process to sleeve the posts to be able to slip the yards back on when needed.
- The drafting races fitted with electronic tag scanners are identified as critical access points. It is proposed to install the columns in this area earlier, with roofing of this area delayed to a later stage, to avoid interruption to these races.

These methods have been allowed for in the tendered price.

Significantly, the preferred tenderer has experience with construction of saleyard roofing while keeping the facility operating at Hamilton, Colac and Yea.

Consideration was also given to an alternative roofing design option that allows for the eastern-most section of the roof to be raised, to allow for future installation of a viewing platform as a potential additional tourist attraction to the region. Some tenderers did not price this option, with one indicating that it was problematic and potentially impacting on ventilation of the area. It was determined that this alternative option was not viable to proceed with.

Financial Implications

Council received a grant of \$1,490,000 through the Federal Government Building Better Regions Fund.

Additionally, Council had budgeted for \$1,540,000 from reserves in the 2019/20 financial year for this work, providing a total project budget of \$3,030,000.

The cheapest tenderer submitted a price of \$3,498,030.

Cost savings associated with lighting have been able to be taken into account with a revised contract sum of \$3,434,570. Further savings will arise as variations during the project associated with some reduced requirements for water tanks and roofing materials, although the exact extent of these savings is not yet able to be quantified.

Additional costs for the project relating to project management and other items, as outlined in the confidential report on this subject, increase the total project cost to \$3,692,190. It is proposed that the budget be increased to this amount.

It is proposed that the additional funding for this project be sourced by an increase in the proposed internal loan from Council reserves to the HRLE financial entity.

It is anticipated that this amount would be able to be paid back by HRLE over a period of 23 years, compared to the initial 16 years anticipated when the Building Better Regions Funding application was submitted in November 2018.

As the facility would be 43-years-old by the time this loan is paid back, based on the planned payback arrangements, it is also proposed that:

- The Corporate Services and Infrastructure Directors review the long-term financial position of the HRLE, including asset renewal and planned maintenance requirements, to prepare an asset management plan specific to this facility.
- This review be completed in parallel to the 2020/21 budget development process, so that the plan would inform consideration of the ongoing financing arrangement to be in place in the new financial year (2020/21).
- Other options for revenue for the Exchange be evaluated on an ongoing basis, for example, the development of a solar park utilising the new roof.

Links To Council Plans, Strategies, Policies

2019-2023 Council Plan

Advocacy Priority – Funding for roofing at the HRLE

Four-Year Priority 3.4.02 – Master plan preparation for the Livestock Exchange including potential items such as: roofing to cover yards, electronic ramps to replace manual ramps, compost turner and Radio Frequency Identification (RFID), solar panels and water capture

Consultation/Communication

Extensive consultation was undertaken on the HRLE Master Plan, identifying roofing as a priority.

The Project Control Group for the project has an established communication plan with the Board of the HRLE, as well as with the Agents who utilise the site.

An initial meeting with Agents to discuss operability of the site during the works was held on 2 August 2019, and regular meetings are planned with this group. A second meeting was held on 2 September 2019, where details of the measures planned to keep the site operating during construction were presented and discussed.

A part of these measures will be regular (weekly) updates of the site plan showing the areas of the site that are not available on any particular week. This will be circulated to Agents and the HRLE Board.

Plans for the project were reviewed by the HRLE Board at its meeting in June 2019, and a presentation was given at the Board's August meeting, primarily in relation to the issue of ongoing operation of the site during construction. The key issue identified by Board members at that meeting was regarding the capability of the contractor. The preferred tenderer, MKM Constructions, has significant directly relevant experience with saleyard roofing projects, including at Ballarat, Hamilton and Colac, and is well known to Council for some other recent successful projects including the Coughlin Park facility and the Laharum change rooms.

A further briefing was presented to the HRLE Board at a special meeting held on 5 September 2019. At that meeting, the Board proposed a series of measures in relation to its oversight of the project. Minutes of the meeting are included in **Appendix "13.4A"**.

In consideration of the Board's position in this regard, it is proposed that:

- A representative of the Board be invited to join the Project Control Group for the project.
- Detailed reports on project progress will be presented at each regular Board meeting and each alternate month between meetings via email, or as significant items arise.
- Any potential project variations which would represent a material change in the functional scope of the project or which could lead to delays in the project, would be discussed with the Board where necessary, via email to ensure a timely response to issues.
- Any non-functional variations would be addressed by Council staff as part of normal project process.
- Any potential impacts on sale days beyond the anticipated level of interruption, or any potential re-scheduling or cancellation of sale days would be the subject of consultation with the Board.
- Details of all variations would be included in regular reporting to the Board.

Risk Implications

A key risk for the project is developing a plan for continued operation of the site during construction, while ensuring human safety and animal welfare are preserved, as discussed earlier in this report.

A second emerging risk relates to the timing of the project, in particular, to avoid construction during the peak selling period each spring season.

A third key risk relates to repayment of the internal loan for the facility. Consideration of this has led to the recommendation to prepare a detailed Asset Management Plan to inform further consideration of this risk.

Standard construction risks apply. Supervision of works will be conducted by Council Officers to manage these risks. Geotechnical and other site investigations have been conducted in planning for these works.

Environmental Implications

Standard construction management practices will minimise environmental risks during construction. Effluent from the site is contained on site.

There will be an improved environmental outcome from the project, as it incorporates water reuse and solar panels for electricity generation. Concrete removed from the existing HRLE floor will be re-used as material in Council's Road Construction Program.

Human Rights Implications

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

Conclusion

The tender process has yielded a suitable tender for the design and construction of a roof to the HRLE. Completion of this project will require an increase in the proposed internal loan from Council.

9.2 HORSHAM URBAN TRANSPORT PLAN

Author's Name:	Michael McCarthy	Director:	John Martin
Author's Title:	Project Manager	Directorate:	Infrastructure
Department:	Infrastructure	File Number:	F02/A05/000004

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* –
Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance
with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Draft Horsham Urban Transport Plan (**Appendix "9.2A"**)

Horsham Urban Transport Plan Engagement Report (**Appendix "9.2B"**)

Purpose

To endorse the draft Horsham Urban Transport Plan (HUTP) and place it on exhibition for public consideration to gain community feedback.

Summary

- A draft HUTP has been prepared following an intensive analysis and engagement process.
- It is now proposed to present the plan to the community for consultation.
- The results of the consultation will be presented to the Project Control Group and Councillors to help shape a final report for Council consideration.

Recommendation

That Council endorse the draft Horsham Urban Transport Plan and place it on exhibition for public consideration to gain community feedback for a six-week period.

REPORT

Background

The HUTP is being developed under the banner of Transforming Horsham, which is Council's overarching vision for growing the city's economy, vibrancy and liveability. There are four inter-related strategic projects, each with a common vision – to help guide the transformation of Horsham. These projects are:

- HUTP
- Open Space Strategy
- Horsham South Structure Plan
- City to River (Wimmera River and Central Activity District Vision and Masterplan).

The HUTP has been commissioned to:

- Consider people movement needs alongside place-based activities
- Review and revise Horsham's internal road hierarchy
- Identify key road network issues in the urban areas of Horsham
- Establish key priorities and issues to be addressed
- Establish principles for street design.

Consultants Tonkin and Intermethod have been engaged for this project.

In addition to the consultation outlined below, Councillors have participated in a series of briefings and workshops on this plan.

Discussion

The draft HUTP has been developed to improve the accessibility, transport effectiveness and safety throughout the regional city. The plan incorporates the Movement and Place principles which consider both transport efficiency and the sense of place, aiming to make the city more attractive to visitors and residents (new and existing) and supporting economic and social well-being.

The transport objectives on which this plan are based were those adopted by Council previously, as follows:

- A more active and vibrant CBD and river precinct
- Trucks which don't originate or terminate in the CBD to be removed from the CBD and river precinct
- More active transport
- More river crossings
- Linking highways to economic activities
- Preference for the use of existing road reserves for future development of the local and arterial roads.

A background report was presented to and endorsed by Council in April 2019. That report:

- Provided the project timetable
- Summarised details of the various transport-related strategies and existing data
- Described the principles of Movement and Place
- Categorised the status of street networks within the CBD against movement and place principles
- Identified key issues that need to be addressed
- Provided the consultation plan for the project
- Discussed the initial responses from the extended on-line and face-to-face survey.

The draft plan (**Appendix "15.2A"**) has incorporated the consultant's investigations, feedback from the initial community engagement, the outputs from the recent community workshops held in August and comments from the Project Control Group.

The assessment of Horsham's transport network confirmed that the impact on freight movement through the CAD was a major issue, in particular:

- McPherson Street (Western Highway) has the highest north-south movement function, yet high traffic flows were also recorded along Firebrace Street and Urquhart Street
- Streets within the CAD have a high movement function and generous road design prioritising movement of traffic over pedestrian and cycling use
- Wilson Street (Wimmera Highway) is also of concern for freight movements through town and past the major shopping centre.

The assessment of Horsham's transport network against the Movement and Place principles found a number of issues impacting adversely on safety and amenity in Horsham's streets:

- Wide crossing distances in some side streets and roundabouts
- Lack of continuous tree canopy
- Lack of dedicated cycling infrastructure and poor street design even in locations where the road widths could easily accommodate cyclists
- Lack of on-street seats as resting opportunities
- There is little on-street vibrancy – pedestrian numbers are low, on-street staying/dwelling opportunities are rare and mostly not in a great environment
- Freight movement channelled through the CBD impacts adversely on the road network's safety and amenity
- The hospital and school precincts are very dependent on cars with poor accessibility.

It was also assessed that, whilst there is ample car parking in Horsham, car parking adversely impacts on the opportunities for active streets where people spend time and money, as they move through the CBD.

The plan is structured on six transport themes, with a series of "priority and ongoing" actions identified in each of these themes. It is primarily these actions on which community feedback is sought.

Following development of the HUTP, Council will develop its rural transport strategy. The Rural Transport Network Plan will consider:

- Key freight connections in the municipality's rural areas
- Establishment of a priority farm machinery network, to facilitate the passage of agricultural implements with reduced potential for conflict with main traffic routes
- Enhancements to safety
- The interface of the municipality's rural road network to the Horsham urban transport network
- Development of an achievable service level agreement and road network hierarchy combination for Council's sealed and unsealed rural road network.

Financial Implications

The ultimate goal of the HUTP is to identify actions and projects for incorporation in subsequent Council budgets. Strategies in the draft plan are currently being fed into an action plan, which will accompany the final report. This action plan will provide indicative costings for priority actions over the first five years of a longer term capex plan. It will be presented to Council in a subsequent briefing, with priorities updated to reflect engagement undertaken to date and comments received in the formal consultation period. The action plan will also aim to identify quick wins, which will start to give effect to key priorities from the plan.

Links To Council Plans, Strategies, Policies

2019-2023 Council Plan

Four-Year Priority 2.2.07 – Horsham Integrated Transport Strategy completed including:

- Stage 2 – Horsham urban area
- Stage 3 – Rural areas of municipality

Consultation/Communication

There has been extensive engagement in the development of this draft plan to date. A detailed Engagement Report is attached (**Appendix "9.2B"**), and it is proposed that it will be exhibited as a supporting attachment to the HUTP. The Engagement Report provides a full list of the feedback received during the development phase of this draft plan.

The community engagement process during the exhibition period is proposed to include the following:

- Exhibition of the draft plan on Council's website, with printed copies made available at the Council Reception for viewing
- Regular social media releases explaining the exhibition process and providing details of the strategies proposed under the six themes
- Use of an on-line social engagement tool that provides the community with an opportunity to respond to specific questions and to specific details
- A press release explaining the exhibition the draft Plan for community feedback, its purpose and objectives, the aims of the engagement process, how to view the draft Plan and how to respond to individual strategies
- Speaking notes for the Mayor, including key questions and aims of the draft Plan
- Briefing notes for Councillors and staff to help support the community engagement process, covering aspects such as:
 - Council's adopted transport objectives and advocacy priorities
 - The Movement and Place principles supporting the investigations
 - The six themes outlined in the draft Plan and their aims
 - The engagement process, how to view documents and how to respond
 - The importance of identifying priorities to assist budget deliberations
 - The next steps after the engagement period.

A detailed summary of the responses from the community with commentary on how they shape the final plan will be presented at the next available Council meeting after the conclusion of the exhibition period.

Risk Implications

Effective consultation will assist in mitigating risks associated with development of the HUTP.

Environmental Implications

There are no environmental implications at this stage of the plan's development. Some projects identified in the plan will need detailed investigations of a range of matters, including environmental aspects.

Human Rights Implications

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

Conclusion

The draft HUTP report has been developed utilising a thorough and comprehensive process within the lens of best practice transport practice and theory, and Movement and Place principles. It reflects Council's adopted transport objectives and the outcomes of the community, Project Control Group and Councillor feedback. It is therefore appropriate to exhibit this draft plan for final community consideration.

9.3 GREEN LAKE WATER SUPPLY

Author's Name:	John Martin	Director:	John Martin
Author's Title:	Director Infrastructure	Directorate:	Infrastructure
Department:	Not applicable	File Number:	F06/A13/000001

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* – Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Nil

Purpose

To approve water supply to Green Lake for the 2019/20 summer.

Summary

- This proposal for supply of water to Green Lake is based closely on arrangements in 2018.
- Green Lake is the municipality's primary recreation lake.
- Changes to the water supply regime of GWMWater's reservoirs, associated with the introduction of the Wimmera Mallee Pipeline, have led to a lack of a regular supply to the lake since recovery from the Millennium Drought which ended in 2010.
- Currently, the lake is below the level suitable for launching boats from the boat ramp. GWMWater has completed a minor supply to the lake in early August, which saw the lake rise from 2,400 to 2,510 ML in storage.
- GWMWater is only intending to supply further water to the lake if Council agrees to pay for this water.
- It is proposed that Council pay for this supply.

Recommendation

That Council agree to pay for a supply of up to 1,300 ML of water to Green Lake at a cost of \$22.37 per ML in this current spring, i.e., a total cost of \$29,081.

REPORT

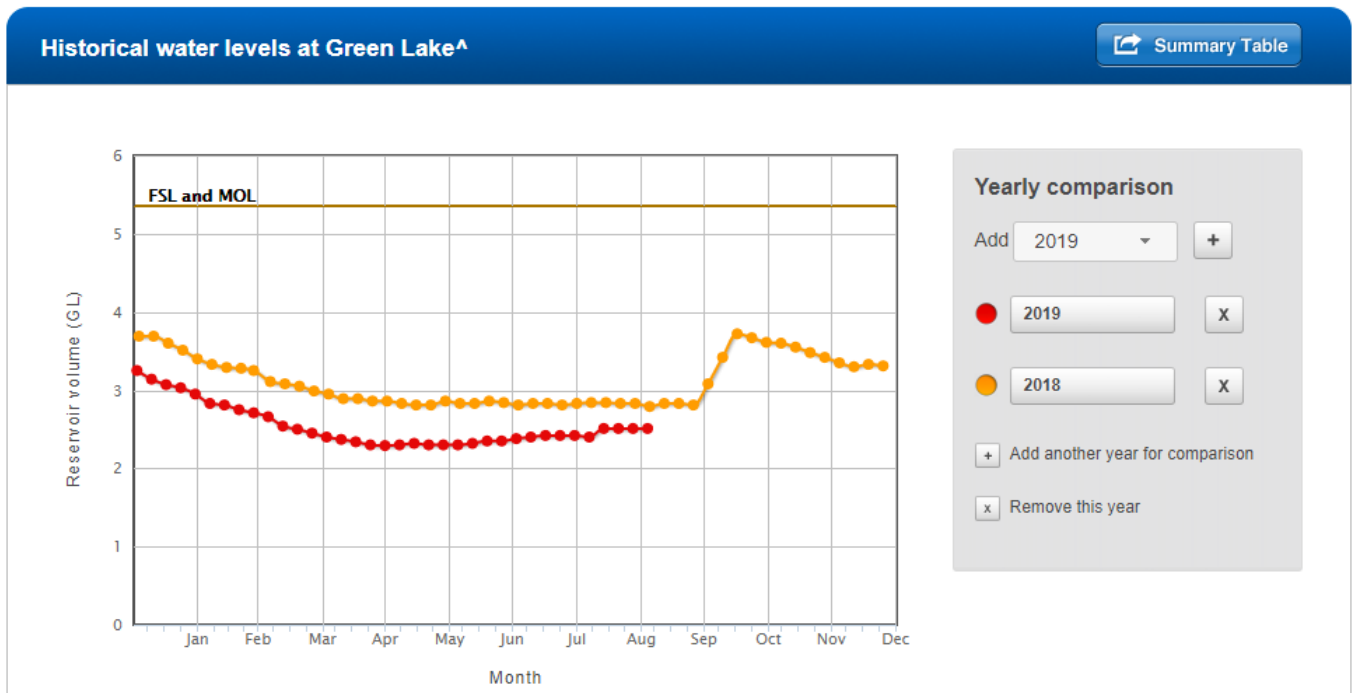
Background

The supply of water to Green Lake was considered by Council in September 2018. That report provided a detailed background on the historical supply to Green Lake and the entitlements framework for water supply in the region.

While the preference would be for GWMWater to supply Green Lake as part of its reservoir network, GWMWater has been unable to do so. GWMWater has again indicated its preparedness to supply water to Green Lake if Council pays for the supply. This is in line with the arrangements for supply to approximately 12 other recreation lakes across the Wimmera-Mallee region.

Discussion

The chart below, from GWMWater’s website shows the 2018 supply (in orange) and the current lake volume, tracking below the level at the same stage last year.



In 2018, a supply of 1,000 ML was provided to the lake. The fact that the lake level is tracking below the level at the same stage last year indicates that the volume supplied is not enough to maintain a sustainable supply. The lake is around 280 ML below the volume at the same stage last year. It is therefore proposed that a supply volume of 1,300 ML be requested.

Financial Implications

The current GWMWater tariff for supply to recreation lakes is \$22.37 per ML. This tariff is heavily subsidised by virtue of the recreation contribution charge that all water customers pay.

Links To Council Plans, Strategies, Policies

2019-2023 Council Plan

Advocacy Priority – The retention of recreational lakes or other recreational water facilities with the purpose of securing water-based recreational opportunities in the municipality

Four-Year Priority 2.3.01 – Investigate opportunities for the development of the Green lake/Dock Lake recreational precinct

Consultation/Communication

Inquiries have been received from the community about whether Green Lake would be supplied again this year.

Risk Implications

There will always be years in severe droughts when a water supply is not possible to Green Lake. Local residents are well aware of this and recognise that priorities need to be established in times of water shortage.

Environmental Implications

The Wimmera Catchment Management Authority has been supportive of measures to enhance the water supply to Green Lake in recent years. There are no identified environmental concerns with the supply.

Blue-green algal blooms are regular at Green Lake. This is unlikely to be solved without regular large throughflow volumes to flush out the lake. This is not a likely scenario in the near term.

Human Rights Implications

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

Conclusion

GWMWater has offered a reasonable proposal to provide a water supply to Green Lake that will facilitate recreation this summer.

9.4 CLEANING CONTRACT EXTENSION – CONTRACT 16/025

Author's Name:	Brett Ellis	Director:	John Martin
Author's Title:	Co-ordinator Facilities Management	Directorate:	Infrastructure
Department:	Engineering Services	File Number:	16/025

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* –
Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance
with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Nil

Purpose

To endorse an optional two-year term extension for the Contract 16/025, Cleaning Contract (Parts A and B).

Summary

- In 2016, Council awarded the contract for cleaning its facilities to Woody's Cleaning for an initial three years. The contract allows Council to enter into optional terms of a one or two year extension.
- Since Woody's has satisfactorily undertaken the first three-year term, it is proposed that the contract be extended with the new proposed rates for immediate commencement.
- Both the level and scope of service have increased slightly over the past three years. The total difference in the proposed contract price is 10%, which is considered to be acceptable.

Recommendation

That Council endorse the option of a two-year extension to Cleaning Contract 16/025 (Parts A and B) with Woody's Cleaning at the annual sum of \$132,831.21.

REPORT

Background

In 2016, Council awarded the contract for cleaning its facilities to Woody's Cleaning for an initial term of three years. According to the contract conditions, Council can now enter into the optional terms of either a one or two-year extension.

It has been assessed that Woody's Cleaning has satisfactorily undertaken the first three-year term. An invitation for a new rates submission was sent to the contractor regarding the following facilities:

Part A (Council Buildings)

- Municipal Offices
- Council Depot
- Mibus Cultural Centre
- Senior Citizens Centre
- Municipal Pound
- Regional Livestock Exchange
- City Oval Clubrooms
- Dudley Cornell Park
- Visitor Information Centre
- Haven Hall
- Horsham Sports and Community Pavilion

Additional Buildings (new service)

- Sunnyside Pavilion
- Racecourse Reserve Pavilion

Part B (Town Hall, Art Gallery, Kalkee Road Hub and Wesley Performing Arts Centre)

- Horsham Town Hall Public Conveniences (new service – was previously in Part C)

It should be noted that there have been some facilities added to the list of both Part A and Part B of the original contract. Consequently, the annual cost to Council would increase from \$120,650.68 (current) to \$132,831.21 as per Woody's Cleaning's new quoted prices.

Discussion

Given that both the level and scope of service have been elevated significantly over the past three years, the total overall 10% difference in the cleaning contract price is considered to be reasonable. The following are some details around the new service demand that triggered the price increase.

Part A – Price increase is largely due to:

- Horsham Regional Livestock Exchange – previous shared travel arrangement no longer available.
- Horsham City Oval Clubrooms – addition of female football
- Haven Hall – serviced more frequent due to increased usage and weekend hire

New services:

- Sunnyside Pavilion
- Racecourse Reserve Pavilion

Part B – Price increase is due to:

- Horsham Town Hall Public Conveniences – site identified as a premium facility requiring a higher service standard. This has been substantially under-quoted and serviced unsatisfactorily by a previous contractor.
- Price evaluated as good value. This service was previously conducted through the separate Public Toilets contract.

Financial Implications

The new rates represent a \$12,180.53 (10%) price increase from \$120,650.68 (current contract term) to the new term of \$132,831.21 on the basis of the proposed new rates.

Provision for this expenditure is split across the budget of a range of service areas. The costs of cleaning these facilities are part of the charge-back arrangements managed by Council.

Links to Council Plans, Strategies, Policies

2019-2023 Council Plan

Goal 3 – Asset Management

Upgrading and maintaining our infrastructure to attract more visitors to our municipality

Consultation/Communication

Consideration of the proposal to extend this contract included discussion with user groups and internal service managers, i.e., the manager of each facility.

Risk Implications

Nil

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

Woody's has satisfactorily undertaken the first three-year term under this contract, it is proposed that optional two-year extension term be exercised.

Given that both the level and scope of service have increased over the past three years, the overall 10% difference in the contract price is considered to be reasonable.

9.5 PUBLIC TOILET CLEANING – CONTRACT 20/002

Author's Name:	Mazen Aldaghstani	Director:	John Martin
Author's Title:	Manager Engineering Services	Directorate:	Infrastructure
Department:	Engineering Services	File Number:	20/002

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* – Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: The appendix only is considered confidential – Section 89(2)(d) Contractual Matters

Appendix

Nil

Purpose

To award Contract 20/002, Provision of Cleaning Service Various Outdoor Facilities and Public Conveniences.

Summary

- The existing contract for public toilet (and related facility) cleaning has expired.
- Tenders were invited from suitably experienced contractors for provision of these services.
- A good response was received to the request for tenders, with six submissions received.
- The preferred tenderer is within the budget provision and has been reviewed to ensure that a suitable standard of service will be provided.
- The tender review panel recommend the contract be awarded to Australian Commercial Maintenance.

Recommendation

That Council award Contract 20/002, Provision of Cleaning Service Various Outdoor Facilities and Public Conveniences, to Australian Commercial Maintenance for the sum of \$293,732.00 inc GST, over the period 1 October 2019 to 30 June 2022.

REPORT

Background

The current contract with Pioneer Cleaning expired on 30 June 2019. This company is continuing to provide services for the time being on a month-by-month basis.

The new contract includes the provision of cleaning services at a broad range of sites including:

- Horsham CBD area
- Parks and playgrounds
- Lakes and open space recreation areas
- Sporting precincts
- Rural facilities.

The public toilets within the Horsham Town Hall were included as part of the original contract, but are now part of a separate cleaning arrangement that includes the overall cleaning of that facility.

Discussion

Tenders were conducted using Council's standard processes, being advertised through Council's tender portal. The attachment to the confidential report on this subject (**Appendix "15.2A"**) provides details of submitted tenders and their evaluation.

Six tenders were received from:

- ICS Service Solutions, Norwood, South Australia
- KC Facility Services, Keysborough, Victoria
- BG Corporate Services, Taylors Lakes, Victoria
- QKleen, Horsham, Victoria
- Australian Commercial Maintenance, Campbellfield, Victoria
- Peopleworks Cleaning Services, Belgrave, South Australia

The tender of Australian Commercial Maintenance was the cheapest of the six tenders. It was assessed as being conforming and addressing Council's requirements, and is therefore the preferred tender.

Financial Implications

The tendered price for these services equates to approximately \$106,800 per year. In comparison, the current budget is based on services provided in 2019/20 at a cost of \$127,000. The budget for this cleaning is spread across a number of Council service areas.

Given this price is lower than budget, sufficient checking of the planned resourcing of the services was undertaken to ensure that a suitable standard of service would be provided.

Links To Council Plans, Strategies, Policies

2019-2023 Council Plan

Goal 3 – Asset Management

The Council Services Overview 2019 document identifies the need to provide the public with accessible, clean and safe toilets.

Consultation/Communication

Internal consultation has occurred with the relevant service manager in each area.

Risk Implications

Financial risks with this contract will be managed through the provision of a security deposit and supervision against defined service standards.

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 tender evaluation process has produced a suitable tender which is deliverable within the available budget allocation.

9.6 SUPPLY OF FUEL – CONTRACT 19/028

Author's Name:	Greg Gunn	Director:	John Martin
Author's Title:	Senior Engineer	Directorate:	Infrastructure
Department:	Engineering Services	File Number:	19/028

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* – Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance with *Local Government Act 1989* – Section 89(2)(d):

Yes No

Reason: The appendix only is considered confidential – Section 89(2)(d) Contractual Matters

Appendix

Nil

Purpose

To award Contract 19/028, Supply of Fuel for Council's operations fleet.

Summary

- Two of the three existing depot fuel tanks are leaking and are no longer able to be used.
- This has led to soil contamination around the fuel tank area, which will require the tanks to be removed in the near future.
- Off-site fuel supply has been identified as the cheapest ongoing means of providing fuel. This also addresses a range of governance requirements to ensure sound administration of fuel supplies.
- A tender process was conducted to determine the preferred supplier of fuels.
- Mogas Regional Pty Ltd received the highest evaluation score and is the preferred provider.
- Contracting to Mogas Regional Pty Ltd will be cheaper than using the current depot tank fuel provider.
- The contract has a term of three years with two, one-year options to renew.

Recommendation

That Council award Contract 19/028, Supply of Fuel to Mogas Regional Pty Ltd.

REPORT

Background

The existing depot fuel facilities currently include bowsers and the following underground fuel storage tanks:

- 2 x 11,000 L diesel
- 1 x 11,000 L unleaded petrol (ULP).

Greencap Pty Ltd was engaged in September 2018 to undertake environmental sampling at the depot. This program indicated that the underground tanks were potentially leaking.

The underground fuel tanks were pressure tested in early January 2019 and this determined that the ULP tank and one diesel tank were leaking and hence, unable to be used. The depot fleet has since been issued with fuel cards as a temporary measure.

Discussion

Rather than repairing or replacing the tanks, it was determined that the cheapest option was to contract the supply of fuel to a local off-site fuel provider.

Tenders were advertised through Council's normal processes, with tenders being received from the following companies:

- Mogas Regional
- Lowes BP
- Caltex Star Card
- Petrogas.

The tender submissions were all assessed as being relatively similar, however, Mogas received the highest score and is recommended for approval.

Details of the tender evaluation process are included in the attachment to the confidential report on this subject (**Appendix "15.2A"**).

Financial Implications

Contracting the fuel supply to Mogas Regional Pty Ltd will result in financial benefits. Until recently, fuel was supplied and delivered by Caltex, with average consumption of diesel being 12,000 L per week. Minimal ULP is supplied at the depot, with most ULP vehicles previously having been issued with fuel cards.

It is estimated that the new contract arrangement will result in an estimated savings of \$35,000/year and reduced costs in managing the bulk fuel supplies.

Links To Council Plans, Strategies, Policies

2019-2023 Council Plan

Goal 4 – Governance and Business Excellence

Consultation/Communication

The options to outsource the supply of fuel have been discussed with the relevant depot and finance staff. Operations Manager Rob Moir was a member of the Evaluation Panel.

Risk Implications

Contracting fuel supplies as proposed in this report reduces Council's environmental risk at the depot site, and helps to address some potential fraud/governance risks.

Environmental Implications

Closing the existing depot fuel facilities and sourcing fuel from offsite will eliminate an environmental risk.

Human Rights Implications

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

Conclusion

It is recommended that Council award Contract 19/028, Supply of Fuel to Mogas Regional Pty.

9.7 WIMMERA INTERMODAL FREIGHT TERMINAL PRECINCT STAGE 1 TENDER, ROADS AND DRAINAGE – CONTRACT 19/034

Author's Name:	Mazen Aldaghstani	Director:	John Martin
Author's Title:	Manager Engineering Services	Directorate:	Infrastructure
Department:	Engineering Services	File Number:	19/034

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* –
Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance
with *Local Government Act 1989* – Section 89(2)(d):

Yes No

Reason: The appendix only is considered
confidential – Section 89(2)(d) Contractual Matters

Appendix

Nil

Purpose

To award Contract 19/034 for Road and Drainage Construction Works at the Wimmera Intermodal Freight Terminal (WIFT) Precinct Stage 1.

Summary

- The scope of works for Stage 1 of the WIFT Precinct development has been finalised.
- Tenders were called on the road and drainage components of these works.
- Three conforming tenders were received.
- The cheapest tender, that of Glover Earthmoving, was also assessed as having the best overall tender submission, and Glover Earthmoving has been nominated as the preferred tenderer.
- The cost of the tender is within the project budget.
- Details of the tender evaluation are included in the attachment to the confidential report on this subject (**Appendix "15.4A"**).

Recommendation

That Council award Contract 19/034 for Road and Drainage Construction Works at the WIFT Precinct Stage 1 to Glover Earthmoving for a contract sum of \$1,798,576.21 ex GST.

REPORT

Background

The WIFT Precinct is being developed to encourage businesses with a transport and logistics focus to be located adjacent to the successful intermodal facility at Dooen.

This contract will deliver the civil works for the first stage of the project, including:

- Construction of a section of Molyneaux Road north of Freight Terminal Road
- A roundabout at the Molyneaux Road and Freight Terminal Road intersection
- Drainage works in this area, including a drainage retardation basin.

Additional works in this stage but not in this contract are:

- Power line construction (in progress through PowerCor)
- Water supply (to be tendered shortly).

Discussion

Tenders were invited using Council's standard processes, being advertised through Council's tender portal. The evaluation report in the separate confidential report on this subject (**Appendix "15.4A"**) provides details of submitted tenders and their evaluation.

In summary, three tenders were received from:

- Glover Earthmoving
- Millers Civil Contractors
- Willmore Contractors.

Glover Earthmoving scored highest in the tender evaluation and submitted the lowest priced tender. The Glover Earthmoving tender submission demonstrated a thorough understanding of the contract requirements. Based on these points, Glover Earthmoving has been nominated as the preferred tenderer for this contract.

Financial Implications

The price tendered, \$1,798,576, is within the available budget for this project being \$2,018,800.

Some further financial aspects of this project are discussed in the attachment to the confidential report on this subject (**Appendix "15.4A"**).

It is acknowledged that the Victorian Government is contributing \$1.25 million towards the overall works for this stage of the WIFT Precinct development, through its Agriculture Infrastructure and Jobs Fund.

Links to Council Plans, Strategies, Policies

2019-2023 Council Plan

External Factors that Inform the Council Plan –

The WIFT and surrounding precinct will provide numerous economic opportunities

Four-Year Priority 2.1.01 – Progress implementation of the WIFT Precinct Plan and encourage opportunities for the establishment of associated industries including the mining sector

Consultation/Communication

Development of the WIFT Precinct follows the Planning Scheme Amendment process to rezone this area, which included a public submissions process.

Details of works impacting on private property have been discussed with relevant landowners/occupiers where impacted, for example, drainage works in paddocks are scheduled to be conducted after harvest.

Risk Implications

While these construction works are larger than most standard road and drainage works conducted by Council, Glover Earthmoving has experience with works in this order, including two recent flood recovery contracts valued at \$0.7 million and \$1.4 million.

Environmental Implications

Scoping of these works included evaluation of environmental impacts. This included redesign of the configuration of drainage works to avoid impacting on an area of native vegetation in part of the site. Most of the site had previously been cropped, and had limited native vegetation value.

The construction works will be conducted in accordance with a management plan that includes consideration of environmental aspects.

Human Rights Implications

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

Conclusion

The tender evaluation process has produced a suitable tender which is deliverable within the available budget allocation.

9.8 AUDIT AND RISK COMMITTEE MEETING – SEPTEMBER 2019

Author's Name:	Diana McDonald	Director:	Graeme Harrison
Author's Title:	Co-ordinator Governance	Directorate:	Corporate Services
Department:	Governance and Information	File Number:	F18/A13/000001

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* – Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Audit and Risk Committee Meeting Minutes – 11 September 2019 (**Appendix "9.8A"**)

Purpose

To receive and note the minutes of the Audit and Risk Committee meeting held on 11 September 2019 and appoint Council's internal auditors.

Summary

- VAGO Fraud and Corruption Control – Local Government – internal assessment
- Internal Audit Actions Report
- Draft Annual Financial Accounts
- Draft Performance Statement
- Tender for the provision of internal audit services.

Recommendation

That Council:

1. Receive and note the minutes of the Audit and Risk Committee meeting held on 11 September 2019.
2. Approve the appointment of RSD Audit as Council's internal auditors for a three-year term, with an option to extend it for further two years.

REPORT

Background

The Horsham Rural City Council Audit and Risk Committee is an advisory committee of Council. The committee's objective is to provide appropriate advice and recommendations to Council on matters as listed in its Charter, in order to facilitate decision making by Council in relation to the discharge of its accountability requirements.

The current internal auditors, Crowe Horwath, have been Council's internal auditors since approximately 2010. Their latest contract concluded on 30 June 2019. Crowe Horwath have performed the audit function in an excellent manner, led predominantly over that time by Senior Partner, John Gavens. They have conducted some 18+ audits during this period, and over 300 recommendations for improvement.

Council's Audit and Risk Committee Charter requires the committee to recommend to Council the provider of the internal audit services. Recently, a public tender process was undertaken for the provision of internal audit services for a three-year term. The internal auditor's role is to have a compliance focus in ensuring legislative requirements are met and that internal controls are operating effectively.

Discussion

Key topics covered in the Audit and Risk Committee meeting held on 11 September 2019 were:

- **VAGO Fraud and Corruption Control – Local Government** – An internal assessment was undertaken of Council's compliance with recommendations raised in the VAGO Report and recommendations were made for improvement to processes.
- **Internal Audit Actions Report** – The quarterly report on the completion and/or number of outstanding audit actions was provided for the quarter. Seventeen actions were completed for the quarter, 61 remain to be completed, and 35 are past the internally set due date. Two high risk items remain overdue, but these are over 80% complete.
- **Draft Annual Financial Accounts and Performance Statement** – The external auditors from the Victorian Auditor General's Office presented the draft Financial Accounts and Performance Statement. There were no significant issues arising from the audit. The auditors praised the work and co-operation of Council's Finance Team.
- **Internal Audit Tender Evaluation** – The tender panel comprised of Graeme Harrison, Director Corporate Services, Heather Proctor, Manager Finance, and Diana McDonald, Co-ordinator Governance. Five tenders were received from:
 - AFS and Associates Pty Ltd (Bendigo)
 - RSD Audit (Bendigo)
 - Crowe (Aust) Pty Ltd (Melbourne)
 - Moore Stephens (Melbourne)
 - Kingston and Knight (Melbourne)

The Tender Evaluation Panel were unanimous in the selection of RSD Audit as the preferred supplier. RSD Audit have previously been VAGO appointed external auditors for Horsham Rural City Council for a three-year period, have a good understanding of the organisation, and have provided a good value audit program.

RSD Audit currently provide internal audit functions for nine other Councils including Hindmarsh, West Wimmera, Buloke and Southern Grampians Shire Councils. They are also internal auditors for the Wimmera Catchment Management Authority and external auditors for 12 Councils across the State. Lead Partner, Kathie Teasdale, and Senior Auditor, Nathan Barber, are both well qualified and experienced in the undertaking of the internal audit function. The intention will be to undertake an Organisational Risk Assessment, which will then inform the development of a three-year internal audit plan, and more detailed audit plan for 2019/20.

The Audit and Risk Committee recommend the appointment of RSD Audit as the company to undertake Council's internal audit program for a three-year period commencing 2019/20.

- **Other Compliance Matters Discussed** – VAGO future performance audit program, delegations, risk management, Business Continuity Plan and Monthly Management Report to 30 June 2019.

Financial Implications

Operations of Council's Audit and Risk Committee are covered within the 2019/20 operational budget allocation. The full year estimated fees for RSD Audit for a 150-hour audit program is \$21,450, which is within the 2019/20 budget allocation of \$25,000.

Links To Council Plans, Strategies, Policies

2019-2023 Council Plan

Goal 4 – Governance and Business Excellence

Four-Year Outcomes –

4.2 Manage risk to the organisation

4.4 Achieve high standards of organisational performance

Consultation/Communication

Council's Audit and Risk Committee comprises of Councillors and independent members. Consultation as and if required is undertaken with internal and external (VAGO) auditors.

Unsuccessful tenderers will be notified following the resolution of Council.

Risk Implications

The Audit and Risk Committee is an important committee of Council required under the *Local Government Act 1989*. The committee has an important role in monitoring Council's financial governance and risks. To not have a properly functioning or constituted committee would be in breach of the requirements of the Act and could increase Council's potential for fraud and corruption to occur.

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 quarterly Audit and Risk Committee meeting has been effectively discharging its duties and responsibilities.

9.9 ANNUAL FINANCIAL ACCOUNTS 2018/19

Author's Name:	Graeme Harrison	Director:	Graeme Harrison
Author's Title:	Director Corporate Services	Directorate:	Corporate Services
Department:	Corporate Services	File Number:	F18/A10/000001

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* – Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Draft HRCC Financial Accounts 2018/19 (**Appendix “9.9A”**)

Draft HRCC Performance Statement for the Year Ended 30 June 2019 (**Appendix “9.9B”**)

Purpose

To approve in-principle the final audited draft Financial and Performance Statements for 2018/19.

Summary

- The Annual Financial Accounts for 2018/19 are provided to Council.
- The Annual Performance Statement for 2018/19 is provided to Council.

Recommendation

That Council:

1. Approve in-principle the Financial and Performance Statements for 2018/19 and authorise their submission to the Victorian Auditor-General's office.
2. Authorise the Mayor, Cr Mark Radford and Cr David Grimble to certify the Financial and Performance Statements for 2018/19 in their final form after any changes recommended or agreed to by the auditors have been made pursuant to section 131 of the *Local Government Act 1989*.

REPORT

Background

The annual financial statements for 2018/19 were prepared and presented to Council's external auditor, McLaren Hunt Financial Group, prior to their visit to Council during the week of 26 August 2019.

The draft Financial Accounts (**Appendix "9.9A"**) and Performance Statement (**Appendix "9.9B"**) have been forwarded to the Victorian Auditor-General's Office for final review on 6 September 2019, and minor changes to notes and presentation of the accounts, may be required/requested.

It is recommended that Council give its approval in-principle to the statements in accordance with the *Local Government Act 1989*. These statements will form part of Council's 2018/19 Annual Report, which must be forwarded to the Minister for Local Government by 30 September 2019.

No changes other than those which might be recommended or agreed by the Victorian Auditor-General's Office are anticipated.

Discussion

The internal Audit and Risk Committee has reviewed the draft statements, at its meeting on Wednesday 11 September 2019, where Mr Chris Kol from McLaren Hunt Financial Group, discussed the statements and the outcomes from the audit.

The Audit and Risk Committee, at its meeting on 11 September 2019, recommended that Council adopt in-principle, the Financial and Performance Statements for 2018/19.

Financial Implications

The cost of carrying out the audit is included in the 2018/19 budget.

Links To Council Plans, Strategies, Policies

2019-2023 Council Plan

Four-Year Outcome 4.4 – Achieve high standards of organisational performance

Consultation/Communication

The draft statements have been discussed with members of Council's Audit and Risk Committee including Mr Chris Kol, from McLaren Hunt Financial Group (Victorian Auditor-General's Office agent) at the meeting

11 September 2019.

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 Financial Accounts and Performance Statement for 2018/19 have been completed in accordance with relevant legislation and with reference to relevant accounting standards, and are now presented for in-principle approval of Council.

9.10 LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK REPORT OF OPERATIONS 2018/19

Author's Name:	Zac Gorman	Director:	Graeme Harrison
Author's Title:	Management Accountant	Directorate:	Corporate Services
Department:	Finance	File Number:	F19/A11/000001

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* – Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Local Government Performance Reporting Framework Report of Operations 2018/19 (**Appendix "9.10A"**)

Purpose

To receive and note the Local Government Performance Reporting Framework (LGPRF) Report of Operations 2018/19 prior to the data being published on the Know Your Council website.

Summary

- Background development of the LGPRF
- The key drivers in establishing the LGPRF framework
- Summary of highlights for the 2018/19 period.

Recommendation

That Council receive and note the Local Government Reporting Framework Report of Operations 2018/19 prior to the data being published on the Know Your Council website.

REPORT

Background

The LGPRF was developed in response to the Victorian Auditor-General's observations that performance reporting in local government had limited relevance to ratepayers because it lacked information about the quality of Council services, the outcomes being achieved and how these related to Council's strategic objectives.

The LGPRF provides a set of comparative performance measures, and requires Councils to report against these as part of the Annual Report, and in doing so:

- (a) Council will have information to support strategic decision making and continuous improvement within Council
- (b) Communities will have information about Council performance and productivity
- (c) Regulators will have information to monitor compliance with relevant reporting requirements
- (d) State and Federal governments will be better informed to make decisions that ensure an effective, efficient and sustainable local government.

Essentially, it has been designed to increase transparency and accountability to the community and other levels of government on the spending of public money and delivery services and infrastructure to the community.

The key drivers in establishing the LGPRF framework are:

- Strengthen Accountability - a consistent set of indicators have been introduced to enable benchmarking of Council performance
- Transparency - the requirement for Councils to identify and report "key strategic activities" has been replaced by reporting achievement of "major initiatives"
- Improved Resource Planning - a consistent process will be introduced for future capital works planning
- Streamlined Financial Reporting - Council is now required to prepare financial statements instead of standard statements
- Better Accessibility - Council is now required to publish key accountability documents on a website.

The LGPRF framework was developed over a number of years with the first year of reporting occurring in 2014/15. All measures and related commentary are reported through the Know Your Council website.

For 2018/19, the LGPRF contains 42 service performance indicators across the following nine broad service areas:

1. Aquatic Facilities
2. Animal Management
3. Food Safety
4. Governance
5. Libraries
6. Maternal and Child Health
7. Roads
8. Statutory Planning
9. Waste Collection.

Issues/Discussion

Council is required to produce a Report of Operations (**Appendix "9.10A"**) which is included in the Annual Report and contains all 42 service performance indicators. Ten of the performance indicators are required to be audited and are included in the Performance Statement, which is part of Council's financial reporting.

For 2018/19 there are now five years of data available, and explanations are provided where there are material variations between the past two years (>10%).

Another component of the LGPRF is the Governance and Management Checklist, which seeks to define measures that identify whether Council has strong and appropriate governance and management frameworks in place for community engagement, planning, monitoring, reporting and decision making, etc. Council has met all these requirements.

Council has completed the reporting requirements for the 2018/19 financial year, and the relevant documents will be lodged with Local Government Victoria (LGV) and the auditors in the coming weeks. Once they have been fully agreed by LGV, they will be placed on the Know Your Council website.

A summary of some of the highlights is provided below (the reference number provided is the line item on the LGPRF Report of Operations):

- Utilisation of aquatic facilities has increased in the past year by 6.91% due to promotion of swimming lessons, an extensive summer holidays program and focusing on aqua based classes.
- The amount of animals reclaimed, has increased from 45.3% to 62.91%.
- In 2018/19 there were less food complaints, therefore, the timeframe to action these complaints was quicker by 35.71%.
- Whilst the number of Council decisions made that were closed to the public remained consistent with previous years, less decisions were made at open council meetings which is reflected by an increase in this ratio.
- Even though participation in the Maternal Child Health Service by Aboriginal children is a voluntary service, participation has increased significantly. An increase of 36% was seen in 2016/17, 15% in 2017/18 and a further 10% in 2018/19.
- Sealed local road requests decreased by 13.11%, with a decrease from 122 requests in 2017/18 to 106 for 2018/19.
- The costs of recycling services have increased by 41.44% due to the impact of China's National Sword policy and the domestic recycling crisis that followed. (REF WC4)

Financial Implications

Financial costs are limited to the time taken for staff to collect and collate the information which is done throughout the year.

Links to Council Plans, Strategies, Policies

2019-2023 Council Plan

Goal 4 – Governance and Business Excellence

Consultation/Communication

This data will be included in Council's Annual Report and placed on the Know Your Council website where detailed comparisons can be made between Horsham Rural City Council and other Councils across the State.

Risk Implications

Reporting of these measures and the ability for the community and other tiers of government to make comparisons could result in some impacts to Council in terms of future funding which could be either negative or positive.

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 2018/19 report provides Council with the results and any variance commentary for the LGPRF.

9.11 COMPLAINT RESOLUTION POLICY REVIEW

Author's Name:	Diana McDonald Sue Frankham	Director:	Graeme Harrison
Author's Title:	Co-ordinator Governance Governance Officer	Directorate:	Corporate Services
Department:	Governance and Information	File Number:	F19/A10/000001

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* – Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Complaint Resolution Policy (**Appendix “9.11A”**)

Purpose

To adopt the revised Complaint Resolution policy.

Summary

- The Governance Team has undertaken a review of Council’s complaint management system.
- As part of the review, the Complaint Resolution policy has been updated.
- The revised policy:
 - Aligns closely with the Victorian Ombudsman’s “Complaints – Good Practice Guide for Public Sector Agencies” and reflects best practice in complaint management
 - Is based on seven guiding principles and provides details on how to make a complaint, the responsibility of complainants and a number of other matters
 - Will be placed on Council’s website, along with a number of other resources to assist people to make complaints.

Recommendation

That Council adopt the revised Complaint Resolution policy.

REPORT

Background

The public has a right to make complaints and it is important for Council to have an open and transparent complaint handling system in place that is accessible to all members of the community. Complaints provide us with free feedback that help us to improve services and the way we conduct our business.

Council adopted the existing Complaints Resolution policy in October 2014. The Governance Team has recently undertaken a review of Council's overall complaint handling system, including the Complaint Resolution policy.

Discussion

The revised Complaint Resolution policy aligns closely with the Victorian Ombudsman's "Complaints – Good Practice Guide for Public Sector Agencies", which reflects the revised Australian and New Zealand standard for complaint handling, Victoria's public sector values, and the *Charter of Human Rights and Responsibilities Act 2006*.

The revised Complaint Resolution policy is based on the following guiding principles:

- Commitment
- Accessibility
- Transparency
- Objectives and fairness
- Privacy
- Accountability
- Continuous improvement.

The policy also provides details on how to make a complaint, the responsibility of complainants and a number of other matters.

Once approved, the revised Complaint Resolution policy will be placed on Council's website, together with other resources to assist people in making complaints.

Financial Implications

There are no financial implications associated with the adoption of the revised Complaint Resolution policy.

Links To Council Plans, Strategies, Policies

2019 – 2023 Council Plan

Goal 4 – Governance and Business Excellence

Four-Year Outcomes –

4.2 Manage risk to the organisation

4.4 Achieve high standards of organisational performance

Consultation/Communication

Consultation has occurred with the Victorian Ombudsman, other Councils, the Executive Management Team and Executive Leadership Team to ensure that the revised policy captures legislative requirements and reflects local government best practice in complaint resolution. Councillors also discussed the draft Complaint Resolution policy at a Council Briefing meeting on 9 September 2019 and feedback has been incorporated into this policy.

Risk Implications

There are significant risks to Council if complaints are not managed in a transparent, consistent, fair and equitable way.

Environmental Implications

Not applicable

Human Rights Implications

The Complaint Resolution policy includes a section on human rights considerations outlining Council's obligations in accordance with the *Charter of Human Rights Act 2006*.

Conclusion

The revised Complaint Resolution policy reflects best practice in complaint resolution in Local Government.

9.12 COUNCIL PLAN HALF YEARLY REPORT – 1 JANUARY 2019 TO 30 JUNE 2019

Author's Name:	Sue Frankham	Director:	Graeme Harrison
Author's Title:	Governance Officer	Directorate:	Corporate Services
Department:	Governance and Information	File Number:	F19/A11/000001

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* –
Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance
with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

2019-2023 Council Plan Half-Yearly Report – 1 January to 30 June 2019 (**Appendix "9.12A"**)

Purpose

To receive and note the report on progress against the four-year priorities and strategic indicators in the Council Plan for the period 1 January to 30 June 2019.

Summary

- The 2019-2023 Council Plan contains 19 Strategic Indicators and 129 Four-Year Priorities.
- Since the last report, a further nine Four-Year Priorities have been completed.
- Of the 129 Four-Year Priorities, 31 have been completed, 89 are in progress and 9 have not commenced.
- Of the 19 Strategic Indicators, seven have now been achieved.

Recommendation

That Council receive and note the 2019-2023 Council Plan half-yearly report for the period 1 January to 30 June 2019.

REPORT

Background

The *Local Government Act 1989* requires all Victorian Councils to produce a four-year Council Plan which must be reviewed annually. Horsham Rural City Council has taken the approach to have a four-year rolling Council Plan that is reviewed and revised on an annual basis for the following four years. The 2019-2023 Council Plan was formally adopted on 24 June 2019.

The 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. It provides direction to management and includes the indicators that Council uses to deliver key outcomes.

The Council Plan contains five long-term goals:

Goal 1 Community and Cultural Development

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

Goal 2 – Sustaining the Economy

Lead in sustainable growth and economic development

Goal 3 – Asset Management

Meet community and service needs through provision and maintenance of infrastructure

Goal 4 – Governance and Business Excellence

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

Goal 5 – Natural and Built Environments

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

The half yearly report from 1 January to 30 June 2019 was presented to the Council Meeting on 26 August 2019. At that meeting it was resolved:

“That the 2019 – 2023 Council Plan half yearly report for the period 1 January 2019 to 30 June 2019 be deferred to the next meeting for further consideration and discussion”.

The report was subsequently discussed at a Council Briefing on 2 September 2019 and some further updates and amendments made.

Discussion

The 2019-2023 Council Plan lists 129 Four-Year priorities. During the reporting period, the following nine Four-Year Priorities have been completed:

- Goal 1, 1.2.07 – Development of positive ageing initiatives
- Goal 1, 1.2.11 – Improve presentation, lighting and walking track condition around the racecourse
- Goal 1, 1.3.02 Work with the Wesley Committee of Management to review arrangements associated with the Wesley PAC
- Goal 3, 3.4.07 – Investigate other options for the Wimmera Sports Stadium
- Goal 4, 4.2.03 – Respond to emerging risks through the strategic risk register and internal audit
- Goal 4, 4.4.06 – Review the Name and Address (NAR) database to create single name and address database

- Goal 4, 4.4.11 – Supporting training and programs relating to family violence and gender equity
- Goal 4, 4.4.12 – Support cultural awareness training and programs
- Goal 5, 5.2.04 – Complete the Wimmera River Corridor Strategy

Of the 129 Four-Year Priorities, 31 have been completed, 89 are in progress and nine have not commenced (**Appendix “9.12A”**).

Financial Implications

Not applicable

Links To Council Plans, Strategies, Policies

2019-2023 Council Plan

Goal 4 – Governance and Business Excellence

Consultation/Communication

The Council Plan was developed following an extensive consultative process. The six-monthly report to 30 June 2019 has been reviewed by the Executive Management Team. It was also discussed at Council Briefings on 12 August 2019 and 2 September 2019.

Risk Implications

The likelihood of Council achieving success in fulfilling its mission and vision is greatly enhanced by the utilisation of effective planning. Ineffective planning is a significant risk to Council in terms of providing successful outcomes for the community.

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

This six-monthly report provides an update on the strategic indicators and Four-Year Priorities listed in the 2019-2023 Council Plan.

9.13 FEDERAL GOVERNMENT FUNDING, CITY TO RIVER – NEXT STEPS

Author's Name:	Susan SurrIDGE	Director:	Graeme Harrison
Author's Title:	Co-ordinator Community Relations and Advocacy	Directorate:	Corporate Services
Department:	Governance and Information	File Number:	F20/A02/000001

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* – Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Letter from Minister McCormack dated 12 August 2019 (**Appendix "9.13A"**)
Request for Information Form (**Appendix "9.13B"**)

Purpose

To inform Council on the next steps in securing the Federal Government funding commitment of \$1.65 million for the City to River Project.

Summary

- The Federal Government have confirmed a grant of \$1.65 million to Horsham Rural City Council for the City to River Project, subject to the completion of a 'Request for Information' form and the negotiation of a Deed of Agreement.
- The completed Request for Information form is due back to the Department of Infrastructure by 23 November 2019.
- The City to River Masterplan and prioritised project/s will not be complete and approved by Council by this date.
- Council will provide a written request for extension to the due date (as per Federal Departmental advice) to allow sufficient time to complete the Masterplan process and develop the initial scope of priority project/s.

Recommendation

That Council:

1. Note the Australian Government's commitment to provide up to \$1.65 million for the City to River project.
2. Request an extension to the date by which the Request for Information form must be submitted to 29 February 2020.

REPORT

Background

In May 2019, in the lead up to the Federal Election, the National Party made an election commitment of \$1.65 million for the City to River project. This commitment followed a period of intensive advocacy around revitalising Horsham's CBD, including an unsuccessful application to the federal government's Building Better Regions Fund in 2018.

The advocacy strategy centred on funding a project of regional significance that strengthened the role of Horsham as a regional city and major service centre for the Wimmera-Mallee.

At the time of the funding announcement, the City to River project (launched in December 2018) had commenced and there had been initial review and discussion on the project with key stakeholders, however, the draft Masterplan was still to be developed. Pre-election advocacy documentation provided to number of Mallee election candidates requested \$5 million to fund the first stage of the City to River project.

The announcement by the then Deputy Prime Minister Michael McCormack on 13 May 2019 provided a commitment of \$1.65 million. Council has allocated \$842,500 in the 2019/20 budget to provide an overall budget of just under \$2.5 million for the first stage of works.

The previously envisaged CBD revitalisation works are now included in the City to River planning process and the staging of works and priority project/s are still to be finalised. The draft Masterplan has just finished a period of public engagement and is now under review, with Council to decide on changes to be made before adopting a final Masterplan.

Discussion

On 23 August 2019, Council received a letter from Minister McCormack (**Appendix "9.13A"**) confirming the Australian Government's commitment to provide up to \$1.65 million for the project. The commitment will be delivered by the Department of Infrastructure, Transport, Cities and Regional Development through the Community Development Grants (CDG) Programme.

Instructions accompanying the letter require that Horsham Rural City Council complete a Request for Information form and submit it to the Department, providing sufficient information for the Department to undertake an assessment of the project before negotiating a Deed of Agreement.

The CDG Programme is not a competitive grants process and is used to fund election commitments and other identified government priorities. The Request for Information form (**Appendix "9.13B"**) requires detailed information similar to that which would be expected of an application to the Building Better Regions Fund.

Information required includes:

- Project description and scope
- Economic and community benefits
- Job creation
- Estimated start and finish dates
- Current stage of development of proposal, i.e., concept plans
- Itemised project budget.

Supporting documentation includes:

- City to River Masterplan documentation
- Project design
- Project cost estimates
- Project Management Plan.

This information will be finalised soon after the Masterplan is complete and priority projects identified and approved by Council.

The CDG Programme runs through until 30 June 2026, however, Council is required to complete the Request for Information form within three months of the date of request (23 August 2019), or alternatively, request an extension in writing.

Given the timing of the City to River Project, it is recommended that Council request an extension to the date by which the Request for Information form must be submitted to 29 February 2020. This request is required to be submitted as soon as possible and prior to the current end date of 23 November 2019.

Financial Implications

The Request for Information form is the first step in the process of securing the \$1.65 million Federal Government Grant for the City to River project.

Links To Council Plans, Strategies, Policies

2019-2023 Council Plan

Advocacy Priority – Advocate for improvements to the Horsham CBD and Wimmera River precinct

Four-Year Priorities –

- 1.2.01 Develop and progressively implement a plan for the redevelopment of the Horsham City Oval
- 1.2.01 Encourage redevelopment of community facilities at the Horsham Showgrounds
- 1.2.03 Implement outcomes from the multipurpose/indoor sports and community facility feasibility study
- 1.2.09 Activate the Wimmera River Precinct for the community and visitors (including lights and greater presentation)
- 1.2.12 Encourage the development of a riverside café
- 1.4.02 CBD Revitalisation Project – 2016-2025 Stage 1 – improved urban design
- 2.2 Promote Horsham as a regional city
- 3.1.01 Develop improved pedestrian access (bridges) across the Wimmera River in Horsham, in partnership with land developers

Consultation/Communication

Council Officers will continue to liaise with the Department of Infrastructure to ensure the negotiation of the funding Deed of Agreement.

Risk Implications

Council must request an extension to the end date for the Request for Information or risk losing the funding commitment by the Federal Government.

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

This report details actions to be taken to ensure that Council complies with the funding requirements of the Federal Government and to secure the funding commitment of \$1.65 million for the City to River project.

9.14 HORSHAM RURAL CITY COUNCIL MUNICIPAL EARLY YEARS PLAN 2019-2023

Author's Name:	Michelle Rethus	Director:	Kevin O'Brien
Author's Title:	Community Wellbeing Strategic Projects Officer	Directorate:	Community Wellbeing
Department:	Community Services and Emergency	File Number:	F08/A09/000002

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* – Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: *If no type Nil*

Appendix

HRCC Early Years Plan 2019-2023 (Final Draft) (**Appendix "9.14A"**)

Horsham's Children 2019 – A Data Snapshot (**Appendix "9.14B"**)

HRCC Early Years Plan 2019-2023, Public Feedback Submissions (**Appendix "9.14C"**)

Purpose

To adopt the final draft of the Horsham Rural City Council Municipal Early Years Plan 2019-2023 (MEYP) (including the "Horsham's Children 2019 – A Data Snapshot" document).

Summary

- The purpose of the MEYP is to provide children and their families with the best possible foundation for life success.
- Data analysis, stakeholder engagement, community survey and children's competition used as input to develop key themes and actions.
- Key themes in the plan are:
 - Creating quality service and support
 - Language, literacy and learning
 - Advocating for children and families.
- The MEYP contains a series of actions developed by the Early Years Network that Council will undertake in collaboration with a range of partners over the next four years.
- Public feedback for a period of one month was undertaken. Two submissions were received and changes have been proposed to update the plan in response to feedback.

Recommendation

That Council adopt the Horsham Rural City Council Municipal Early Years Plan 2019-2023.

REPORT

Background

The purpose of the MEYP is to provide children and their families with the best possible foundation for life success. While not a statutory requirement, Council has supported the MEYP in the past as a key tool in setting the strategic direction for delivery in the early years sector of Horsham Rural City.

Discussion

Data analysis, government policy context and stakeholder and community engagement were used when forming the key themes and actions in collaboration with the Early Years Network.

Key themes in the plan are:

- Creating quality service and support
- Language, literacy and learning
- Advocating for children and families.

Financial Implications

Ongoing costs associated with maintenance of ageing buildings used for sessional kindergarten. New infrastructure will be required to deliver three-year-old kindergarten, however, specifications on requirements is pending the findings from the three-year-old kindergarten working group (a key action in this plan).

Links To Council Plans, Strategies, Policies

2019-2023 Council Plan

Four-Year Outcome 1.4 – Develop the municipality as a desirable place to live, work and enjoy for people of all ages and abilities

Horsham Rural City Council Health and Wellbeing Plan 2017-2021

Priority Area 6 – Improving Early Years Outcomes Action 26-30

Consultation/Communication

Public Feedback was sought from 23 July – 25 August 2019. Two submissions were received with updates made in the final draft plan to reflect this feedback.

These updates include:

- **Page 6 Appendix A:** Reference to Act@Work which includes Council's commitment to respectful relationships (*Submission date 29/7/19*)
- **Page 7 Appendix A:** Addition of reference to proactive work currently undertaken by Horsham Rural City Council to support early years education including
 - continued monitoring of birth locations to assess future demand needs particularly in more remote areas of the municipality (*Submission date 12/8/19 and Councillor Comment – Council Meeting Monday 22 August*)
- A further change of addition of numbers to action items for easy reference was also made.

Risk Implications

There is a risk to the community on whether inclusive and accessible kindergarten programs for 3-year-olds can be provided should either of the private providers or HDKA choose not to participate.

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

This report is presented for consideration of Council, recommending that the MEYP be adopted.

9.15 SENATE ENQUIRY ON JOBS FOR THE FUTURE IN REGIONAL AREAS

Author's Name:	Angela Murphy	Director:	Development Services
Author's Title:	Director Development Services	Directorate:	Development Services
Department:	Economic Development	File Number:	F15/A01/000004

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* –
Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance
with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Submission – Senate Enquiry on Jobs for the Future in Regional Areas (**Appendix “9.15A”**)

Purpose

To receive and note Council’s submission lodged with Senate Enquiry on Jobs for the Future in Regional Areas.

Summary

- Council’s submission to the Senate Enquiry on Jobs for the Future in Regional Areas focused on responding to:
- New industries and employment opportunities that can be created in the regions
- Community infrastructure to attract investment and job creation.

- The submission was lodged on 6 September 2019.

Recommendation

That Council receive and note the submission lodged with the Senate Enquiry on Jobs for the Future in Regional Areas.

REPORT

Background

On 31 July 2019, the Senate resolved to establish a Select Committee into Jobs for the Future in Regional Areas. The committee will inquire and report on the following matters:

- (a) New industries and employment opportunities that can be created in the regions.
- (b) The number of existing jobs in regional areas in clean energy technology and ecological services and their future significance.
- (c) Lessons learned from structural adjustments in the automotive, manufacturing and forestry industries and energy privatisation and their impact on labour markets and local economies.
- (d) The importance of long-term planning to support the diversification of supply chain industries and local economies.
- (e) Measures to guide the transition into new industries and employment, including:
 - (i) Community infrastructure to attract investment and job creation
 - (ii) The need for a public authority to manage the transition
 - (iii) Meaningful community consultation to guide the transition
 - (iv) The role of vocational education providers, including TAFE, in enabling reskilling and retraining.
- (f) The use of renewable resources in Northern Australia to build a clean energy export industry to export into Asia.
- (g) Any related matters.

Discussion

A copy of Council's submission to the Senate Enquiry on Jobs for the Future in Regional Areas is attached (**Appendix "9.15A"**). The submission focused on responding to (a) new industries and employment opportunities that can be created in the regions and (e) (i) community infrastructure to attract investment and job creation.

Council's economic development opportunities identified included:

- Expand the investment in renewable energy sectors and small towns, including wind, solar and biomass.
- Mineral sands mining and the significant economic impact that would be generated (expenditure, employment, wages and salaries, exports), including the current Stavelly release for Western Victoria which could potentially offer the region other earth resources such as gold, copper or other metals for exploration and mining.
- Develop tourism product with a focus on food and wine, nature based, indigenous, sport and recreation, and arts and cultural tourism.
- Facilitate a critical mass of industrial activity in existing industrial precincts.
- Encourage the clustering of industry to promote synergy, for example, intensify health care, social assistance and medical services in proximity to the existing hospital precinct.
- Build on the Rural City's liveability through the promotion of social cohesion.
- The sustainable development of public infrastructure and services.

- Attract and accommodate new residents in locations that provide access to infrastructure and services, and does not adversely affect productive agricultural land.
- Continue to encourage the Central Activity District of Horsham as a vibrant hub that supports a mix of retail, office, food and beverage, entertainment, community and cultural activity. State tourism strategies such as Victoria's Tourism 2020 Strategy and the Visitor Economy Strategy identify the need to improve destinations through investment in attractions, experiences and accommodation. This is particularly relevant for Horsham in terms of regional strengths in nature based tourism, food and wine, and arts and culture.

Other key strategies include growing events, improving marketing and branding, and more effective co-ordination and collaboration between regions.

In terms of community infrastructure to attract investment and job creation the submission highlighted the importance of freight, transportation, education and training, information and computer technology and renewable energy.

Financial Implications

Nil

Links To Council Plans, Strategies, Policies

2019-2023 Council Plan

Goal 2 – Sustaining the Economy

Lead in sustainable growth and economic development

Horsham Rural City Council Economic Development Strategy 2017-2021

Consultation/Communication

Feedback on the draft submission to the Senate Enquiry on Jobs for the Future in Regional Areas was sought from Councillors, Executive Management Team, Wimmera Development Association Executive and Regional Development Victoria.

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

Council's submission to the Senate Enquiry was lodged on 6 September 2019.

9.16 ECONOMIC DEVELOPMENT REPORT

Author's Name:	Stephen Pykett	Director:	Angela Murphy
Author's Title:	Manager Economic Development	Directorate:	Development Services
Department:	Economic Development	File Number:	F15/A06/000001

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* –
Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance
with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Nil

Purpose

To receive and note the Economic Development Report for August 2019.

Summary

The Economic Development Report provides a summary of economic development activities in the municipality during the reporting period.

Recommendation

That Council receive and note the Economic Development Report for September 2019.

REPORT

Background

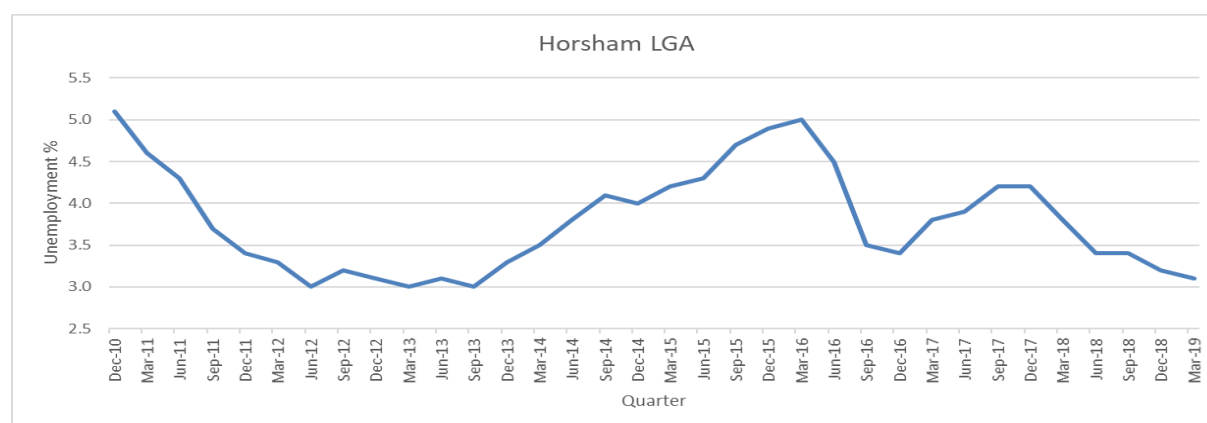
At the Ordinary Meeting of Council on 26 August 2019, it was resolved that a regular Economic Development Report be tabled on the Ordinary Council Meeting agenda.

Discussion

Key items of interest for the report period are provided below.

Economic Benchmarks and Data

Unemployment



Region	Unemployment
Australia	5.2%
Victoria	4.8%
Horsham (LGA)	3.1%

Department of Employment, Skills, Small and Family Businesses; Small Area Labour Markets – March quarter 2019

Planning Applications Determined

	Number	Cost	YTD	YTD cost of development
August 2019	23	\$3,849,660	30	\$4,458,477
August 2018	15	\$7,401,500	21	\$7769,936
Change	+8	-\$3,551,840	+9	-\$3,311,459

Building Permits Issued

	Number	Total cost of development	YTD	YTD cost of development
Council	9	\$803,972	15	\$1,709,708
Private surveyors	13	\$3,278,731	31	\$11,132,172
Total	22	\$4,082,703	46	\$12,842,420

Summary of building permits issued YTD

	Number	Total Value	Commercial		Domestic	
			No	Value	No	Value
HRCC	15	\$1,709,708	3	\$793,900	12	\$915,808
Private Surveyor	31	\$11,132,172	7	\$5,500,512	24	\$5,631,660
Total	46	\$12,842,420	8	\$6,294,412	16	\$6,548,008

Business Engagement

Direct business engagement

	Number	YTD
General business	35	47
New or expanding business	4	9
Event organisers	2	5
Total	41	61

Networking and business event breakdown

	Number	YTD
Networking & business events	6	11

Networking attended	Attendees	Details
Regional Tourism Conversation	80	Regional Tourism Review workshop
Business Horsham Board meeting	7	Monthly board meeting
Total	87	

Facilitated business events	Attendees	Details
Tax Essentials	15	ATO event at the WBC
Record Keeping	20	ATO event at the WBC
Single Touch Payroll	15	ATO event at the WBC
AICD Governance Foundations	19	Australian Institute Company Directors/ WDA
Total	69	

Tourism and Events

	Number	YTD
Notice of intention to hold an event applications	9	22
Visitor information Centre visits	866	1820
Visithorsham.com web visits	2894	5846

Strategic Planning

Horsham South Structure Plan	<ul style="list-style-type: none"> The project is needed in order to ensure that South Horsham develops in a co-ordinated way, ensuring infrastructure needs such as traffic and transport connectivity, sewer, water and drainage to be developed in a sequenced way, avoiding land use conflicts and development limitations in the future. Horsham South Key Strategic Directions Report is currently under review by the PCG, in preparation for targeted landholder engagement.
Horsham Aerodrome Business Plan review	<ul style="list-style-type: none"> Council has appointed a consultant to begin development of the Horsham Aerodrome Masterplan An assessment of both the previous Aerodrome Business Plan and Aerodrome Masterplan has been undertaken along with stakeholder engagement. On 20 June further engagement took place with the Aerodrome user group to discuss the draft findings. More engagement is planned.
City to River	<ul style="list-style-type: none"> Wider community engagement process commenced 4th July and closed 30 August All submissions will be reviewed, summarised and recommendations made as part of the final engagement report.

Infrastructure Development

Enhanced Broadband Project (Connecting Regional Communities Program)	<ul style="list-style-type: none"> Funding of \$1.7million has been announced to install high speed broadband at one gigabit per second in both directions in the Horsham Rural City Council area. This proposed fixed wireless service will be available to businesses in Horsham, Wimmera Intermodal Freight Terminal Precinct, Aerodrome and Horsham Enterprise Park. Spirit Telecom has been awarded the tender to deliver this "state of the art" internet access through fixed wireless. Construction has begun and services are expected to be available for businesses in the second half of 2019. Spirit Telecom has begun advertising services to businesses
Horsham Regional Livestock Exchange roofing	<ul style="list-style-type: none"> Has successfully received funding under the Building Better Regions Fund to roof the Livestock Exchange for \$1.49m towards a total project of \$3.03million to improve animal and human welfare, value of sheep from improved shelter conditions, water savings and efficiencies in cleaning the facility. A tender process has been conducted to source a contractor to build the roof, recommendations will go to council once assessments have been completed

Projects and Programs

Environmental Upgrade agreements	<ul style="list-style-type: none"> • Council has agreed to offer Environmental Upgrade Agreements (EUA's) that assist businesses and commercial property owners in Horsham by providing access to Environmental Upgrade Finance. This scheme gives access to finance for energy and environmental efficiency upgrades to buildings with repayments made through council's rates system. • Initial interest has been positive with applications progressing through the system • Community interest remains positive and further agreements are expected
Wimmera Business Centre	<ul style="list-style-type: none"> • A review of the centre and its operations is being undertaken to look at the current offerings from the Business Centre, review practices in other centres and to identify start up trends. • Engagement through this process has quantified a level of interest in a co-working space in Horsham. • Further workshops with small and home based businesses are being arranged.
Horsham Visitor Information Centre	<ul style="list-style-type: none"> • The VIC review is continuing in association with Grampians Tourism who are undertaking a Grampians wide Visitor Servicing review. • The final report has now been received and is being evaluated.

Business Development, Tourism and Events

Major Sporting Events	<ul style="list-style-type: none"> • Horsham will host the PGA ProAm in October 2019 which will see around 160 professional and amateur golfers in Horsham for three days. Part of the event includes community engagement. • A round of the National motocross is being negotiated for Horsham to be scheduled for late March or April 2020. These events are estimated to be worth close to \$500,000 in income to Horsham and the region.
Localised	<ul style="list-style-type: none"> • The Localised project aims to raise awareness of local businesses, prevent spending leakage from the region and facilitate business to business communication. This has been a major business engagement tool with currently 70 profiles across the Wimmera.
Tourism	<ul style="list-style-type: none"> • The Visit Victoria tourism review workshop and information session was held in Horsham on 15 August 2019 with approximately 80 people attending. • The review is expected to provide recommendations in early 2020.
Better Approvals	<ul style="list-style-type: none"> • Council has been working with Small Business Victoria to streamline business approvals in Horsham. Information provided by small businesses has helped shape the service enhancements to reduce overall processing times. • An official launch is being planned for September or October 2019.

Financial Implications

Not applicable

Links To Council Plans, Strategies, Policies

2019-2023 Council Plan

Goal 2 – Sustaining the Economy

Consultation/Communication

Not applicable

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 Economic Development report for August 2019 is provided for the information of Councillors.

9.17 CHIEF EXECUTIVE OFFICER'S OPERATIONAL REPORT

Author's Name:	Sunil Bhalla	Director:	Not applicable
Author's Title:	Chief Executive Officer	Directorate:	Not applicable
Department:	Chief Executive Office	File Number:	F06/A01/000001

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* –
Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance
with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Nil

Purpose

To receive and note the Chief Executive Officer's Operational Report for September 2019.

Summary

The Chief Executive Officer's Operational Report highlights issues and outcomes affecting the organisation's performance and matters which may not be subject of Council reports or briefings.

Recommendation

That Council receive and note the Chief Executive Officer's Operational Report for September 2019.

REPORT

Background

At the 24 June 2019 Ordinary Meeting of Council, it was resolved that the Chief Executive Officer provide an operational report to Council.

Discussion

Key items of interest for the report period are summarised below.

Advocacy/Funding Announcements

Department of Transport: The Chief Executive Officer and Director Infrastructure, along with the CEO of Southern Grampians Shire Council, attended a meeting with the Department of Transport on 30 August 2019 to discuss passenger rail to Horsham and Hamilton. A key action from the meeting was to form a working group with representation from Horsham Rural City Council, Southern Grampians Shire Council and the Department of Transport to undertake further analysis and costings to enable return of shuttle trains between Horsham/Hamilton and Ararat.

South Horsham Structure Plan: Council has received advice from the Victorian Planning Authority of its successful grant application, Streamlining for Growth 2019/20 under the Regional Victoria funding stream, and will receive funding to prepare the South Horsham Structure Plan Stage 2.

Community Engagement

Christian Emergency Food Centre: The Mayor and the Chief Executive Officer visited the Horsham Christian Emergency Food Centre on Monday 9 September 2019.

Community Conversations at Haven Hall: Councillors and senior staff met with the Haven community on Wednesday 18 September 2019 at the Haven Hall, providing an opportunity for people in the Haven district to raise issues with Council.

Building Forums: Building information forums were held on 28 August 2019 and 4 September 2019 at the Civic Centre. These sessions covered discussions on Professional Indemnity Insurance, Building Activity Management System, registration and licensing of building trades.

Child Protection Week: A breakfast was held at the Kalkee Road Children's and Community Hub on Thursday 5 September 2019, which included a presentation from the Co-ordinator of the By Five Wimmera South West Early Years project. More than 30 early years' professionals were in attendance. Council Officers worked with Uniting Wimmera and other agencies to organise this event.

Projects and Events

The Hon Martin Pakula MP, Minister for Tourism, Sport and Major Events: Minister Pakula officially opened four projects on Thursday 19 September 2019 at the Horsham City Bowling Club. Projects opened were the Natimuk United Football Netball Club oval lighting upgrade, Horsham City Bowling Club installation of second synthetic green, Horsham Central Park Netball Courts upgrade of non-compliant netball courts and the Kalkee Tennis Courts construction of two new concrete/synpave tennis courts and new lighting.

The Hon Martin Pakula MP: The Mayor and Chief Executive Officer met with Minister Pakula prior to the event on 19 September 2019 to brief the Minister on the City to River project.

Proactive planned maintenance of unsealed roads: Council's asset team assisted in development of two-year unsealed road maintenance program. For all gravelled roads, a clearly defined grading schedule is developed with indicative timeline about when a particular road will be graded. This arrangement, which will start from 16 September 2019, will assist in productivity, efficiency and rural community satisfaction in a number of ways. Grader operators will continue from one road to another without needing further direction from supervisors, resulting in reduction in idle time of plant, and customer service team can provide advice to community about when a particular road will be graded. There will be improved maintenance of gravelled roads on same budget, resulting in longer resheet life and plant utilisation will increase. The scheduled grading program will be available in POZI in near future assisting community for self service.

WIM Resources Pty Ltd and Iluka Resources Ltd

Letters have recently been received from Hon. Richard Wynne, Minister for Planning advising of his decision to require Avonbank Mineral Sands Project (WIM) and The Wimmera Project (Iluka) to prepare Environment Effects Statements under the Environment Effects Act 1978.

Staff Matters

RuOK Day: Council held two RuOK events for Council staff on Thursday 12 September 2019 at the Depot and Civic Centre. Both sessions were very well attended. Council recognises the importance of mental health and looking after each other. Guest speaker was Aaron Schultz who shared his personal journey of anxiety and depression. RuOK is all about knowing how to ask "Are you OK?".

Financial Implications

Not applicable

Links To Council Plans, Strategies, Policies

2019-2023 Council Plan

Consultation/Communication

Not applicable

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

That Council receive and note the Chief Executive Officer's Operational Report for September 2019.

10. COUNCILLOR REPORTS AND ACKNOWLEDGEMENTS

Cr Mark Radford, Mayor

- 24 August 2019 – Parkrun 1st Birthday Run (38.10)
- 25 August 2019 – Operation 19:14 Family Fun Day
- 25 August 2019 – Horsham Amateur Basketball Association Culture of Champions Mural Unveiling
- 26 August 2019 - Meeting with Cheryl Linke
- 26 August 2019 - Citizenship Ceremony
- 26 August 2019 – Ordinary Council Meeting
- 27 August 2019 – ABC Radio Interview
- 29 August 2019 – Holy Trinity Lutheran Guild Wimmera Rally
- 30 August 2019 – Seasonal Conditions Meeting
- 2 September 2019 – Holy Trinity Lutheran College Senior Site Opening
- 2 September 2019 – Letter to Horsham Anglican Church regarding new car park
- 2 September 2019 – Letter to Inglorious Pasta regarding new shop opening
- 2 September 2019 – Letter to Po La Asian Grocery regarding new shop opening
- 2 September 2019 – Council Briefing Meeting
- 3 September 2019 – Principal For A Day at Horsham West Primary School
- 5 September 2019 – Horsham Regional Livestock Exchange Board Meeting
- 9 September 2019 – ABC Radio Interview
- 9 September 2019 – Christian Emergency Food Centre tour
- 9 September 2019 – Council Briefing Meeting
- 11 September 2019 – Audit and Risk Committee Meeting
- 12 September 2019 – WIN News Interview
- 12 September 2019 – Meeting with Colin Puls
- 13 September 2019 – Roundtable Recycling Discussion with the Hon Lily D'Ambrosio
- 13 September 2019 – Letter of appreciation to Faye Smith regarding Aquatic Centre Advisory Committee
- 14 September 2019 – Horsham and District Football League Grand Final at the City Oval
- 17 September 2019 – Wimmera Mail-Times Interview
- 18 September 2019 – Community Consultation at Haven
- 19 September 2019 – Visit by the Hon Martin Pakula Minister Sport, Tourism, Major Events
- 19 September 2019 – Circular Economy Workshop with DELWP

11. URGENT BUSINESS

12. PETITIONS AND JOINT LETTERS

13. PROCEDURAL BUSINESS

13.1 ASSEMBLY OF COUNCILLORS – RECORD OF MEETINGS

Council Briefing held on Monday 2 September 2019 at 5.30pm in the Council Chamber, Civic Centre, Horsham

Council Briefing held on Monday 9 September 2019 at 5.30pm in the Council Chamber, Civic Centre, Horsham

Refer to **Appendix “13.1A”**

13.2 SEALING OF DOCUMENTS

Instrument of Delegation to Members of Council Staff – signed and sealed

13.3 INWARD CORRESPONDENCE

From the Hon Jacinta Allan MP, Minister for Transport Infrastructure re Dedicated Minister for Rail

Refer to **Appendix “13.3A”**

13.4 COUNCIL COMMITTEE MINUTES

Horsham Community and Police Consultative Committee meeting held on Thursday 15 August 2019 at 9.03am in the Uniting Wimmera Board Room, Horsham

Seasonal Conditions Meeting held on Friday 30 August 2019 at 12noon in the Reception Room, Horsham Rural City Council

Horsham Regional Livestock Exchange Board of Management Meeting held on Thursday 5 September 2019 at 5.00pm at the Horsham Regional Livestock Exchange, Horsham

Refer to **Appendix “13.4A”**

Recommendation

That Council receive and note agenda items 13.1, 13.2, 13.3 and 13.4.

14. NOTICE OF MOTION



Horsham Urban Transport Plan

Draft Strategy for Consultation



**Horsham Rural City
Council** urban rural balance

Contents

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Parking	19
Cycling	23
Regional Links	29

**Draft for Council endorsement for
Consultation**

September 2019

**Prepared by Tonkin in partnership
with Intermethod**



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Introduction & Background

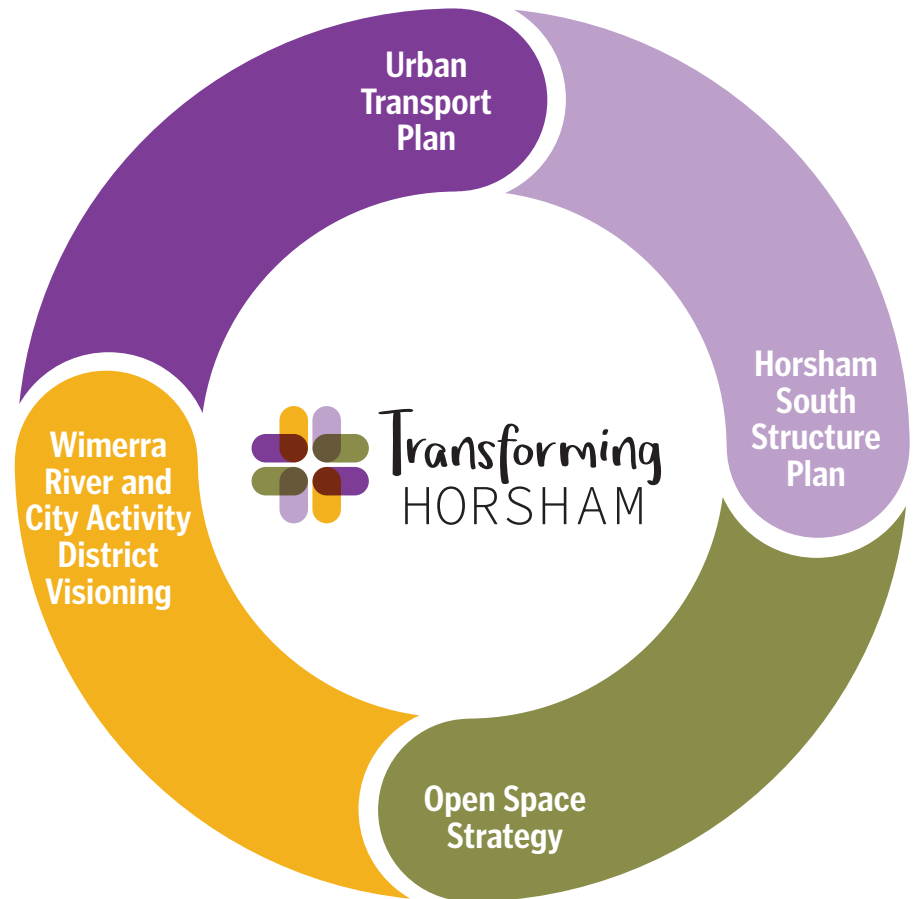
Transforming Horsham

Creating a brighter future for our rural city

Transforming Horsham is Council's vision for growing the city's economy, vibrancy and liveability. There are four inter-related strategic projects that have been commenced each with a common vision - to transform Horsham.

The projects are:

- Horsham Urban Transport Plan
- Open Space Strategy
- Horsham South Structure Plan
- Wimmera River and Central Activity District Visioning



Urban Transport Plan

As part of the Transforming Horsham program, Horsham Rural City Council is developing the Horsham Urban Transport Plan which will set directions and priorities for developing our transport system in a way that supports the goals of our community, our economy and environment.

Numerous investigations have been carried out on the road network and transport movements within Horsham. Other recent regional transport studies in and around Horsham have also been reviewed, including studies that considered a potential Highway Bypass of the town.

While these previous investigations provided an overarching context, the focus of this Urban Transport Plan is the road network within Horsham and actions that Council can take in the short to medium term.

A separate Background Report details these investigations and community consultation that has informed development of the transport plan.

Introduction & Background Continued

Policy context

Horsham is the most populous city in the Wimmera region, strategically located at the junction of five highways and conveniently located between Melbourne and Adelaide, it is a major regional centre. Over the next 20 years Horsham is expected to grow, increasing its importance as a regional arts and cultural hub and strengthening its position at the heart of one of the world's largest grain, pulse and oilseed growing regions.

The Urban Transport Plan will consider the future local transport needs that have been identified in a range of extensive previous studies and strategies, most notably the preliminary Horsham Integrated Transport Strategy (not endorsed by Council), Horsham Municipal Bicycle & Share Path Plan, Wimmera Intermodal Freight Terminal Precinct Structure Plan, Wimmera Southern Mallee Regional Transport Strategy and Municipal Parking Strategy.

This Urban Transport Plan aims to understand and quantify the transportation issues of the Horsham CAD and urban area both now and in the future. This plan sits within a suite of four strategies that collectively form the Transforming Horsham Program:

- Open Space Strategy
- Horsham South Structure Plan
- River and Central Horsham Visioning

Together they have the common goal of growing the city's economy and liveability.



Movement & Place

What is Movement and Place?

'Movement and Place' (M+P) is a way of thinking about the roles and challenges facing our roads and streets now and into the future. The M+P approach recognises that any street performs two functions: Movement of people and goods (a movement conduit), and serving as a Place (a destination in its own right).

This way of thinking implies that while we are planning for and developing our network, we need to consider the needs for movement and placemaking simultaneously.

A street acts as a Movement conduit.

Design objective for

Movement= decrease travel time



A street is also a Place, a destination in its own right.

Design objective for

Place= increase dwell time



The Movement and Place process is a tool for classifying street networks. It builds on conventional road classification systems by considering the needs of places alongside movement need. In applying the Movement and Place thinking, two decisions need to be made:

- 1 What strategic function does a street perform as a **Movement** conduit?
- 2 What strategic function does a street perform as a **Place**, a destination in its own right?

Current M+P Assessment

In undertaking a movement and place assessment of Horsham today, several key observations have been made:

Movement

- Horsham is literally at the crossroads of several intra and interstate highway
- A number of state roads converge onto Horsham from all directions

- McPherson St (Western Highway) has the highest north-south movement function, yet high flows were also recorded along Firebrace St and Urquhart St
- Streets within the CAD have a high movement function and generous road design prioritising movement of traffic over pedestrian and cycling use
- Wilson Street (Wimmera Highway) is also of concern for freight movements through town and the major shopping centre.

Movement & Place Continued

Place Status - Daytime

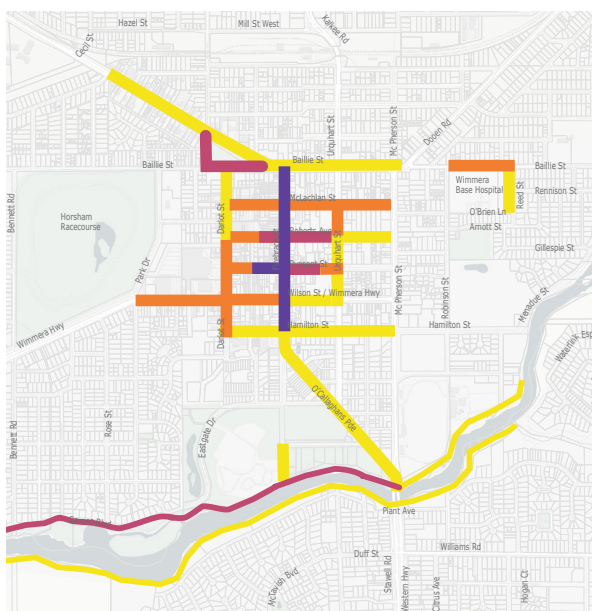
Key observations:

- Firebrace Street is the heart of Horsham township and is lined with small and diverse destinations
- Horsham Town Hall frontage along Pynsent Street is also a significant destination attracting large numbers of visitors during events
- Roberts Avenue with Horsham Rural City Council offices and Wesley Performance Arts Centre is an important destination
- Roberts Avenue west of Firebrace has the highest number of on-street dining seats used by a couple of cafes
- May Park attracts large groups of people celebrating special occasions, activating Baillie Street
- The natural setting of Wimmera River is an important recreational destination with visitors during all hours during weekdays and weekends
- Many of the retail buildings present large blank facades to the streets and are surrounded by large capacity car parks, thus encouraging access by vehicles instead of walking and cycling
- Vehicles are prioritised in the streets and pedestrians and cyclists are the “poor cousins”
 - Wide crossing distances across side streets and roundabouts
 - Lack of continuous tree canopy
 - Lack of dedicated cycling facilities even in locations where the road widths could easily accommodate cyclists
 - Lack of cycling parking
 - Lack of on-street seats as resting opportunities
- There is little on-street vibrancy: pedestrian flows are low, on-street staying/dwelling opportunities are rare and mostly not in a great environment.

Place Status - Evening

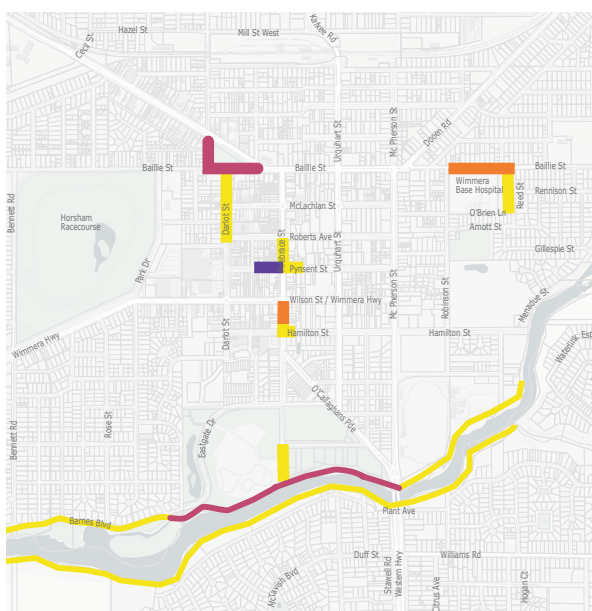
Key observations:

- Beyond the shopping hours, there is very little visible activity in Horsham
- The largest numbers of people in the evening were observed walking, cycling and camping around the banks of Wimmera River
- All pubs and clubs internalise their activities with no significant activation of the streets.



Daytime Place Status

- Place status P1
- Place status P2
- Place status P3
- Place status P4
- Place status P5 (no colour)



Evening Place Status

- Place status P1
- Place status P2
- Place status P3
- Place status P4
- Place status P5 (no colour)

An Integrated Transport Plan

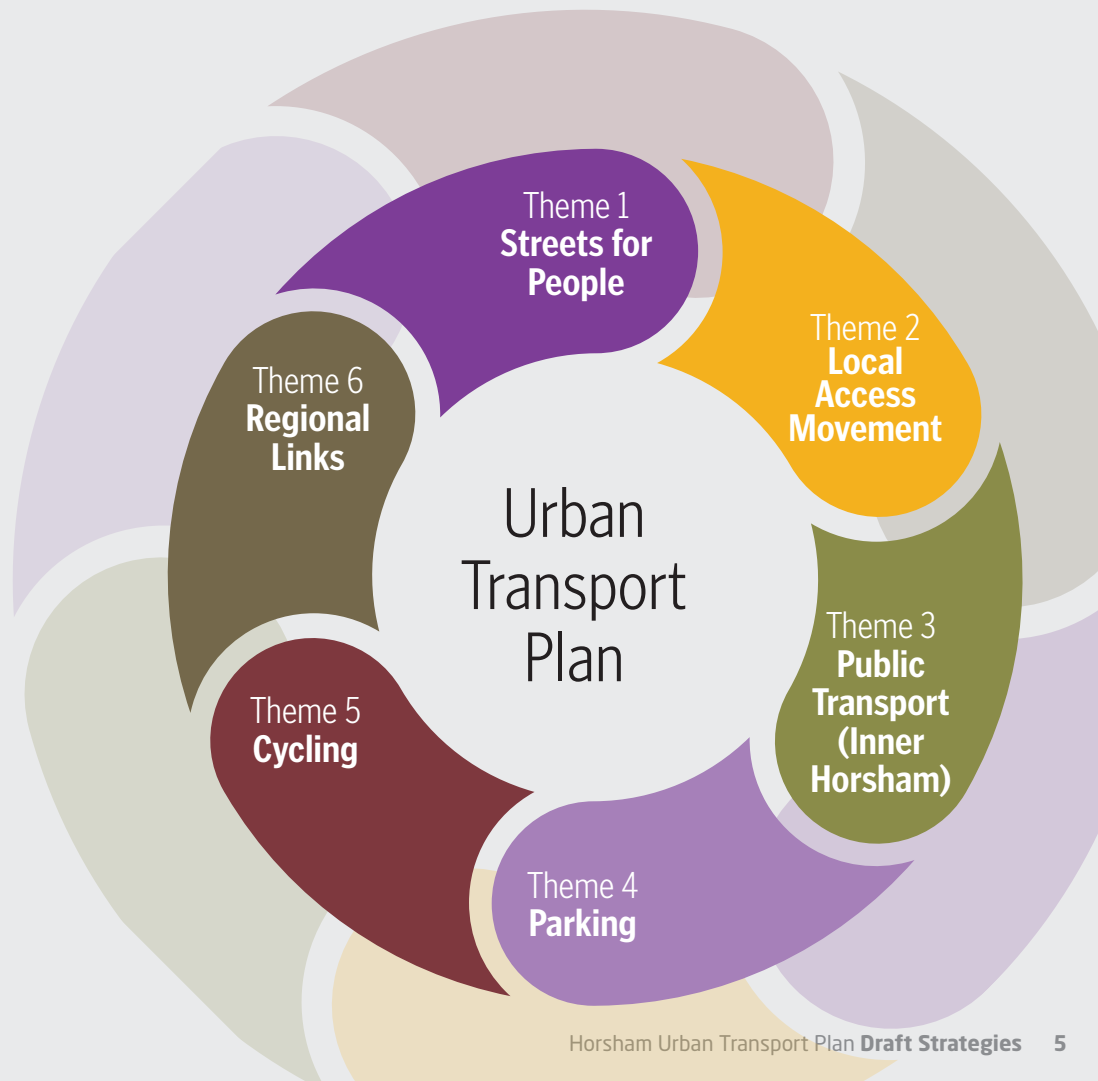
Integrated transport planning is a process that acknowledges the variety of demands placed on the road and transport network. Effective transport plans enable balanced decisions that improve accessibility, amenity, safety, sustainability and functionality for communities.

Integrated transport planning recognises that there may not be “one size fits all”, as the transport network must accommodate competing demands from different users. The overall plan however ensures that each transport function (eg freight movement) has a place in the network. Similarly, the plan also ensures that each road balances the movement and place making activities.

Themes

The Horsham Urban Transport Plan has been developed on the following six key directions. The plan is not a stand-alone document but one that supports and informs the key directions for Transforming Horsham. While some of the strategies are aspirational and build for the future, there are numerous actions that Council can take in the short term to have an immediate and real change on how the community lives and moves within Horsham.

Importantly these strategies are designed to allow Council to manage and influence its own road network. While there are external factors that will also shape the future of Horsham, this plan provides a basis for Council and the community to control their own destiny.



Theme 1

Streets for People

The section provides directions for:

- Walking
- Accessibility for pedestrians
- Personal Mobility Devices
- The mobility impaired and aging population
- Pedestrian comfort (shade, water fountains, ability to sit and rest)
- Street activation (encouraging on-street activities and flexible street design enabling events and ad hoc activities)
- Creating more destinations
- Promoting walking and on-street activities

What we plan for:

- A more active and vibrant CBD
- More active transport
- A city where walking is safe easy and comfortable
- Conditions for pedestrians are suitable for people with all levels of mobility
- A well-connected walking network throughout the city linking key destinations
- Alignment of the transport strategy with revitalisation of the riverfront and central activity district



Poor accessibility for the mobility impaired

Lack of footpaths

Difficulty in crossing near roundabouts



Streets for People Continued



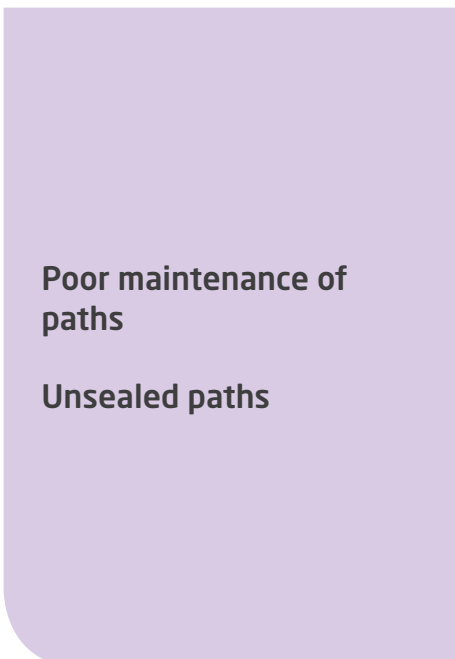
Visual impact of on-street parking on the streetscape

Excessive amount of road space dedicated to vehicle movement and storage



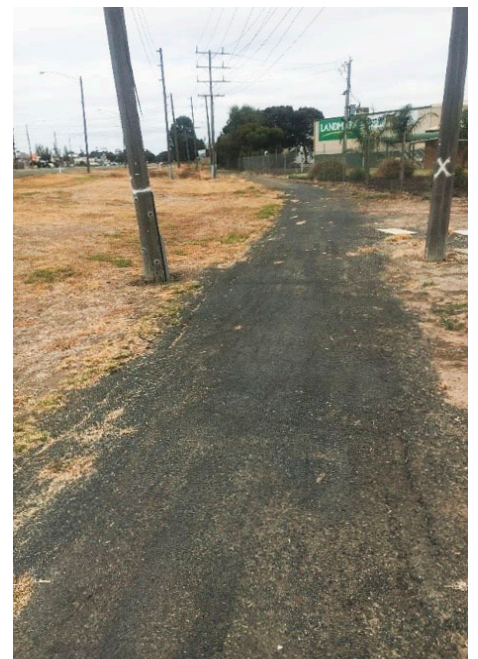
Lack of crossing facilities

Wide roads to cross



Poor maintenance of paths

Unsealed paths



Strategies

Strategies	Options / Actions	Priority Actions	Ongoing Program	
1.1 Improve footpaths for pedestrians and the mobility impaired	1.1.1 Conduct an audit of existing footpaths to assess useable width, condition and type of surfacing and kerb ramps for compliance with Australian Standards and DDA requirements			
	1.1.2 Develop a hierarchy of footpaths and prepare a plan to progressively upgrade footpaths and connections throughout the urban area			
	1.1.3 Upgrade connecting laneways between main roads to provide improved connectivity			
	1.1.4 Conduct a lighting audit of existing paths to identify areas with inadequate lighting and plan for progressive upgrade			
	1.1.5 Progressively upgrade existing kerb ramps to meet DDA requirements (and suitability for mobility scooters)			
1.2 Improve road crossings and pedestrian network connectivity	1.2.1 Install exclusive all-pedestrian movement "scramble crossing" at Wilson St/Firebrace St traffic signals			
	1.2.2 Investigate installation of traffic signals with pedestrian and bicycle crossings at the following locations to improve connections between urban areas and the CAD: <ul style="list-style-type: none"> • Natimuk Rd (Wimmera Hwy)/Bennett Rd • McPherson St (Western Hwy)/Hamilton St • Wilson St (Wimmera Hwy)/Darlot St • Natimuk Rd (Wimmera Hwy)/Drummond St/ Future Growth Area collector road 			
1.2.3 Work with the Regional Roads Victoria to ensure safe pedestrian (and cycling) facilities are provided on all arms of the proposed roundabout at the intersection of Western Hwy/Henty Hwy/ Golf Course Road/Plumpton Rd (refer 6.1.7)				
1.2.4 Install at grade "continuous footpaths" for pedestrians at minor intersecting side roads and driveways				

Streets for People Continued

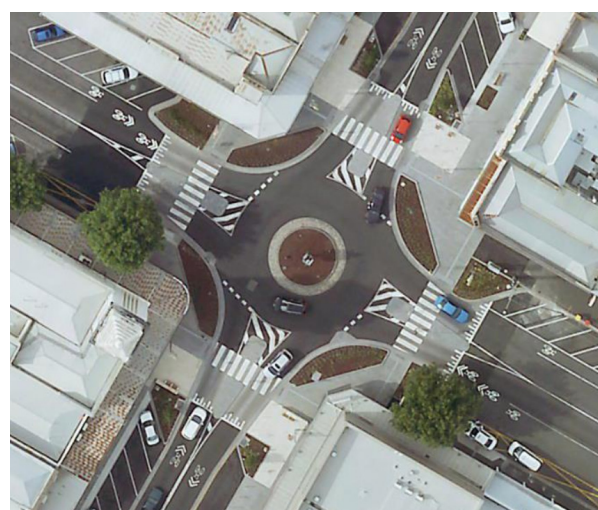
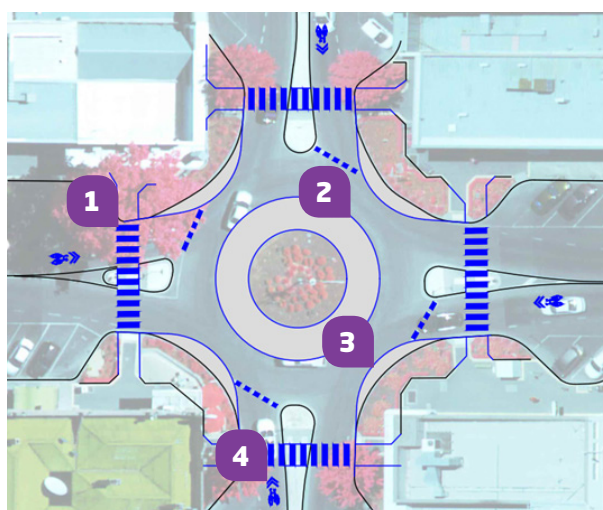
Strategies	Options / Actions	Priority Actions	Ongoing Program
Improve road crossings and pedestrian network connectivity	1.2.5 Work with the rail authorities toward the provision of improved crossings of the rail corridor to upgrade (or replace) the existing pedestrian underpasses		
	1.2.6 Narrow the width of road pavements of key streets within the CAD or install medians as part of place making actions to reduce crossing distances and increase footpath widths (refer Section 2 example cross drain sections)		
	1.2.7 Provide mid-block crossing facilities over wide roads throughout the CAD. At strategic crossing points consider the installation of raised pedestrian crossings (wombat) to give priority to pedestrians (refer Wimmera River and CAD Visioning Plan)		
	1.2.8 Provide pedestrian / cycling path along the Western Highway south of Golf Course Road to Wimmera Lakes Caravan Resort (and ultimately Green Lake)		
	1.2.9 Consider the installation of medians as part of street upgrading works to reduce the crossing distances and to provide opportunity for landscaping and to calm the traffic on CAD streets and on major roads including: <ul style="list-style-type: none"> • Wilson Street / Wimmera Hwy / Natimuk Road • Baillie Street (Western Hwy) • Dimboola Rd (Western Hwy) • Dooen Rd (Wimmera Hwy) • Hamilton St • McPherson Street (Western Hwy) • Pynsent St • Roberts Ave • Urquhart St 		
1.3 Develop Firebrace Street linkage between CAD and River (refer also Sections 2 and 5)	1.3.1 Develop Firebrace Street to be a shared street including appropriate bicycle provisions between the Riverfront and O'Callaghans Parade		
	1.3.2 Investigate options to provide pedestrian and cycling connectivity along Firebrace Street from O'Callaghans Parade and the CAD (eg widen footpath adjacent to physically separated bicycle lanes)		

Streets for People Continued

Strategies	Options / Actions	Priority Actions	Ongoing Program
Develop Firebrace Street linkage between CAD and River (refer also Sections 2 and 5)	1.3.3 Investigate upgrades to the intersections of Firebrace St/O'Callaghans Parade and Firebrace Street/Hamilton Street intersections to provide pedestrian and cycling connectivity (as part of the shared street linkage)		
1.4 Additional Shared Path River Crossings (note also consideration of additional road crossings in sections 2 and 6)	1.4.1 Investigate the provision of a new pedestrian/cycling river crossing for shared path users at Hamilton Street, to support the future urban growth areas.		
1.5 Improve pedestrian comfort	1.5.1 Develop a programme of street tree planting to increase the shading of footpaths throughout the CAD and urban areas		
	1.5.2 Provide sheltered areas with seating and water fountains at schools, civic amenities, and activation areas, throughout CAD and around the hospital		
	1.5.3 Install DDA compliant seats with back and arm supports throughout the CAD and urban areas at regular intervals along identified pedestrian routes (refer Section 4.6.5)		
1.6 Increase street activation	1.6.1 Consider the trial installation of "parklets" as a quick win, to provide seating or outdoor dining areas by removing isolated on-street parking spaces		
	1.6.2 Develop Roberts Ave for increased place activation with a wide median to accommodate (for example) a secure and fenced play space and ad hoc events and increased traffic calming		
	1.6.3 Increase footpath widths to accommodate areas of landscaping, outdoor dining, sheltered seating areas and ad hoc events		

Strategies	Options / Actions	Priority Actions	Ongoing Program
1.7 Roundabout safety	1.7.1 Work with Regional Roads Victoria to trial a consistent roundabout treatment in Horsham to reduce speeds and improve safety for pedestrians and cyclists including: <ul style="list-style-type: none"> • Enlarge vehicle mountable annulus and install mountable corner radii at the roundabouts located in the CAD to reduce vehicle speeds • Install set back pedestrian crossings on each arm of the roundabouts located in the CAD to prioritise pedestrians over vehicles • Education of local users on how to use roundabouts safely • Refer concept below - similar to examples in Mildura and Warnambool 		
1.8 Reduce vehicle speeds in the CAD and urban areas	1.8.1 Reduce the visual and actual width of streets by widening footpaths, installing medians, narrowing traffic lanes, widening bicycle lanes and street tree planting		
	1.8.2 Install raised priority crossings at intersecting side roads to slow vehicle turning speeds and to provide a continuous path of travel for pedestrians		
	1.8.3 Expand the CAD 40 km/h speed limit to include Darlot Street between Wilson Street and Baillie Street		

Concept Roundabout for Pedestrian and Bicycle Safety



- 1 Integrate Zebra pedestrian crossing
- 2 Enlarge roundabout with mountable annulus
- 3 Widen kerb lines
- 4 Bicycle sharrow symbol

Theme 2

Local Access Movement

The section provides directions for:

- Traffic movement within Horsham
- Addressing congestion
- Improving safety and addressing risk
- Addressing safety at known blackspots

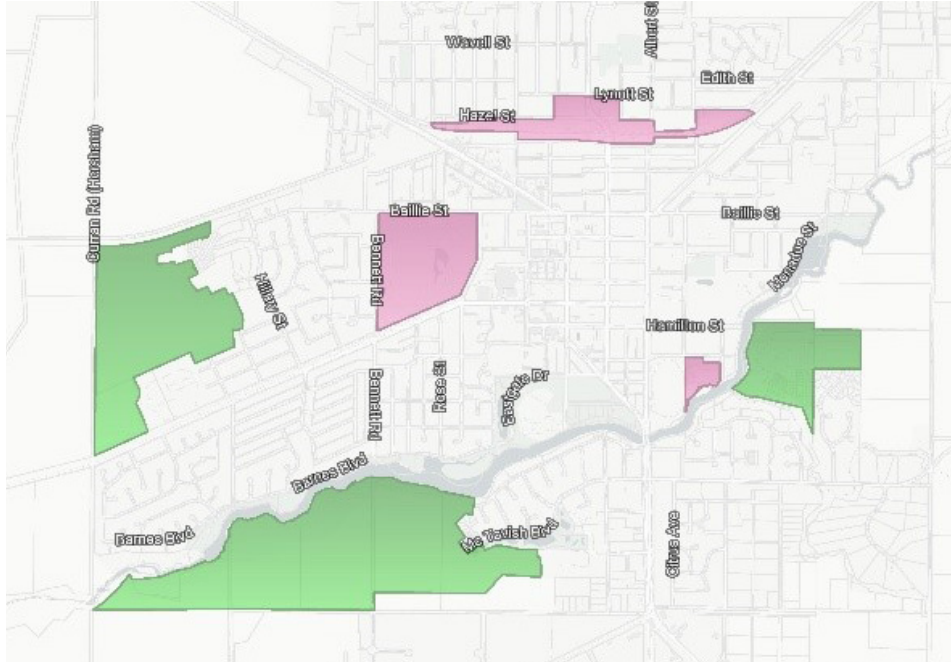
What we plan for:

- A clearly defined functional road hierarchy
- Safer roads for all users



Crashes at intersections

Congested intersections



Future growth areas increasing traffic volumes



Poor city resilience during emergencies with one river crossing

Congestion in and around two school precincts

Strategies

Strategies	Options / Actions	Priority Actions	Ongoing Program
<p>2.1 New Wimmera River crossings for non-Heavy vehicles</p> <p>(note that additional freight route over the river is addressed in section 6)</p>	<p>2.1.1 Undertake detailed investigations into the feasibility of a new road (including a pedestrian/ cycle path bridge) over the Wimmera River at one (or more) of the following locations:</p> <ul style="list-style-type: none"> • connecting Drummond Street to south-west future growth area • connecting Barnes Blvd, near Bennett Rd, to south-west future growth area • connecting Hamilton Street to eastern future growth area 		
<p>2.2 Install traffic signals to improve safety and connectivity</p>	<p>2.2.1 Natimuk Road/Drummond St/Banool St to improve access for all road users, relieve congestion in the School Priority Zone West and to accommodate future traffic growth from development areas to the north and south of the Wimmera River. Provides safe access for pedestrians and cyclists</p>		
	<p>2.2.2 Natimuk Road/Bennett Road to improve access for all road users, and to accommodate traffic growth from future growth areas south of the Wimmera River. Provides safe access for pedestrians and cyclists</p>		
	<p>2.2.3 McPherson Street/Hamilton Street intersection; install traffic signals to cater for increased traffic volumes from new residential areas (and potential changes around the sports precinct) and to improve safety and to provide an east-west crossing for people walking and cycling (cycle lantern required)</p>		
	<p>2.2.4 Dooen Rd/Baillie St E; form a closely-spaced signalised intersection (Staggered T) with McPherson St/Baillie St to reduce the incidence of traffic queuing over Dooen/Baillie intersection</p>		
	<p>2.2.5 Wilson St/Darlot St; modify the roundabout in the short term to increase vehicle mountable area of annulus and corner radius to reduce vehicle speeds. - refer to standard roundabout treatment</p>		
	<p>2.2.6 Wilson St/Darlot St; investigate installation of traffic signals in the future</p>		

Local Access Movement

Continued

Strategies	Options / Actions	Priority Actions	Ongoing Program
Install traffic signals to improve safety and connectivity	2.2.7 Hamilton Street/Robinson Street intersection; remove the four-way intersection and create a staggered T intersection (as part of potential redevelopment of recreation precinct)		
	2.2.8 Dimboola Rd/Hazel St to relieve congestion on Baillie St by improving access from the northern urban areas to the proposed school kiss'n'drop zone on Remlaw Road		
	2.2.9 Advocate Regional Roads Victoria to provide right turn signal from the minor roads at arterial intersections: <ul style="list-style-type: none"> • May Park Tce /Dimboola Rd (Western Hwy) • Urquhart St /Baillie St (Western Hwy) • McPherson St/Baillie St (Western Hwy) 		
2.3 Improve traffic flows and safety	2.3.1 Hamilton St/Darlot St; investigate alternative traffic arrangements to better suit priority traffic flows		
2.4 New collector roads	2.4.1 Residential development between Curran Rd and Horsham West Primary School will add to the existing congestion on Baillie St. As part of the development, construct a collector road between Remlaw Rd and Natimuk Road (connecting to new signals) to encourage traffic to use Remlaw and Natimuk to access the CAD		
	2.4.2 Consider provision of a new non-Heavy Vehicle road link as an extension of Hamilton Street to the developing residential area between Cameron Road and the river (east of the river)		
2.5 Reallocation of road space as / when roads are upgraded	2.5.1 Consider alternative allocation of road, parking, cycling and footpath widths when roads are upgraded or renewed, based on the following typical examples. Refer examples below		
2.6 Safer Schools Precincts	2.6.1 Undertake detailed 'case study' investigations into the two school/educational precincts and develop traffic calming plans to support improved access by active transport, improved parking arrangements, and safer conditions for all road users		

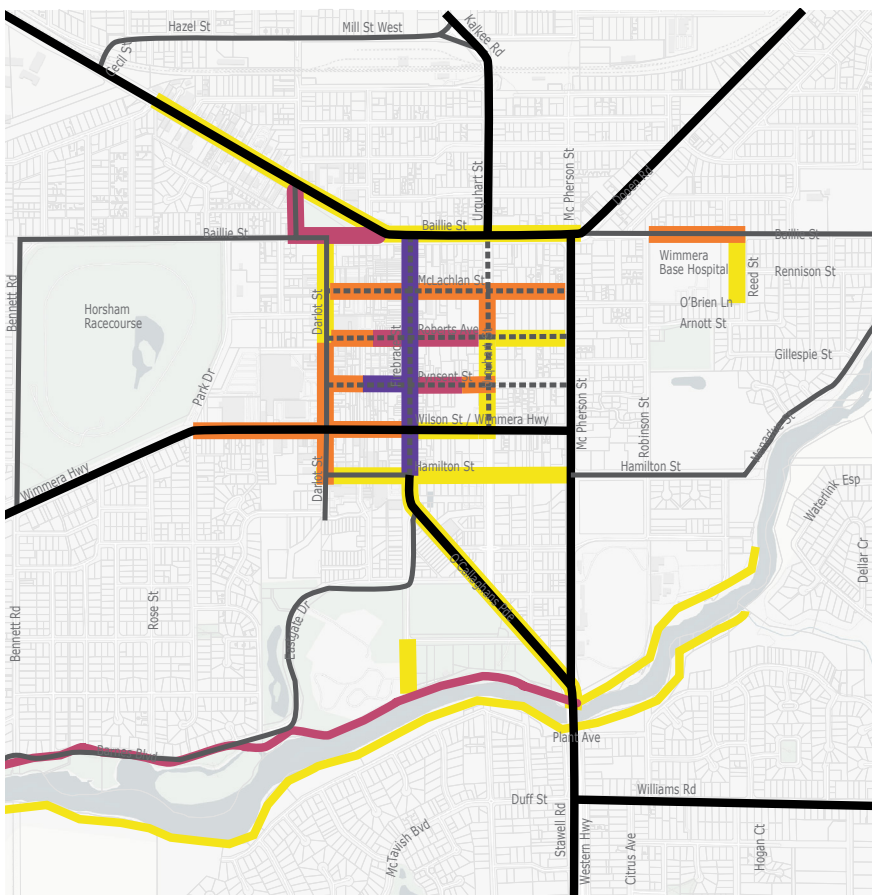
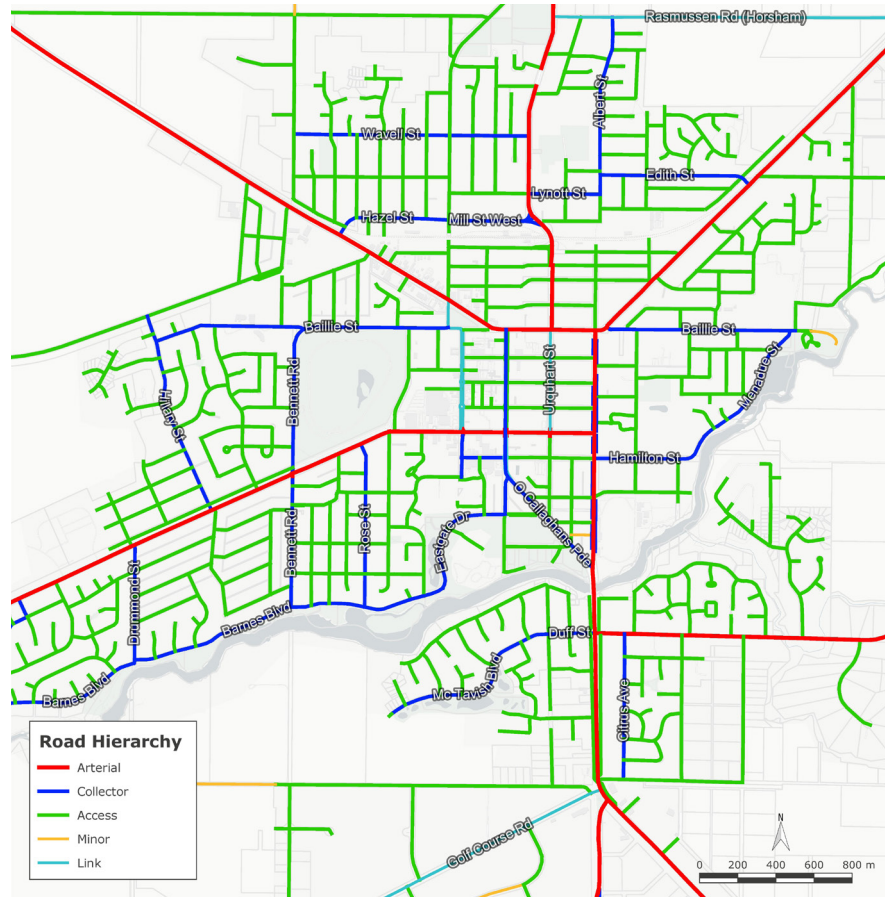
Local Access Movement

Continued

Existing Road Hierarchy

Council has an existing road hierarchy that describes the movement status of roads beyond the CAD.

This hierarchy is still valid until such time as additional road linkages are created.



Combined Movement and Place Status

This map provides an overlay of the potential place status that should be considered as/when roads are upgraded.

- Movement status M1
- Movement status M2 (none in Horsham)
- Movement status M3
- Movement status M4
- Movement status M5 (no colour)
- Place status P1
- Place status P2
- Place status P3
- Place status P4
- Place status P5 (no colour)

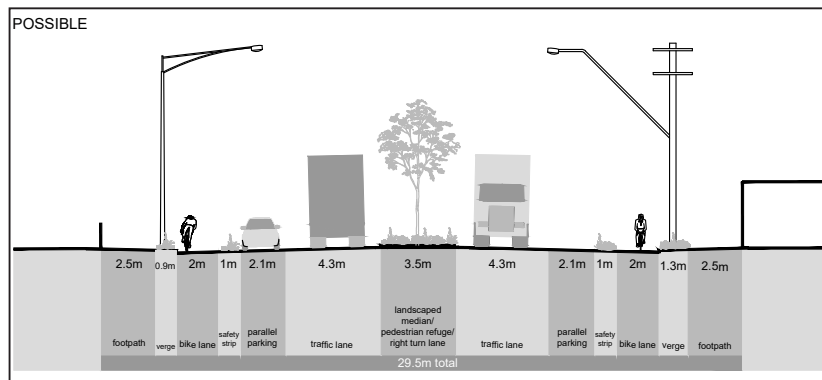
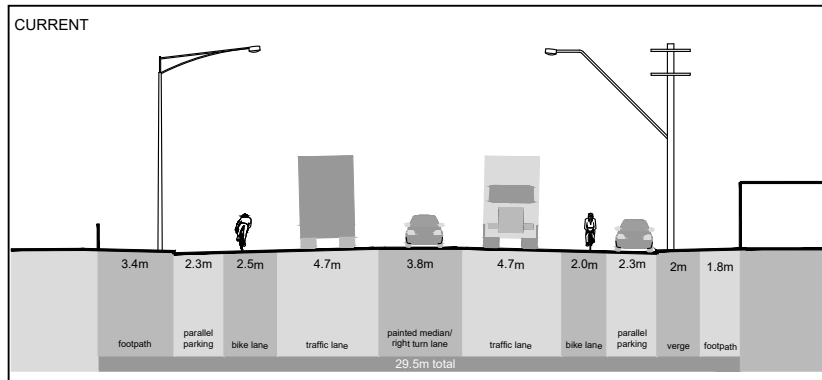
Local Access Movement

Continued

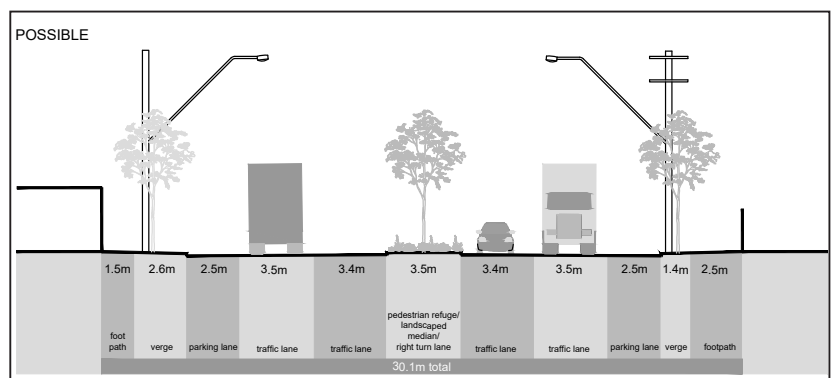
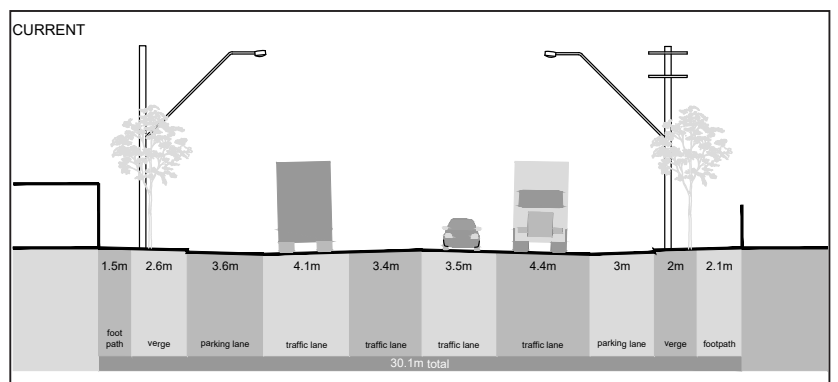
Road Cross Sections Alternative Examples

The following examples are provided as an indication of how road space can be re-arranged to provide improved outcomes for pedestrians and/or place making.

Wilson Street

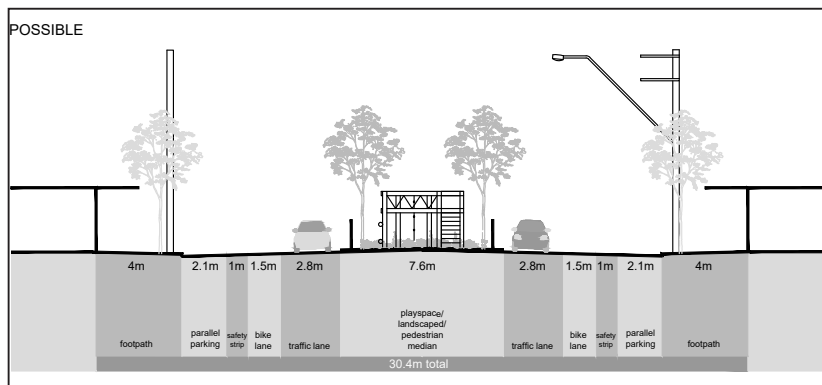
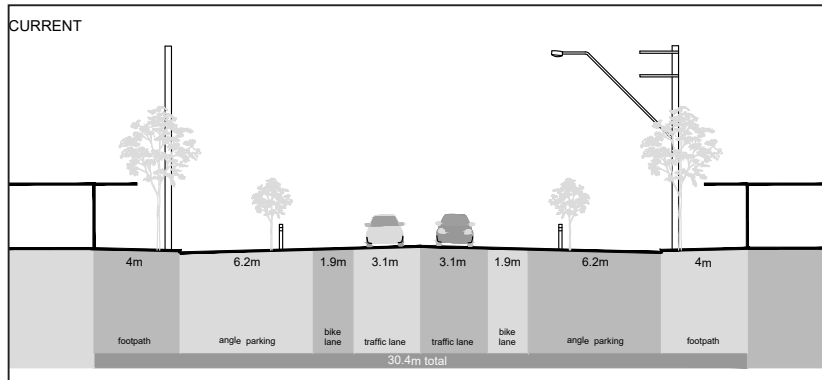


McPherson Street

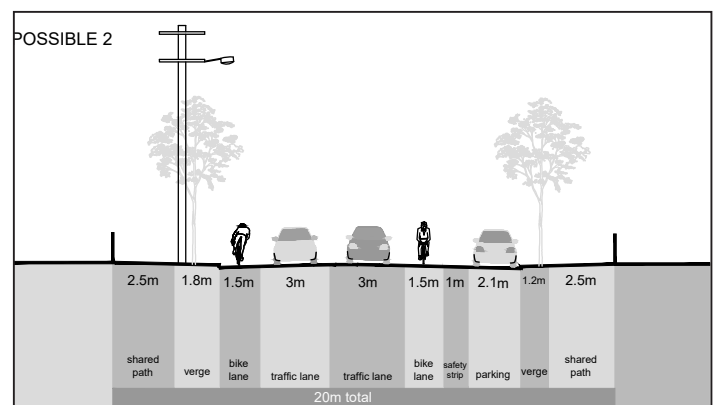
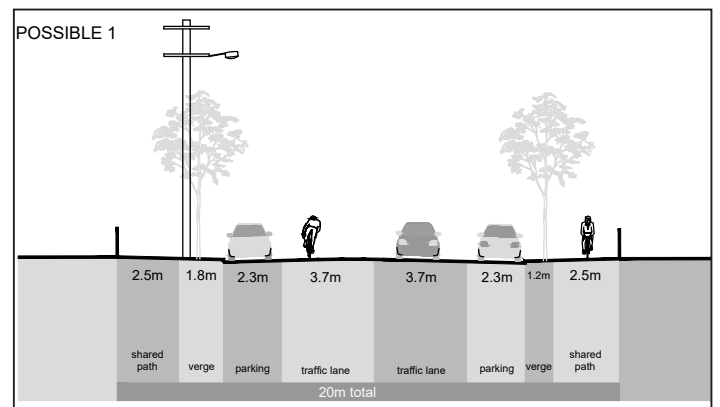
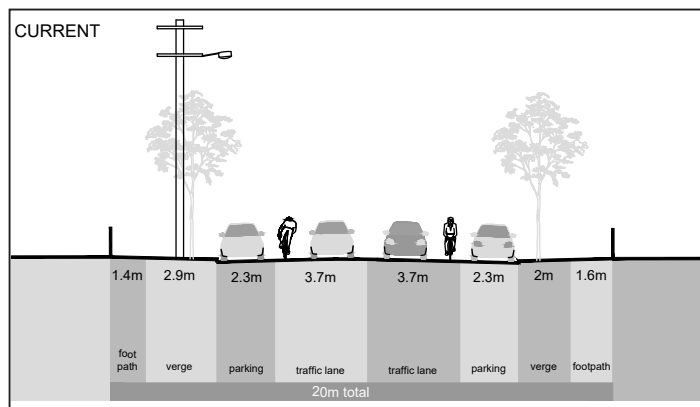


Local Access Movement Continued

Roberts Avenue



Typical Residential Street



Theme 3

Public Transport (Inner Horsham)

The section provides directions for:

- Increase bus patronage
- The bus network and timetabling
- Waiting areas and facilities
- Awareness of disruptive technology

What we plan for:

- Public transport provides a real alternative to travel in and around Horsham
- To maximise the use of the existing and extensive bus routes
- To capitalise on the advances of disruptive and innovative transport technologies

	Monday to Friday					
Morning (am) / Afternoon (pm)	am	am	pm	pm	pm	pm
Pryors Rd/Cameron Rd (Horsham)	9:44	11:14	12:44	1:44	2:44	5:14
Cameron Rd (Horsham)	9:44	11:14	12:44	1:44	2:44	5:14
Perry Dr/Dooen Rd (Horsham)	9:46	11:16	12:46	1:46	2:46	5:16
Edith St/Dooen Rd (Horsham)	9:46	11:16	12:46	1:46	2:46	5:16
Palk St/Dooen Rd (Horsham)	9:47	11:17	12:47	1:47	2:47	5:17
Baillie St/Urquhart St (Horsham)	9:49	11:19	12:49	1:49	2:49	5:19
Masonic Temple/Urquhart St (Horsham)	9:49	11:19	12:49	1:49	2:49	5:19
Ward St/Pynsent St (Horsham)	9:50	11:20	12:50	1:50	2:50	5:20
Horsham Plaza/Darlot St (Horsham)	9:50	11:20	12:50	1:50	2:50	5:20
Ward St/Roberts Ave (Horsham)	9:51	11:21	12:51	1:51	2:51	5:21

Current timetabling does not support commuters



Lack of shelter at urban bus stops

Accessibility of bus stops for people with mobility issues



VICTORIAN REGIONAL BUS FARES SUPPLEMENT

Effective 1 January 2017

Fare structures not easily interpreted on-line

Strategies

Strategies	Options / Actions	Priority Actions	Ongoing Program
3.1 Expand public transport network and timetable	3.1.1 Advocate that Public Transport Victoria start bus services to provide for the morning commute <i>(A review of public transport services has recently been undertaken and over 30 new bus stops and more frequent services will be introduced, commencing January 2020)</i>		
	3.2.1 Advocate that Public Transport Victoria increase bus service frequency to 30 minutes during commuter and school times		
3.2 Bus network to grow with the growing urban areas	3.2.2 Advocate that Public Transport Victoria expand the bus service network as new residential areas are populated		
	3.3.1 Develop a program to progressively provide disability compliant bus stops with bus shelters.		
3.3 Improve the public transport user experience	3.3.2 Advocate for Public Transport Victoria to install real-time arrival information at major bus stops		
	3.3.3 Lobby State Government to expand the VicFree WiFi roll out to include Horsham public buses and Horsham Coach Terminal		
	3.3.4 Advocate that Public Transport Victoria improve the website ticketing information		
	3.4.1 The bus network is currently designed to remove the need for buses to turn right at unsignalized intersections. New signals may enable a more direct route for buses		
3.4 Review bus routes once intersections are upgraded	3.5.1 Monitor the evolving use of app based technology, particularly for taxi, share car and hire car platforms and modify the on-street parking restrictions to cater for the potential increase in passenger loading or share car permit zones in the CAD		

Theme 4

Parking

The section provides directions for:

- Managing parking supply with any changes in the availability of on street parking
- Managing parking occupancy
- Addressing impact of parking on street amenity
- Balancing parking needs with street activation needs
- Awareness of disruptive technology

What we plan for:

- Car parking provides convenient access to essential services
- The amount of parking throughout Horsham is appropriate for the demands for short and long-term parking demands
- Parking is managed to support active transport initiatives
- Parking is not the dominant feature of the streetscape
- To capitalise on the advances of disruptive and innovative transport technologies

Council has an endorsed Municipal Parking Strategy (December 2017) that provides a sound foundation for the ongoing management of car parking within the Horsham centre. The document is consistent with the directions within the Horsham Urban Transport Plan and has not been recast in any great detail.



Resident perception of a shortage of convenient parking for commuters and visitors

Changes in technology

The advancement of autonomous motor vehicles may have a significant long term impact on parking demand and management.

Inadequate Loading Zones

Parking Continued

Accessibility for mobility impaired



Numerous and varied parking restrictions

Parking detracts from the look of the streetscape



Strategies

Strategies	Options / Actions	Priority Actions	Ongoing Program
4.1 Implementation of Parking Strategy	4.1.1 Continue to manage car parking in accordance with Council's endorsed parking strategy		
4.2 Rearrangement of parking in key streets to increase place activation, landscape opportunities and improved pedestrian and cycling facilities	4.2.1 Examine the impact of parking changes (loss in spaces) as part of street improvement activities		
	4.2.2 Ensure that any loss of parking is appropriately managed with availability elsewhere in the network		
4.3 Smart parking system to improve the visitor and commuter parking experience	4.3.1 Investigate the implementation of a Smart Parking system that utilises on-street sensors to detect parked vehicles, feeding information to an app-based system to guide users to the cheapest available parking spaces		
	4.3.2 Utilise data from the Smart Parking system or traditional parking surveys to routinely monitor parking use with a view to informing streetscape upgrades, minimising the impact of parking loss in areas of high parking demand		
	4.3.3 Utilise data from the Smart Parking system or traditional parking surveys to routinely adjust parking charges relative to parking demand; higher pricing for the most convenient locations, lower pricing for less convenient		
	4.3.4 Utilise data from the Smart Parking system or traditional parking surveys to rationalise parking restrictions and to reflect driver behaviour		
	4.3.5 Reduce the parking demand in the CAD by implementing improved bus services and cycling infrastructure, prior to streetscape upgrades		
4.4 Parking arrangements	4.4.1 As part of street upgrading for additional activation and subject to parking demand, consider converting angle parking to parallel parking to prevent conflicts between reversing (unparking) vehicle manoeuvres and other vehicles and pedestrians in select streets		

Parking

Continued

Strategies	Options / Actions	Priority Actions	Ongoing Program
Parking arrangements	4.4.2 Investigate provision of additional (long vehicle) spaces in the CAD for caravans, mobile homes, etc		
	4.4.3 Review standard width of car spaces to accommodate longer (4WD vehicles)		
4.5 Accessible parking	4.5.1 Conduct an audit of on-street accessible parking spaces to assess their compliance with the Australian Standards including the provision of kerb ramps and parking space dimensions		
	4.5.2 Work with mobility, aged and other stakeholder groups to identify locations for additional accessible parking spaces		
4.6 Hospital precinct parking	4.6.1 Discuss with the medical providers the opportunities to increase on-site parking for visitors		
	4.6.2 Investigate opportunities to provide additional off street parking in the vicinity of the hospital		
	4.6.3 Reduce parking demand by providing Journey to Work planning for medical staff, taking into account varying and overlapping shift patterns		
	4.6.4 Review timed limits (on-street) around the hospital to provide balance of staff and visitor parking needs		
	4.6.5 Improve amenity for walking around the hospital including provision of seating and shade (refer section 1.5.3)		
4.7 Reduce school congestion	4.7.1 Subject to the school safety review (see 2.6) provide a Kiss'n'drop zone on Remlaw Road to alleviate congestion on Baillie St (W)		
	4.7.2 Subject to the school safety review (see 2.6) provide a Kiss'n'drop zone off Trinity Dr to deter parking adjacent to the Helipad		
	4.7.3 Prevent east to west traffic using Baillie St, south of May Park, to encourage traffic originating in the east to use Dimboola Rd/High St Nth/Remlaw Rd to access the Remlaw Rd Kiss'n'drop zone		
4.8 Electric vehicle hub	4.8.1 Investigate the potential for an EV charging station in May Park with 'human recharge' facilities		
	4.8.2 Promote Horsham as the rest stop and EV charging hub for the Melbourne-Adelaide route		
4.9 Changes in technology	4.9.1 Continue to monitor advancements in automotive technology and ensure future parking arrangements can adapt with change		

Theme 5 Cycling

The section provides directions for:

- To create a culture of cycling, increasing the number of people cycling to work, school and for fun
- A connected cycling network
- Low-stress cycling environment
- Targeted cycling infrastructure upgrades
- Reduce cost of living pressures

What we plan for:

- Cycling is a safe and convenient form of transport for all trips
- People of all levels of cycling experience and ability are safe
- A more active and vibrant CBD
- More active transport
- A well connected on and off-road network linking key destinations



Narrow bicycle lanes

A fragmented bicycle network not supporting a safe and efficient journey to school or work

Disappearing bicycle lanes at intersections





Obstacles on paths



Poor quality surfaces

A lack of cycling infrastructure near schools



Lack of safe and secure areas to park bicycles at offices, shopping centres and schools

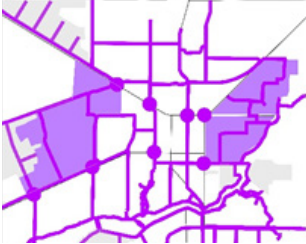
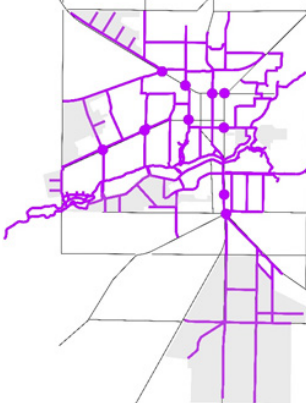


Faded road markings

Busy roads form barriers with few safe places to cross

Strategies

Strategies	Options / Actions	Priority Actions	Ongoing Program
	<p>Council has an endorsed Bicycle and Shared Path Plan (2012) that provides a basis for the ongoing development of cycling infrastructure and programs within Horsham.</p> <p>Council recognises the good work of its community based Bicycle Advisory Committee which has helped to refine and enhance the cycling network in Horsham.</p> <p>There is also a Grampians RDV Reginal Cycling master plan that has relevance to Horsham.</p> <div style="display: flex; justify-content: space-around; align-items: center;">   </div>		
<p>5.1 Create a Bicycle Corridor Network throughout the urban areas</p>	<p>5.1.1 Undertake mapping of the existing bicycle path network to clearly identify missing links in the network.</p> <p>5.1.2 Undertake a specific review of the Horsham Cycling strategy with consideration to the options and ideas listed below</p> <p>5.1.3 Review existing funding commitment to the implementation of the cycling strategy to enable more works to be undertaken</p>		
<p>5.2 Create a safe, lower stress cycling environment within the CAD</p>	<p>5.2.1 Modify the existing roundabouts to slow vehicle speeds (refer Section 2)</p> <p>5.2.2 Widen footpaths and/or medians to narrow the streetscape to reduce vehicle speeds</p> <p>5.2.3 Install bicycle merge zones in advance of the roundabouts (refer 1.7)</p> <p>5.2.4 Provide safety zones between on-street parking and bicycle lanes to prevent car-dooring conflicts</p>		

Strategies	Options / Actions	Priority Actions	Ongoing Program
<p>Create a safe, lower stress cycling environment within the CAD</p>	<p>5.2.5 Convert angle loading zones to parallel loading zones to prevent larger commercial vehicles overhanging the bicycle lanes</p>		
	<p>5.2.6 Use continuity markings to continue on-road bike lanes across side roads with coloured surfacing</p>		
	<p>5.2.7 Prioritise Cycling upgrades in the School Zones. Create a network of Shared Path Bicycle Corridors throughout the school priority zones</p>		
<p>5.3</p> 	<p>5.3.1 Develop Shared Path Bicycle Corridors to consist of new shared paths located within the existing footpath and verge areas:</p> <ul style="list-style-type: none"> • East Zone (Nth)- Sunnyside Av, Olga Av, Culliver St, Lawrence St, Knowles St, Pryors Rd and Charles/Cathcart St connecting to Holy Trinity Lutheran College, Horsham Primary and Wimmera River path • East Zone (Sth) - Robinson St, Arnott St and Rennison St connecting River Path and St Brigid's College • West Zone - Bennett Rd (Horsham Racecourse), Banool Street (future growth area), Hillary Street, connecting Baillie Street, Horsham West Primary School, Federation Uni. and Horsham College 		
<p>5.3.2 Shared Path Bicycle Corridors are to provide priority for cyclists across intersecting side roads with crossing facilities at major intersections</p>			
<p>5.4</p> 	<p>5.4.1 Work with Regional Roads Victoria to finalise the best alignments for Strategic Cycling Corridors</p>	<p style="background-color: #800000; color: white; text-align: center;">Priority</p>	
<p>5.4.2 Implement key east-west and north-south corridors once preferred routes are established)</p>	<p style="background-color: #800000; color: white; text-align: center;">Priority</p>		
<p>5.4.3 Upgrade signalised intersections to provide bicycle lanterns to continue shared paths across major roads</p>			
<p>5.4.4 Provide crossing facilities at all collector and arterial road intersections</p>			
<p>5.4.5 Provide a new river crossing for shared path users at Hamilton Street, to support the ongoing urban growth areas</p>			

Strategies	Options / Actions	Priority Actions	Ongoing Program
	5.4.6 Develop and install a suite of wayfinding measures to provide consistent directional signing and road markings, to guide cyclists along key routes, with distance and travel time information to major destinations		
	5.4.7 Secure and convenient bicycle parking facilities at key locations including schools, shopping centres and key public places. Consider installing bicycle parking nodes on street by removing underused parking spaces		
	5.4.8 End of trip facilities including changing rooms and showers to be included in new commercial, office or industrial land developments		
	5.4.9 Install Bicycle Service Nodes at intersecting Bicycle Corridors that include tyre pumps, tethered/secured tools and water fountains		
5.5 Future Growth Areas to be sustainable movement flagships	5.5.1 Provide dedicated shared path connections from within Future Growth Areas direct to schools and the river crossings, not using the road corridor		
	5.5.2 Future Growth Areas to have continuous shared paths permeating through new developments		
	5.5.3 If 'no through roads' or cul-de-sacs form part of the local road network, provide permeability for walking and cycling with shared paths linking the vehicle turn-around areas		
	5.5.4 Shared paths to be sealed with no undulations when traversing domestic driveways		
	5.5.5 Provide crossing facilities at all shared path and road intersections		
	5.5.6 Shared paths crossings of side roads to give priority to pedestrians and cyclists over motor vehicles		
5.6 Create links to tourism and recreational trails	5.6.1 Connect shared path on south bank of Wimmera River to the future Horsham to Natimuk Regional Cycling Trail		
	5.6.2 Connect Strategic Cycling Corridor to the future Horsham to Green Lake Regional Cycling Trail		

Strategies	Options / Actions	Priority Actions	Ongoing Program
5.7 Create links to tourism and recreational trails	5.7.1 Upgrade Dudley W Cornell Park path to a shared path providing an east-west link from the future Strategic Cycling Corridor to Albert St shared path or include a Shared Path Corridor as part of Children's/Community Hub development		
5.8 Education and Promotion	5.8.1 Work with Road Safety Education Victoria to expand the Kids on the Move to all schools in Horsham		
	5.8.2 Following completion of improved routes promote their use via social media, maps, fun days and cycling artistic trails		
	5.8.3 Develop infographics and other material to communicate the health and costs benefits of cycling		
	5.8.4 Work with employers to encourage their staff to cycle to work		

Theme 6 Regional Links

The section provides directions for:

- Minimising the impacts of freight on the Horsham CAD and urban areas
- Horsham as the Melbourne-Adelaide stopover
- Passenger rail into Horsham
- Air travel to/from Horsham

What we plan for:

- Trucks which don't originate or terminate in the CBD to be removed from the CBD and river precinct
- A road network linking highways to economic activities
- Consideration of alternative truck routes to reduce truck traffic through the CAD
- Reintroduction of regular passenger rail services to Horsham
- Introduction of air travel services to Horsham

Overarching Issues



Degradation of the Horsham environment caused by heavy vehicles, including noise, fumes and vibration

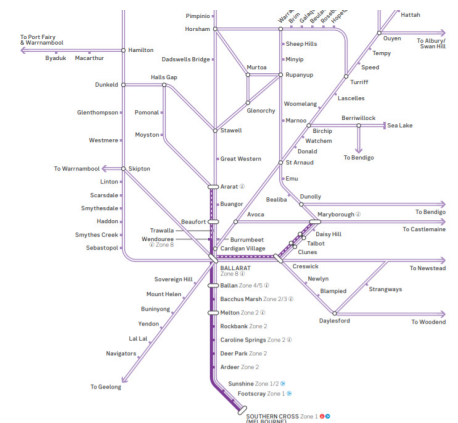


Safety concerns with the transportation of hazardous materials through the CAD

Safety concerns with interaction between heavy vehicles and other vehicles



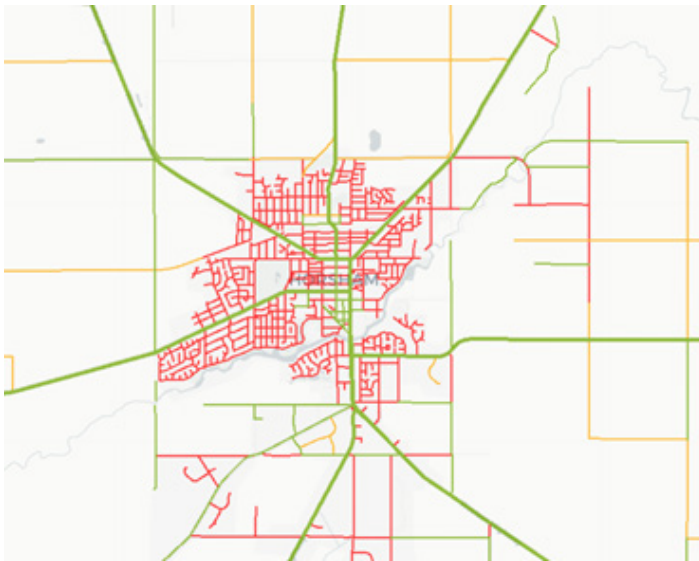
Poor regional public transport links, with coach to rail changes required



Regional Links Continued

Freight Link / Bypass Issues

- The extremely high cost of the “Bypass”, as previously mooted, and the length of time it may take before it is built, creates considerable uncertainty for Council and the community in managing the road network within Horsham, and in particular the freight movements through the CAD



The existing gazetted freight routes all pass through town (the green lines are gazetted B-Double routes)

Council should consider better management of the existing routes in the short term

- Managing the diversity of freight movements in around and through Horsham.
- An Alternative Truck Route will be investigated in detail as a priority.

A significant issue for transport in Horsham, is provision of alternative routes for trucks that don't need to go into or through the CBD area. Such a route will be important, for removal of through truck traffic along Western Highway, Wimmera Highway and Henty Highway.

One such route is a possible south/western link through Horsham's Industrial area in the Golf Course Rd precinct. Council will be collaborating with RRV in the consideration of alternative truck routes. This consideration of alternate routes will include at least the following issues:

- Efficient freight movements
- The possibility of a dual-purpose link, i.e. freight links and residential connections (north/south of the river)
- Environmental issues, including flooding
- The significant cultural heritage site - Wopet Bungundilar near Pearsons Rd
- The impact of freight movements on residential amenity, e.g. adjacent to Curran Rd
- Cost.

Strategies

Strategies	Options / Actions	Priority Actions	Ongoing Program
6.1 Manage the existing heavy vehicle route network until an alternative truck route is provided	6.1.1 Collaborate with Regional Roads Victoria and other stakeholder groups, including Barenji Gadjin Land Council, to identify alternative truck routes to divert freight traffic from Horsham's CAD		
	6.1.2 Signpost the existing B-double route of Golf Course Rd, Horsham-Noradjuha Rd, Natimuk Rd, Curran Rd, Geodetic Rd, Gatehouse Rd, Henty Highway as a short term alternative for a preferred route for Heavy vehicles		
	6.1.3 Collaborate with Regional Roads Victoria to implement the upgrade of the Horsham Noradjuha Road as identified in the Wimmera Southern Mallee Regional Transport Strategy, with priority given to the length between the Wimmera Hwy and Three Bridges Rd, including provision for Heavy Vehicle turning at these intersections		
	6.1.4 Consider repeating Origin Destination surveys to coincide with peak grain season		
	6.1.5 Undertake detailed investigations, in collaboration with Regional Roads Victoria, to enable accessibility between Geodetic Road and Curran Road over the rail crossing and Western Highway		
	6.1.6 Upgrade Natimuk Road-Wilson Street and McPherson Street road links with medians and improved pedestrian/cycling connections in collaboration with Regional Roads Victoria (refer section 2)		
	6.1.7 Collaborate with Regional Roads Victoria in developing and implementing the concept design of the new roundabout at Western Hwy/ Golf Course Rd/Plumpton Rd/Hamilton Rd (refer 1.2.3)		
	6.1.8 Investigate the potential expansion of EV charging with new universal charging stations		

Regional Links Continued

Strategies	Options / Actions	Priority Actions	Ongoing Program
6.2 Promote Horsham as the Melbourne to Adelaide stopover	6.2.1 Upgrade the May Park Rest Area as identified by the Wimmera Southern Mallee Regional Transport Strategy including the reconfiguration of Baillie St and realising economic opportunities for providing refreshments		
	6.2.2 Provide improved passenger facilities bus layover area for interstate bus services		
6.3 Reintroduce passenger rail into Horsham	6.3.1 Advocate the State Government to pursue the introduction of passenger shuttle rail services between Horsham Stawell and Ararat as identified in the Wimmera Southern Mallee Regional Transport Strategy		
	6.3.2 Advocate the State Government to introduce more regular connections with Ararat rail services, particularly on weekends to improve linkages with Melbourne		
6.4 Review freight rail network	6.4.1 Investigate feasibility of realigning the freight rail line between Dooen and the Western Highway to remove freight rail from the residential precincts		
6.5 Promote regular passenger air services at Horsham Airport	6.5.1 Advocate the State Government to introduce passenger services at the re-developed Horsham Aerodrome in conjunction with the Airport Master Plan (currently under development)		
6.6 Improved regional bus services	6.6.1 Upgrade the Horsham Coach Terminal in the short term including free wifi, air-conditioned waiting rooms, DDA toilet, refreshment facilities and parking facilities		
	6.6.2 Investigate alternative sites for a comprehensive upgrade to coach terminal facilities in the longer term		



HORSHAM URBAN TRANSPORT PLAN

ENGAGEMENT OUTCOMES REPORT

DRAFT v1
11 JUNE 2019



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Engagement activities documented in this report are part of the Horsham Urban Transport Plan project, delivered in partnership by Intermethod and Tonkin.
This report was prepared by Intermethod.



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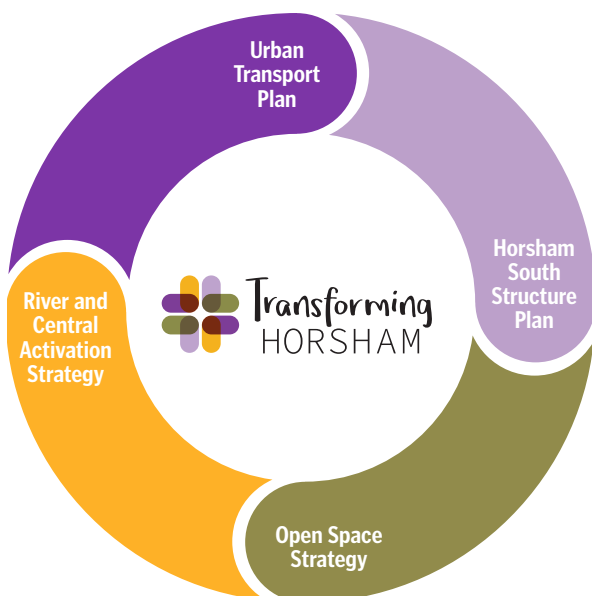
BACKGROUND

TRANSFORMING HORSHAM

Transforming Horsham is Council's vision for growing the city's economy, vibrancy and liveability. There are four inter-related strategic projects that have been commenced each with a common vision – to transform Horsham.

The projects are:

- Horsham Urban Transport Plan
- Open Space Strategy
- Horsham South Structure Plan
- Wimmera River and Central
- Activity District Visioning



HORSHAM URBAN TRANSPORT PLAN

As part of the Transforming Horsham program, Horsham Rural City Council is developing the Horsham Urban Transport Plan which will set directions and priorities for developing our transport system in a way that supports the goals of our community, our economy and environment.

Council has identified six key objectives that are driving the project, being:

- a more active and vibrant city centre and river precinct
- trucks which don't originate or terminate in the city centre to be removed from the city centre and river precinct
- more active transport
- more river crossings
- linking highways to economic activities
- preference for the use of existing road reserves for future development of the local and arterial roads.

Development of the Urban Transport Plan and investigations commenced in February 2019 and will be completed by December 2019.

The project is led by the Council's Engineering Services and is a collaborative effort between all Council departments and consultancy firms Tonkin and Intermethod.

ENGAGEMENT ACTIVITIES FOR THE HORSHAM URBAN TRANSPORT PLAN

To support development of the Horsham Urban Transport Plan, the following engagement activities have been developed and delivered:

- Engagement surveys
- Issues and opportunities community workshops
- Engagement with Elected Members
- Engagement with Project Control Group

ENGAGEMENT SURVEYS

Three versions of the surveys were developed:

- Comprehensive surveys - four-page hard copy/pdf survey was available for download from the Council's website and in hard copies from Council's reception.
- Electronic version of the 'comprehensive'

survey was available on Council's website from 2 March and until 30 April 2019. It was also advertised via Council's Facebook page.

- Short survey - two-page extract from the comprehensive survey was developed for use in face-to-face interviews at Wimmera Field Days. Council's staff facilitated interviews with attendees of the Field Days and completed these surveys with the participants. The short survey mirrored the first two pages of the comprehensive survey, therefore feedback from these two surveys was combined.

ISSUES AND OPPORTUNITIES COMMUNITY WORKSHOPS

Two 2 hour workshops were conducted on 29 April 2019, at 2 pm and at 6 pm, offering a choice of a daytime or an evening session. The scope and approach to both of these workshops was the same.

These workshops focussed on identifying key issues with Horsham's streets and roads, mobility and accessibility; and on establishing opportunities and future directions.

Workshop Facebook advertisement



DEVELOPING HORSHAM'S URBAN TRANSPORT PLAN WORKSHOP - HAVE YOUR SAY!

As part of the Transforming Horsham program, Horsham Rural City Council is developing the Horsham Urban Transport Plan. You are invited to attend a community workshop to discuss issues with our streets and roads, mobility and accessibility; and to establish opportunities and future directions.

When **Monday 29 April**
Workshop 1 (2 pm - 4 pm) or Workshop 2 (6 pm - 8 pm)
Please choose one workshop to attend

Where Reception Room, Municipal Offices
18 Roberts Avenue, Horsham

RSVP By 23 April 2019
transport.plan@hrcc.vic.gov.au or 03 5382 9724

ENGAGEMENT WITH ELECTED MEMBERS

Elected Members were regularly briefed during the course of the project via:

- E-mail updates
- Teleconference call with the Consultant Team
- Dedicated meetings aligned with key project milestones.

ENGAGEMENT WITH PROJECT CONTROL GROUP

A dedicated Project Control Group (PCG) guided Urban Transport Plan's development. Council and Consultant project team held a series of formal meetings with the PCG, in addition to informal communications and updates. Through PCG, development of the Horsham Transport Plan was integrated with other projects and initiatives within Transforming Horsham strategic program. PCG also ensured ownership of the Horsham Transport Plan within Council and provided inputs and reviews of technical material through all steps of UTP's development and engagement.

ENGAGEMENT PARTICIPATION



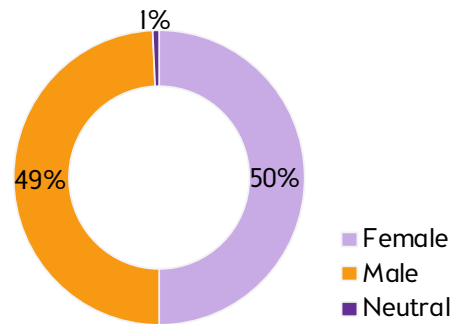


SURVEY FEEDBACK

RESPONDENT PROFILE

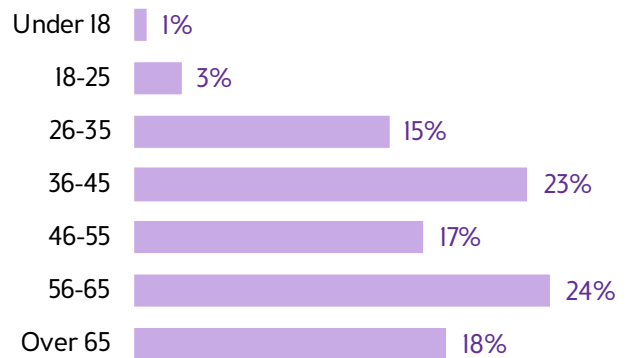
GENDER

Gender	Number	Percentage of specified responses
Female	70	50%
Male	69	49%
Neutral	1	1%
Not specified	27	-
Total	167	



AGE GROUPS

Age group	Number	Percentage of specified responses
Under 18	1	1%
18-25	4	3%
26-35	22	15%
36-45	34	23%
46-55	25	17%
56-65	36	24%
Over 65	27	18%
Not specified	18	-
Total	167	



It is common for survey respondents not to answer personal questions in relation to age and gender. In this survey, 17% of the respondents did not specify their gender. Of those who did, the gender profile was balanced between males and females.

11% did not specify their age group. Of those who did, all age groups were represented. However, young people aged 25 and under, were least represented, accounting for 4% of all the respondents.

RESIDENTIAL POSTCODE

Postcode	Number	Percentage of specified responses
3300	1	1%
3388	1	1%
3393	1	1%
3400	108	74%
3401	25	17%
3402	1	1%
3409	3	2%
3414	3	2%
3418	1	1%
3441	1	1%
3950	1	1%
Not specified	21	
Total	167	

WHERE RESPONDENTS LIVE

Place of residence	Number	Percentage of specified responses
Dimboola	3	2%
Haven	8	5%
Horsham and district	118	81%
Kalkee	2	1%
Laharum	1	1%
McKenzie Creek	1	1%
Natimuk and district	3	2%
Nhill	1	1%
Nurrabiel	1	1%
Quantong	1	1%
River Heights	1	1%
Rupanyup	1	1%
Vectis	1	1%
Wail	2	1%
Warracknabeal	1	1%
Wartook	1	1%
Not specified	21	-
Total	167	

81% of the respondents lived in Horsham and district.

LEVEL OF PROBLEMS

The first survey question asked respondents:

'Indicate the level of problem associated with the following in Horsham'.

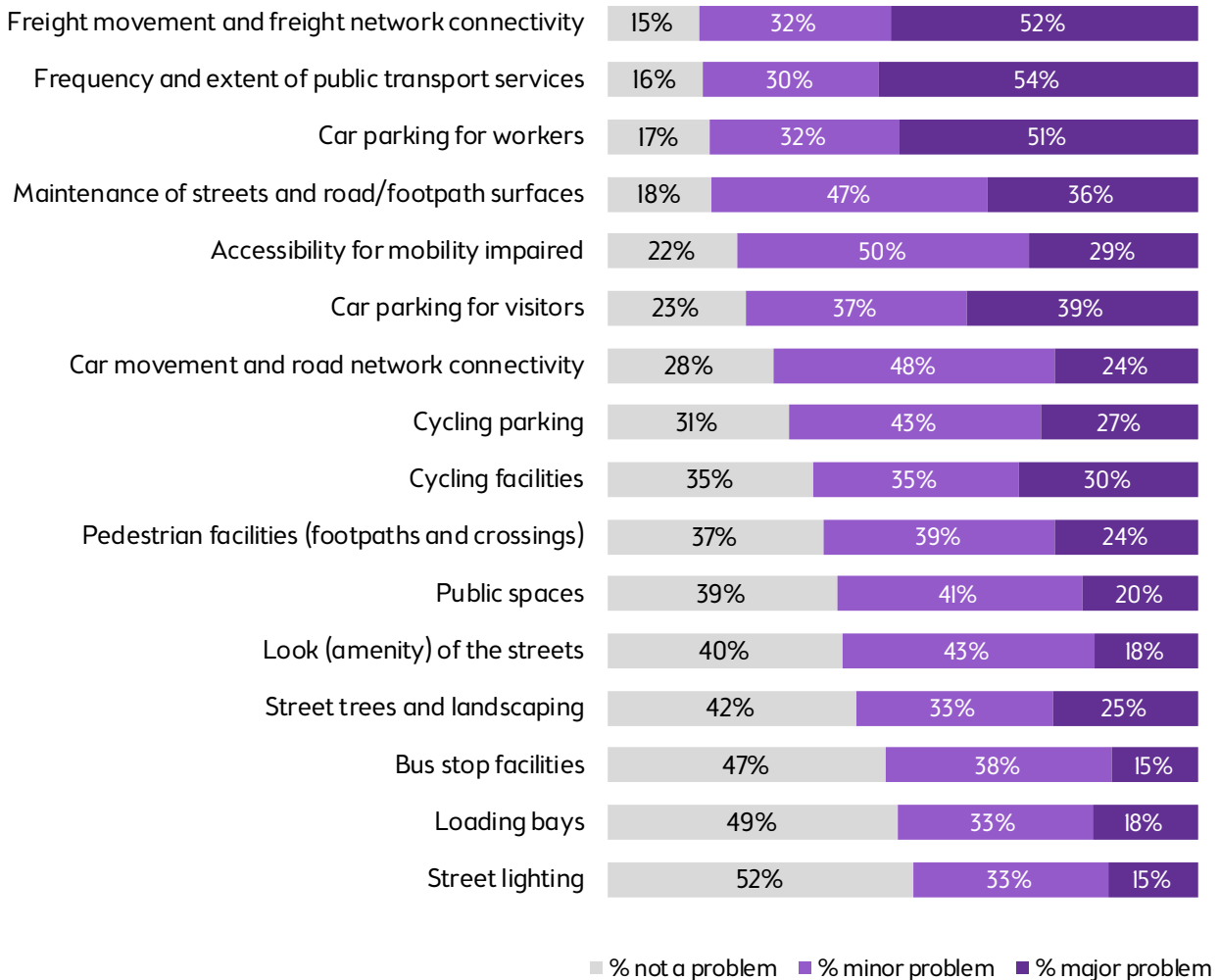
16 themes were listed, as per the response table below. The possible tick box responses were:

- Don't know
- Not a problem
- Minor problem
- Major problem

Also, between 4 and 7 respondents (per theme) did not provide a response (first column in the table). The table below provides the complete response statistics. Percentages exclude responses 'don't know' and if the question was left blank.

# Themes	Number of respondents for each possible 'level of problem' rating					Percentage of respondents who selected one of the three level of problem ratings		
	No response provided	Don't know	Not a problem	Minor problem	Major problem	% not a problem	% minor problem	% major problem
(a) Car movement and road network connectivity	7	3	44	75	38	28%	48%	24%
(b) Freight movement and freight network connectivity	6	19	22	46	74	15%	32%	52%
(c) Frequency and extent of public transport services	5	31	21	39	71	16%	30%	54%
(d) Cycling facilities	5	21	49	49	43	35%	35%	30%
(e) Pedestrian facilities (footpaths and crossings)	4	2	59	63	39	37%	39%	24%
(f) Accessibility for mobility impaired	5	43	26	59	34	22%	50%	29%
(g) Cycling parking	5	38	38	53	33	31%	43%	27%
(h) Bus stop facilities	5	45	55	45	17	47%	38%	15%
(i) Car parking for workers	5	18	25	46	73	17%	32%	51%
(j) Car parking for visitors	4	8	36	58	61	23%	37%	39%
(k) Loading bays	5	62	49	33	18	49%	33%	18%
(l) Street lighting	5	17	75	48	22	52%	33%	15%
(m) Look (amenity) of the streets	7	1	63	68	28	40%	43%	18%
(n) Street trees and landscaping	4	1	68	54	40	42%	33%	25%
(o) Public spaces	5	5	61	65	31	39%	41%	20%
(p) Maintenance of streets and road/footpath surfaces	5	3	28	74	57	18%	47%	36%

Level of problem determination for all respondents who did not skip the question or answered 'don't know', in descending order for 'major problem' rating



The smallest proportion of respondents found 'street lighting' to be a problem (52% of all respondents who indicated a level of problem), followed by 'loading bays' (49%) and 'bus stop facilities' (47%).

The largest proportion of respondents found 'frequency and extent of public transport services' to be a major problem (54%).

The largest proportion of respondents had issues (i.e. combined minor and major problem ratings) with:

- 'Freight movement and freight network connectivity' (85% of all respondents who indicated a level of problem)
- 'Frequency and extent of public transport services' (84%)
- 'Car parking for workers' (83%)
- 'Maintenance of streets and road/footpath surfaces' (82%)

Themes with the smallest numbers of people rating the level of problem were 'loading bays' (100 respondents), 'bus stop facilities' (117) and 'accessibility for mobility impaired' (119).

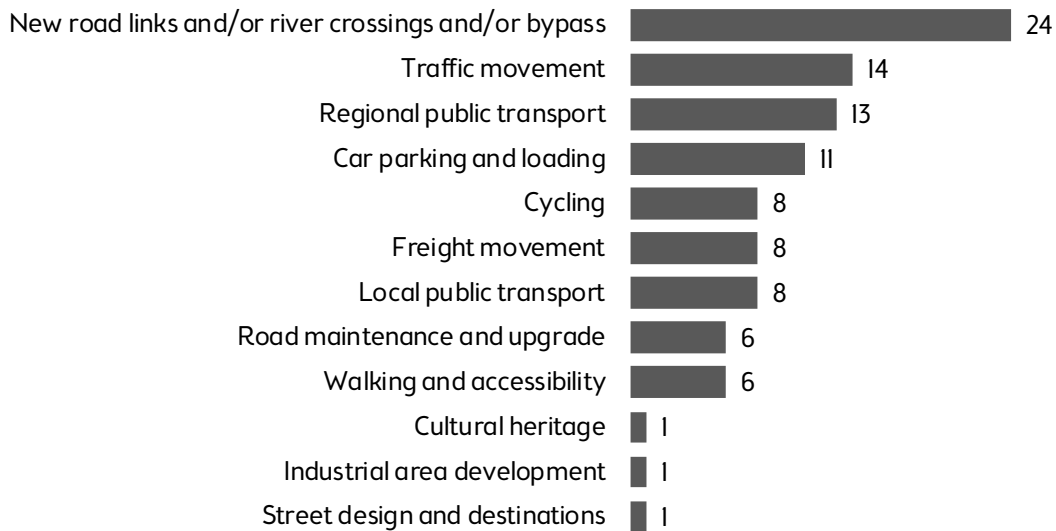
COMMENTS REGARDING PRIORITIES

As an open-ended question following the level of problems questions, respondents were asked:

‘Please list any further strategic transport issues or problems you are aware of.’

These open-ended priorities were grouped into categories and are included in full (‘verbatim’) in this section. Total of 101 comments were put forward by 82 respondents. In this and other sections, all open-ended questions are grouped by topics and only minor corrections to spelling and punctuation were made.

Number of comments within each topic/group



CAR PARKING AND LOADING

- Better parking for workers within the CBD.
- Car parking for visitors at the Hospital.
- Getting a park in the city main street can be a problem.
- I'm opposed to parking metres in the CAD. They should be abolished.
- More parking in town centre for employees.
- Not enough access to taxis picking up wheelchairs. Car parking for visitors at hospital an issue.
- Parking problems.
- Parking spaces are a problem and parking meters are too expensive.
- Poor parking for caravans and trailers.
- Right angled parking on some streets and in carparks is difficult to negotiate especially for the larger vehicles many people seem to drive now. They are also too narrow to open door without hitting the car next to you.
- There is no parking in supermarkets or near toilets for caravan parking etc. Existing parking is not easy to find and limited.

CULTURAL HERITAGE

- Respect Aboriginal cultural heritage. Send anyone who won't to some awareness raising training.

CYCLING

- Connectivity to schools via safe walk or ride options. Certain areas of town lack complete footpaths or crossovers at key points. People will take the direct route, not the one you make them take.
- Cycling parking at the Hospital.
- Facilities for cyclists to park and ride safely through the town.
- Make Horsham a cycle and pedestrian friendly town and that will improve community health while fixing car parking and traffic concerns. Need to have high quality (separated) cycle paths to get high adoption. Horsham is a great place for this.
- Priority given to cars all over the town.

Roundabouts for cars - dangerous to cyclists. No separation of cyclists and cars or when there are bike tracks they stop and are not connected. Almost impossible for people who are older or unstable on their feet to cross the streets in Horsham. The wide streets must have traffic calming measures installed and crossing points at regular intervals - not just one or two placed midway in a block. That won't help the elderly to cross the street. An obvious example is trying to cross Wilson St to get to the Town hall, or trying to cross Pynsent St to the Town hall. The bike arrangements at the new roundabout are awful and the green marking is a disgrace. Incredibly dangerous and hopefully ignored by cyclists. Until we recognise that cars are killing the town and contributing to obesity and isolation we won't make the changes we require and the centre of the city will continue to be busy with cars - but empty of people.

- Roads within town are destroyed by the heavy freight traffic, public transport by bus in town is unheard of (we could do more to promote it and have commuters using it - freeing up parking and streets, rather than just people without cars) and Horsham people are not interested in sharing the roads with people on bikes.
- There is no clear cycle path from South of the River to Horsham Primary School and Holy Trinity Lutheran School.
- Walking/cycling bridge to waterlinks bridge at Baillie St to waterlinks.

FREIGHT MOVEMENT

- All the trucks coming from the Wimmera Highway into Wilson St.
- Large vehicles in congested/small areas eg. Wilson St and Firebrace St.
- Major through transport routes mix with local traffic. Through traffic from many different directions has to go through Horsham. Established areas/buildings make alternatives difficult.
- Noise, the amount of heavy vehicles that run through the CBD.
- Roads within town are destroyed by the

heavy freight traffic, public transport by bus in town is unheard of (we could do more to promote it and have commuters using it - freeing up parking and streets, rather than just people without cars) and Horsham people are not interested in sharing the roads with people on bikes.

- Trucks in McPherson/Baillie St.
- Trucks travelling through the centre of the city without need.
- With the development of industry and the increase of population, the amount of cargo transportation will gradually increase in the future.

INDUSTRIAL AREA DEVELOPMENT

- Alternative truck route (bypass). Second river crossing. Strategic industrial area development in association to the truck route.

LOCAL PUBLIC TRANSPORT

- Bus routes need review to cater for Aldi, GCH and headspace.
- Buses do not have effective timetabling to suburbs like Haven & River side etc.
- Hospital - community bus. No bus stop at Kmart needs to be looked at.
- More frequent bus services. If public transport routes and times were better I would accompany my children on the bus to school and use the bus to get to work, thus eliminating the requirement for parking for my vehicle at work.
- PTV visited Horsham in October 2017 to review the bus timetable and stops. What was the outcome of this as no further actions seem to have occurred.
- Public bus to and from neighbouring suburbs.
- Roads within town are destroyed by the heavy freight traffic, public transport by bus in town is unheard of (we could do more to promote it and have commuters using it - freeing up parking and streets, rather than just people without cars) and Horsham people are not interested in sharing the roads with people on bikes.

- Trains.....not buses...not suitable for elderly disabled. People not using buses for reasons stated. Can't manage solo trips on bus.

NEW ROAD LINKS AND/OR RIVER CROSSINGS AND/OR BYPASS

- Alternative truck route (bypass). Second river crossing. Strategic industrial area development in association to the truck route.
- Better heavy transport possible bypass option. Definitely need a 2nd bridge off Natimuk Road end of town over to Golf Coruse Road.
- Bottle neck at the bridge, Darlot Street and Natimuk Road intersection needs looking at. Too many trucks in town, need a ring road and at least 1 and preferably 2, river crossings.
- Bridge over river below weir.
- Bypass around Horsham.
- Bypass should go to Dooen and help heavy transport out of Horsham.
- Bypass?
- Factor in the improvement that will come when the bypass comes. In other words we currently have a lot of non-local traffic but when the bypass comes things like the Williams Rd/Bridge congestion will be dramatically reduced.
- Horsham needs a bypass that can accommodate removing truck traffic from McPherson Street and Wilson Street. I will nominate my thoughts to HRCC.
- Horsham needs another vehicle bridge crossing over the river within city limits besides Stawell Road so traffic congestion is reduced at the Stawell Road/Williams Road intersection. A bypass around Horsham is not going to solve this issue as most traffic is local and wants to travel to the CBD. Maybe a road bridge over the river at Bennett Road with complementary pedestrian and cycle facilities on it that links up to Southbank and Haven. A Bennett Road bridge is not too far out of the way for Horsham traffic, and opens up access to schools (especially the secondary school), and an alternate access

to the CBD. Freight also needs streamlining from the south (especially Golf Course Road industrial estate) to access Western Highway South (the highway intersection is terrible for trucks - and cars waiting behind them!), and also for freight wanting to travel to the Dooen Freight Terminal that have to travel through Horsham to access Dooen. A bypass to the east of Horsham with appropriate access ramps for traffic heading south-east on the current Western Highway from Horsham to travel up to Dooen would benefit this. Otherwise all trucks from Horsham South would have to continue to travel through Horsham or use the residential Williams Road.

- I would like to see Horsham have a ring road to channel traffic around the town.
- Internal vehicle crossing of the Wimmera River, second pedestrian crossing of the river to the east of the Stawell Road bridges.
- Make a decision on the bypass and stop pandering in specific individuals. The location is going to annoy whom ever is affected, so get over it and put the matter to bed. Option 2A is clearly the best. Also, if anyone says the the bypass needs to be closer to Horsham for economic reasons, have them document those reasons and investigate their validity. A bypass route clearly must bypass the town. There will be access points to exit/enter the town regardless of where it go.
- More options to travel through town.
- Only one vehicle access over the river in the urban area of Horsham.
- Push for bypass of Horsham to the north east asap.
- Second river crossing western edge/ side of city providing connection of Western Highway, Wimmera Highway, Henty Highway enabling truck/transport alternative route to industrial areas and bypass of City centre.
- Second traffic bridge over the Wimmera River that is not in a flood plain area.
- The bypass of Horsham.
- The bypass.
- There needs to be a ring road that connects the Western, Wimmera, and Henty Highways

out side the current urban sprawl, but incorporates the industrial area on Golf Course Road. This needs to be done before future development, especially to the west of Horsham. This in turn involves the development of a second river crossing downstream of the weir.

- TRUCKS - please build a truck bypass. I'm sure the truckies would be happy if they could do 80 kms/hr and not stop at multiple traffic lights and make a sharp turn in the middle of a town where they don't stop in anyway.
- We need a ring road
- Western Highway bypass.

REGIONAL PUBLIC TRANSPORT

- Access to and from surrounding towns and farms in regards to public transport. Also limited public transport in regards to connecting cities.
- Better connections to the train in Ararat and Ballarat.
- First thing that is needed is a public meeting of all residence about our train. I would like to attend a meeting about this.
- Horsham desperately needs a rail service to Melbourne.
- Lack of passenger rail connection to Melbourne.
- Lack of regular train service impedes ability of residents to access major cities easily, in particular when needing to attend medical appointments.
- No regular rail network services from Horsham to Melbourne and return (i.e. V-Line services).
- No train service from Horsham to Melbourne or anywhere else.
- Public transport access to Ballarat, Mildura and Hamilton.
- Public transport service - train service.
- Trains.....not buses...not suitable for elderly disabled. People not using buses for reasons stated. Can't manage solo trips on bus.
- We need a regular passenger train service.
- We need train line to Melbourne to be reinstated.

ROAD MAINTENANCE AND UPGRADE

- Amount of freight traffic (large trucks etc) travelling through town and lack of maintenance on rural roads and those within Horsham township.
- Fix the dips in the roads caused by tree routes - Natimuk are and Banool St for example. It's wrecking cars and it's caused by council planning, not the residents.
- River Road south of Trento Avenue: River Road has become quite a busy road used by visitors to the Church of Christ and trades people accessing to and from Plumpton Road. These vehicles turn from the Stawell Road traffic lights at Duff Street then head south down River Road. Conversely traffic from the church and Plumpton Road travels north to Duff Street to use the lights at Stawell Road. The current situation consists of a narrow single bitumen road with an open drain carrying storm water from the north to the south where the outfall heads into the existing wetland. There is vacant land abutting the western boundary and the rear of Toys Restaurant to the east. This length of road needs upgrading to provide a safe and convenient transport route for the additional users. An updated road may encourage the development of the vacant westerly residential land.
- Road surfaces are unsafe and terrible.
- Rural roads surfacing is average.
- The actual road surface around the turbo roundabout at Williams Road is sub-standard.

STREET DESIGN AND DESTINATIONS

- Spaces are not connected. Lack of adequate shade, major issue in the heat. No undercover public parking in all of Horsham is a strange decision.

TRAFFIC MOVEMENT

- 50 km/h signage.
- Golf Course Road and Stawell Road intersection, Bennett Road and Natimuk Road intersection, Hamilton Street and

Darlot Street.

- Morning gridlock intersection of Williams Road/Duff Street with Stawell Road (Western Highway).
- Natimuk Road is congested and an issue.
- Need traffic lights at Bennet Rd and Natimuk Rd intersection.
- New turbo intersection has created another issue at the Williams Road lights. Now all Melbourne bound traffic block the left lane turn into Williams Road.
- Roundabouts in CBD.
- School rush management. Very busy for a short time. It would be better to design out 40kmh zones on federal highways passing schools, this just leads to congestion.
- School zones.
- Sunnyside area between 8.15 and 9 am and 3.15 - 3.45pm. Traffic lights intersection of Baillie and McPherson also cause back ups as traffic returning from school drop off back to these traffic lights only lets 3 cars turn left from Dooen Rd into McPherson and traffic banks up in Baillie St - often back past Robinson St. Congestion at these lights also creates issues for buses trying to get to the interchange at Horsham College after school - vehicles cut through all the residential streets to try to avoid the back up at the lights.
- Traffic blockage areas at peak times. Notably the roundabout at Woolworths.
- Traffic light timing just not right for certain times of the day.
- Traffic lights at Stawell Rd / Williams Rd are a nightmare at peak hour.
- Transports often don't stop at red lights, very unfair to say for those that do. You always have to be very wary???

WALKING AND ACCESSIBILITY

- Connectivity to schools via safe walk or ride options. Certain areas of town lack complete footpaths or crossovers at key points. People will take the direct route, not the one you make them take.
- Make Horsham a cycle and pedestrian

friendly town and that will improve community health while fixing car parking and traffic concerns. Need to have high quality (seperated) cycle paths to get high adoption. Horsham is a great place for this.

- Pedestrain crossing in Baillie Street west, not enough.
- The foot things where you cross the roads which I assume are for the visually impaired or those that need assistance in crossing the road are slippery and dangerous. My husband has slipped on 2 of them and I slipped also.
- Walk/cycle track on Western Highway from caravan park to roadhouse we see lots of pedestrians walking along the highway with lots of tragic passing an accident just wating to happen.
- Walking/cycling bridge to waterlinks bridge at Baillie St to waterlinks .

PRIORITIES

PRIORITIES FOR MOVEMENT AND ACCESSIBILITY IN HORSHAM

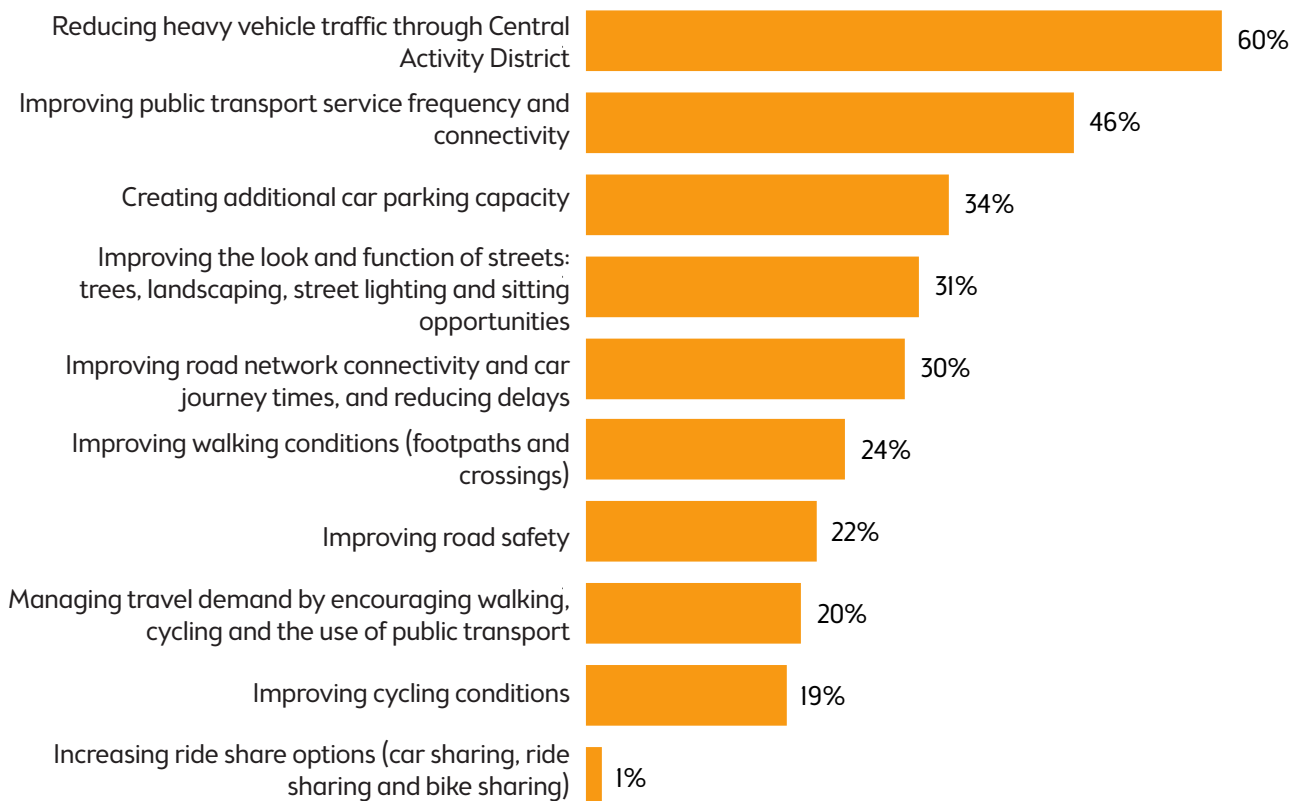
The second survey question asked respondents:

‘Over the next 20 years, what do you think are the top three priority initiatives that would improve transport, movement and accessibility in Horsham?’

Respondents were asked to select three of the 10 predetermined transport-related themes. With regard to qualifying responses:

- Four of the respondents left this question blank.
- 19 of the respondents nominated four or more priorities, instead of 3, and therefore these answers were excluded from the statistics shown below.
- 144 respondents selected three or less priorities, as shown on the chart below.

Percentage of 144 total respondents who selected the theme as one of their three top priorities



‘Reducing heavy vehicle traffic through Central Activity District’ was considered to be a priority by the highest number of respondents, 86 (or 60% of all qualifying responses). Following, ‘improving public transport service frequency and connectivity’ was the second most popular answer (66 respondents or 46%) and ‘creating additional car parking capacity’ (49 respondents or 34%).

PRIORITIES FOR TRANSPORT INITIATIVES FOR HORSHAM'S CENTRAL ACTIVITY DISTRICT

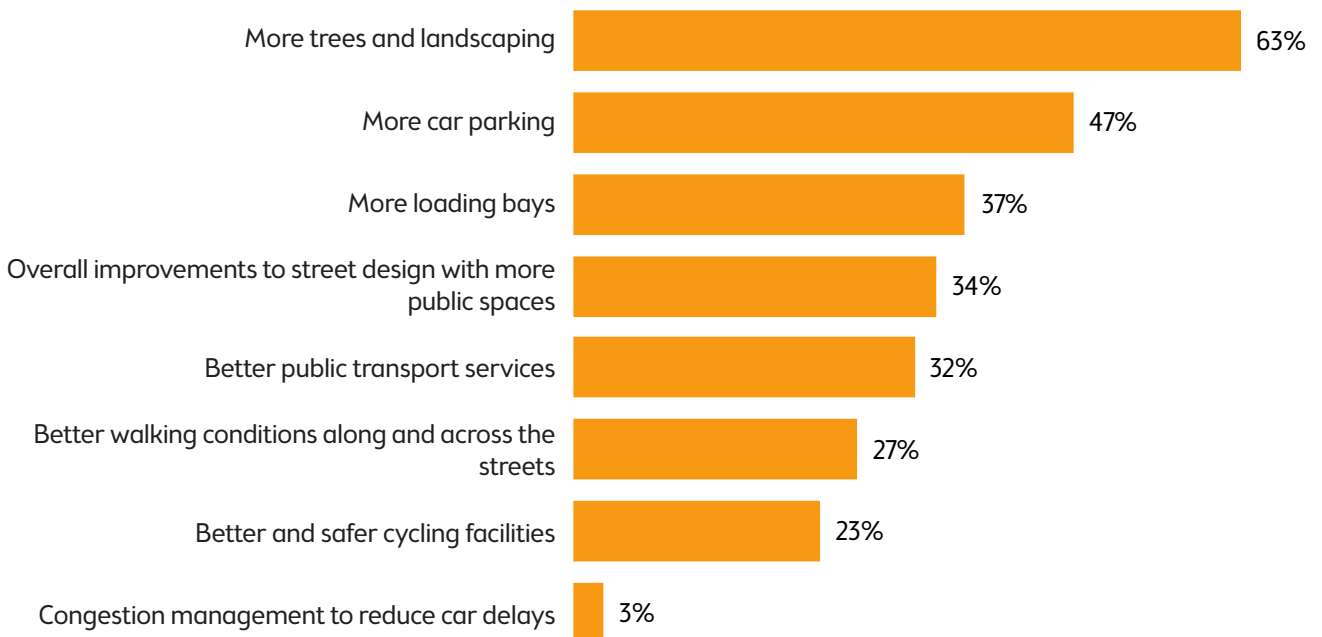
The third survey question asked respondents:

'Please consider the following possible transport initiatives for Horsham's Central Activity District. Please select three priorities that you consider most important.'

Respondents were asked to select three of the 8 predetermined transport-related themes. With regard to qualifying responses:

- 11 of the respondents left this question blank.
- 9 of the respondents nominated four or more priorities, instead of 3, and therefore these answers were excluded from the statistics shown below.
- 147 respondents selected three or less priorities, as shown on the chart below.

Percentage of 147 total respondents who selected the theme as one of their three top priorities



'More trees and landscaping' was considered to be a priority by the highest number of respondents, 92 (or 63% of all qualifying responses). Following, 'more car parking' was the second most popular answer (69 respondents or 47%) and 'more loading bays' (54 respondents or 37%).

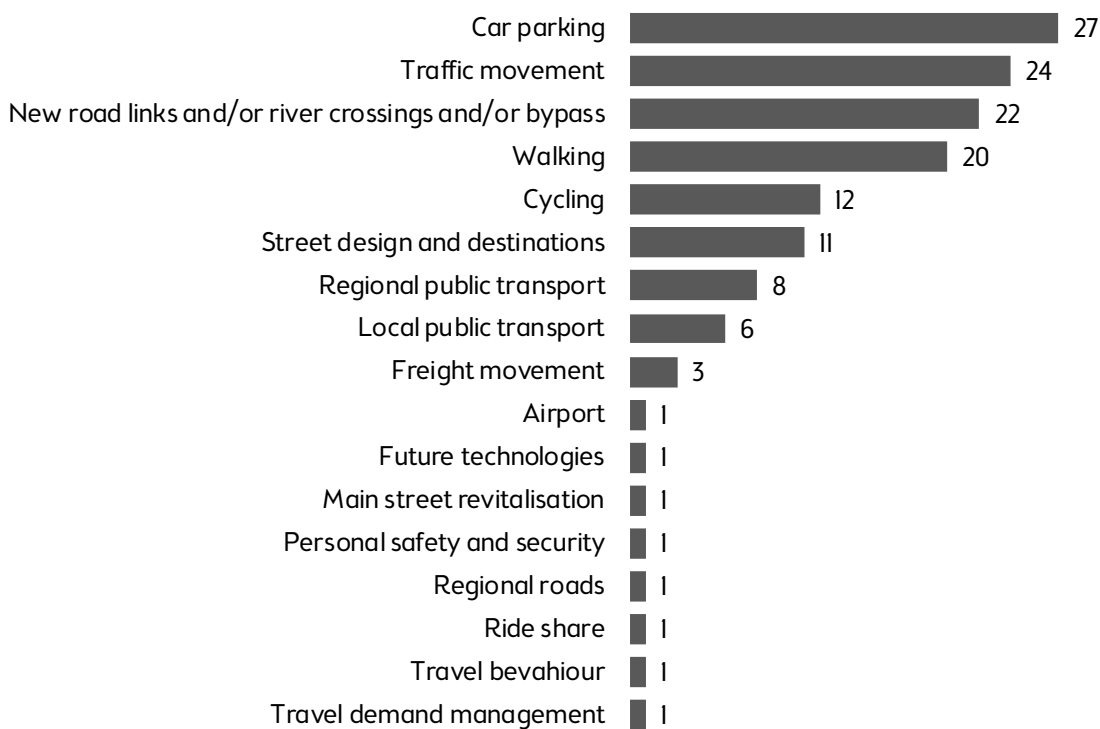
COMMENTS REGARDING PRIORITIES

As an open-ended question following the two prioritisation questions, respondents were asked:

'Please list any further transport, movement and access priorities.'

These open-ended priorities were grouped into categories and are included in full ('verbatim') in this section. 141 comments were put forward by 82 respondents and the chart below shows the number of comments within each group.

Number of comments within each topic/group.



AIRPORT

- Look at our airport strategy, as it could become more relevant in future, particularly if we become a mining area.

CAR PARKING AND LOADING

- Car parking for the bigger vehicles very limited.
- Car parking that is timed to allow walking between shopping areas.
- Car parks in middle of road - blocks views
- Eliminate parking meters from the CBD.
- Facilitate privately owned and run multistory car parking .
- Free parking days.
- Freight loading/unloading in town.
- I am especially concerned about parking near the hospital
- If we are to encourage people to stay and wander enjoy public spaces then we need the opportunity for people to park longer than 1 hour and stop booking visitors to town for overstaying car park when there are car parks empty up and down the street on most days. The biggest complaint from visitors to shop owners is the car parking.
- Keep the cars off the street with abundant convenient parking.
- More all day parking for workers.
- More car parking near central park areas e.g. May Park.
- More car parking spaces. More parking spaces for car /caravan or car/trailer or car/ horse float.
- More car parks hospital area.
- More car parks.
- More disabled parking in key areas e.g. foot clinic, Lister House, etc.
- More free parking all day. Its bloody ridiculous how limited this is especially near Hamilton St and Darlot Street. There are many local community health centres, Tristar clinic, shopping etc. and there is no free parking that is all day for staff and/or customers. This could be said for majority of

the town.

- More long term parking for workers in CBD.
- More parking for a car trailer or car caravan.
- Multi-story car park.
- Parking.
- Public parking spaces.
- Reduce car parking.
- Special parking facilities for senior citizens - not just for people with a disabled sticker.
- Think outside the box to improve parking even buying commercial property to help.
- Widen parking bays eg. 4WD etc
- Worker car parking.

CYCLING

- Creating cut throughs at roundabouts so cyclists aren't pushed into the path of cars but can continue in a straight line.
- Encouraging walking and cycling will do more to improve congestion. Enable kids to ride safely to school to reduce the number of cars at peak times. Provide safe cycle routes to the CBD and suitable parking and reduce road congestion.
- Get local cars out of the CBD and bike friendly. Put bike bays so people can ride to work or visit the town on there bike. Need bike bays in Horsham township so people are encouraged to ride bike to work and/or town.
- Public toilet disability access; better footpath conditions for disabled/pram/bicycle access; improved footpath/bicycle path access from Sawyer Park to Peppertree Lane.
- Review bike lanes, footpaths and roads around schools in regards to safety and increasing active transport.
- Ride pathways through the town.
- Safe cycling and walking. Good options will improve travel times for everyone. Let's take the opportunity to greatly increase the use of active transport options in Horsham (cycling and walking). This will improve lifestyle in Horsham, more roads won't do this.
- Safer walk/bike ways near major roads.
- Safety for cyclists.

- Survey the parents via the schools (esp primary) on what is stopping them from allowing their children to walk/ride/scoot or catch the bus to school (those who take their kids to school). If some of those issues could be addressed then some morning traffic issues could be reduced.
- There needs to be a bike track from the east side of Horsham (hospital area) to the only public secondary school in Horsham which is on the west side of town. There are no safe cycling routes.
- There needs to be safe ways to cross the Western Highway to get to the CBD from the North and East side of the Highway - for pedestrians, gophers and cyclists if people are going to be encouraged to use these methods of transport.

FREIGHT MOVEMENT

- Rerouting of heavy transport around the CAD.
- No trucks in streets
- The most critical issue in Horsham is the truck movements through Wilson St. This issue ties in with the additional river crossing and widening footpaths in Wilson St adjoining hotels, eating places. It also ties in with the need for a ring road around Horsham. It's the biggest issue that Horsham needs to address first.

FUTURE TECHNOLOGIES

- Prepare for electric vehicles to become a significant percentage of the vehicle fleet.

LOCAL PUBLIC TRANSPORT

- Fix public bus time table so town people can go to work and come home on our buses.
- Our bus system is not effective and bus routes and timing do not encourage increased use. The bus stops are not linked to key areas - no bus stop near Lister House or near Reid St medical centre. All bus stops should have seating, shelter and a printed timetable on them. Because PTV is so slow and ponderous it may be worth exploring

other options to provide public transport.

- Promotion of the use of public transport.
- Review of public transport routes.
- Shuttle buses.
- Trains and local buses times to start at a good time so people don't have to use their car for work.

MAIN STREET REVITALISATION

- Force landlords to make their rents cheaper to fill all the empty shops. The main street is dying. We need more variety and more options to keep people spending their money locally.

NEW ROAD LINKS AND/OR RIVER CROSSINGS AND/OR BYPASS

- Bypass?
- 2nd bridge at the Natimuk side of town. A town bypass for heavy vehicles but allow the option of coming through town, this will encourage tourists and passing travellers to still stop in town.
- 2nd traffic bridge over the Wimmera River
- A bridge for traffic at the west side of the city in the Curran Road area and suitable road network to accommodate it.
- A local vehicle bridge at the hospital end of Baillie St. A local vehicle bridge across to the Curran Road area.
- A ring road connecting the western highway, from Currans Road to the Wimmera Highway and out to the industrial area.
- Actively call for the bypass to go ahead.
- Additional River crossing on Western side of Horsham.
- Additional road (car) river crossing access at ends of both Baillie St and Bennett Road.
- Another bridge over Wimmera River western end of town for local traffic only.
- How can Horsham get the most out of a Western Highway bypass. What is the town's strategy to entice when it is in place (what is the vision). How would road priorities change when it is installed. Where are people going to and from (e.g. school drop offs, trucks

across town to industrial areas that should be outside of town).

- Not enough car bridges over the Wimmera River.
- Provide an alternative truck route via Curran Road over the river and utilise Plumpton and Golf Course Roads. Alter Golf Course Road intersection by acquiring art council building and joining Western Highway with Henty Highway with a traffic light intersection.
- Ring road for freight (separate from bypass).
- Ring road.
- Roundabouts, bypass, trucks through Wimmera Highway.
- Second bridge either at waterlink esplanade or river end of Bennett Rd.
- Second bridge.
- Start Ring Road. i.e. 2nd bridge .
- Truck bypass and old people off the road.
- VicRoads have completed all of their investigations which came up with Option D. I fully support their decision - lock it in so that good planning for the link roads can begin.
- Western Highway bypass.

PERSONAL SAFETY AND SECURITY

- CCTV camera network for security to encourage walking.

REGIONAL PUBLIC TRANSPORT

- Direct regular fast train link to Melbourne.
- Passenger rail connections to Ararat.
- Pressure state and federal government to reintroduce the rail and implement Horsham as the regional hub for light rail to Dimboola and Nhill which will reduce the need for additional traffic and parking within the CBD.
- Providing greater bus access to Ararat, connecting train.
- Public transport from neighbouring towns like Nhill and Kaniva.
- Public transportation with surrounding towns and cities should be improved.
- Train connectivity to Melbourne and Adelaide.

- Train to Melbourne.

REGIONAL ROADS

- Safety also, dual lanes in both directions along the highway between Melbourne and Adelaide.

RIDE SHARE

- Encourage ride sharing, and walking from parking areas.

STREET DESIGN AND DESTINATIONS

- Better river front park, lawn, cafe, public toilets at playgrounds.
- Cars dominate the CBD streetscape.
- Creating more parks at hospital.
- Good lighting.
- More open spaces to enjoy and facilities for young people to enjoy.
- More trees.
- Provision of shade for parking.
- Shaded areas.
- Shaded walking and shaded open space, shaded car parking.
- Traffic calming, safe crossing points at key locations along the streets (not just in the centre of a block) seats and shade, trees and water, points of interest, public spaces that encourage people to gather, artwork and colour, signs and symbols that encourage people to gather and linger - temporary seating in parking bays (parklets). The streetscapes are hot, boring and do not have seating or shelter from the sun. O'Callaghan's Parade is an example of everything that is wrong. The one seat near the pool faces a car park. At no time throughout the year is the seat ever in shade. The footpath from the pool to the city oval is never in shade and the beautiful trees down the middle of the road (O'Callaghan's Parade) are lovely to look at but don't provide protection to either cars or pedestrians.
- Wider footpaths on Firebrace Street and encouraged business utilisation of footpath

spaces e.g. cafe chairs, retail sales.

TRAVEL BEVAHIOUR

- Educate the population on how to share infrastructure.

TRAVEL DEMAND MANAGEMENT

- Manage travel demand, both within and outside of Horsham.

TRAFFIC MOVEMENT

- Ban 4WD's from CBD
- Coles loading bay, where trucks just reverse out of gleeed street and block Darlot Street without any warning devices.
- Congestion management to reduce car delays at Doeen Road, McPherson St corner and Williams Road corner.
- Consider traffic free zone in CBD.
- Corner Hamilton Street and Darlot Street - traffic congestion.
- Darlot St-Wilson St need stop lights.
- Fix the Bradbury Lane/Coles Loading Bay death trap. It is Russian roulette with pedestrians, semi trailers and cars all in close proximity. Having trucks back across Darlot St into Coles is incredibly dangerous and there have been lots of near misses.
- Fix up the hazardous intersections like Bennett Road, Stawell hwy into Golf Course Rd & Old Hamilton road etc. There will be a major collision there one day with fatalities.
- Get rid of the lights at Roberts Ave and put back the roundabout, we should have some pedestrian lights rather than full on traffic lights which just aid traffic congestion in Firebrace St.
- Get rid of the strip of concrete in the middle of Firebrace St. Causes congestion. Who rides bicycles ?
- Have a look at our whole CBD area because it's becoming harder and harder to move around particularly at peak times, in a town this size it shouldn't be that hard.
- I only use the road into Horsham from Natimuk and at particular times of the day it is totally congested.
- Improving traffic flow at the Wilson St/ Darlot St roundabout. Wilson St is also the Wimmera Highway which trucks use to travel through Horsham as there is no other alternative to access the Dooen Freight terminal, Bendigo, NSW, Hamilton/Portland, and Ballarat/Melbourne. The intersection is also the main access point for Horsham West, as there are no nearby alternatives that people use. There is also a large volume of traffic changing direction/turning at that intersection, which decreases the capacity of the intersection dramatically. A lot of traffic is turning to avoid the traffic lights at Wilson St/Firebrace St, so improvements to that intersection and/or light sequence would help.
- Proper vehicle access under the Wawunna Rd and McPherson St underpasses (re-open both roads). Electronic flashing lights at all school crossings. A large roundabout at the Stawell Road / Golf Course Rd / Henty Hwy corner.
- Put a roundabout at Darlot St and McLachlan st intersection.
- Redesign the Darlot / Wilson street roundabout. Redesign the O'Callaghans Pde / Mc Pherson Street turbo about to make lane changing to Williams Rd and Duff Street safer.
- Reduce vehicle speed.
- Remove traffic lights at Roberts Avenue and Firebrace Street intersection as this causes traffic congestion and delays.
- Retain angle parking but do away with the big curves that come out at intersections. Median strip in Firebrace Street causes congestion with cars pulling out as there isn't enough room.
- Slow traffic speeds.
- Synchronising lights on the Western Hwy to improve traffic flow and clear traffic out.
- Traffic lights at Bennett Rd and Natimuk Rd intersection.
- Upgrading the accessibility and safety of the Bennett Road and Natimuk Road intersection.

- Widening arterial roads to 2 lanes and removing some roundabouts

WALKING

- A walking bridge at the end of Hamilton St. Dedicated areas on footpaths for gophers and bicycles. Move the council yard and concrete business out of Horsham to help free up Darlot Street and Hamilton Road.
- Also need to improve the walking tracks with suitable surfaces and seating, etc, for Haven, River side etc. Barnes Boulevarde has all the funding it appears.
- Consideration of the needs and demands of gophers, changing the connections between the roads and footpaths (too steep at the moment)
- Encouraging walking and cycling will do more to improve congestion. Enable kids to ride safely to school to reduce the number of cars at peak times. Provide safe cycle routes to the CBD and suitable parking and reduce road congestion.
- Fix footpaths to cater for mobility scooter.
- Foot bridges, smarter and more street lighting.
- I find crossing main intersections in Natimuk Road dangerous at busy times and avoid these intersections. I even drive up to Aldi and congest the road more before I try and cross Natimuk Road.
- Increase pedestrian priority.
- Make the footpaths more even so more can walk or ride in safety.
- More zebra crossings for the elderly on gophers and pedestrians.
- Need to get people to understand how to use the many roundabouts in town so they use them for effective traffic flow instead of treating them like pedestrian crossings. Needs an awareness campaign. Put in more actual pedestrian crossings that motorists must stop at [like in NSW] so people understand the differences between roundabout crossings and right of way for pedestrians to cross busy roads in town.
- Pedestrian crossings, covered walkways to parking areas, covered car parks.
- Pedestrian crossings.
- Public toilet disability access; better footpath conditions for disabled/pram/bicycle access; improved footpath/bicycle path access from Sawyer Park to Peppertree Lane.
- Review bike lanes, footpaths and roads around schools in regards to safety and increasing active transport.
- Review the intersection of Roberts Avenue and Firebrace Street. Remove traffic lights and make a pedestrian friendly roundabout.
- Safe cycling and walking. Good options will improve travel times for everyone. Let's take the opportunity to greatly increase the use of active transport options in Horsham (cycling and walking). This will improve lifestyle in Horsham, more roads won't do this.
- Safer walk/bike ways near major roads.
- Survey the parents via the schools (esp primary) on what is stopping them from allowing their children to walk/ride/scoot or catch the bus to school (those who take their kids to school). If some of those issues could be addressed then some morning traffic issues could be reduced.
- There needs to be safe ways to cross the Western Highway to get to the CBD from the North and East side of the Highway - for pedestrians, gophers and cyclists if people are going to be encouraged to use these methods of transport.

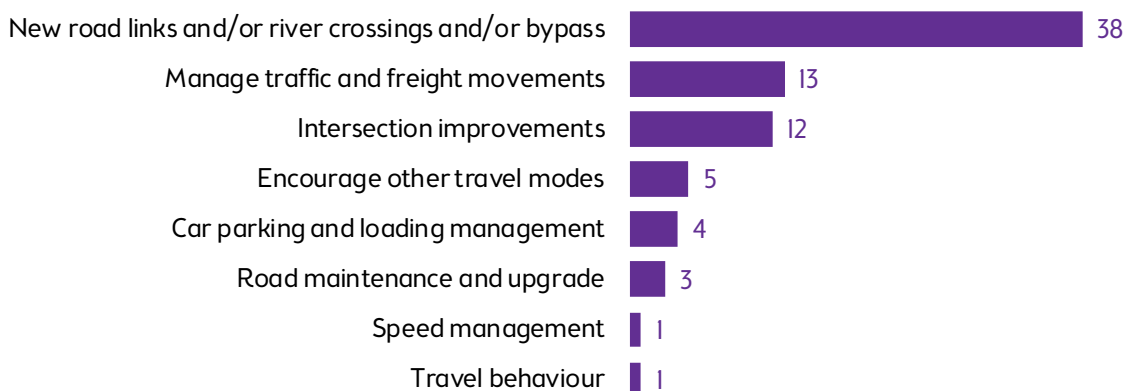
SUGGESTIONS

SUGGESTIONS FOR IMPROVING CAR TRAFFIC AND FREIGHT MOVEMENT

'What are your suggestions for improving movement and access for car traffic and freight?'

77 suggestions were put forward by 66 respondents and are all included below.

Number of suggestions within each topic/group



CAR PARKING AND LOADING MANAGEMENT

- Fix Bradbury Lane and Coles loading bay. Maybe have the trucks drive in a loop through the lane and out the car park. So dangerous.
- More loading zones.
- Review the parking arrangements. Not more parking but better planned - providing shade and shelter for cars and publicising shade and long term parking so city workers are encouraged and supported to park away from the CAD.
- Shop owner/employees need to be encouraged to park outside the CBD

ENCOURAGE OTHER TRAVEL MODES

- Better public transport
- Introduce light rail to Ararat and Nhill.
- Passenger rail, that doesn't take forever and require transfers.

- Stop viewing transport as being about vehicles and start viewing it as being about people and services
- TRAIN TO MELBOURNE!!!

INTERSECTION IMPROVEMENTS

- Changing the Baillie St/McPhersons St/Down Road bottleneck which is very apparent during morning and afternoon school hours. With 4 schools within close proximity, plus heavy vehicles the area is a complete dangerous nightmare!
- Consider additional traffic light option at Cnr of Wilson and Darlot St (Bakers Delight/Treves corner). Roundabout is choked after school pickup and between 5 and 6pm.
- Create a roundabout at Bennett Road and Natimuk Road intersection.
- Improving traffic flow at the Wilson St/Darlot St roundabout.
- More lights and roundabouts.
- Remove traffic lights at Roberts Avenue and Firebrace Street intersection.

- Review Hamilton St Darlot st intersection.
- Review of congestion at the Darlot and Wilson st roundabout.
- Roundabouts.
- Stawell and Williams Road are dangerous.
- Traffic lights at intersections.
- Update Henty/Western/Golf Course Road intersection.

MANAGE TRAFFIC AND FREIGHT MOVEMENTS

- Better traffic management/flow st Wilson Darlot streets.
- Designate delivery times for freight in CAD (if not already adhered to naturally).
- Find a way to move traffic away from Darlot St/Wilson St round about.
- Freeway to re-divert freight and transit traffic out of CBD, traffic lights at bennett road/natimuk road intersection to provide a break in traffic so the 'feeder' streets can join the traffic and people can cross the road safely.
- Freight outside city centre.
- Have freight trucks travel through non peak times.
- I think it is important to assess any work involving addressing car traffic and freight movements with data. For example; I notice here in Horsham people comment that a line of three cars is heavy traffic and two Coles trucks going through town is "congested". Whereas, in comparison to suburbs in Melbourne car and freight movement in Horsham is wonderful! Data should be collected - but also drilling down into this data (i.e. not just large vehicles but actual trucks and finding out what the destinations are). Signage would be a simple and low cost solution for improving freight movement. For example, there are already options for trucks to not go through the centre of town perhaps just communicate alternative paths.
- Introduce curfews for heavy transport on certain routes during peak times.
- Limiting available truck routes. Ban trucks from certain roads.
- Not sure how to manage freight but it is a

surreal experience to be crossing Wilson St at 9 am and have a B-Double transport heading towards me as I cross the road. Why are transports allowed to travel through the CAD?

- Understand where trucks and cars are trying to go. I would suggest encouraging the southern Horsham industrial businesses that move many shipping containers per day to Dooen should move to Dooen. Car traffic from south of Horsham will flow much better if Western Highway through traffic used an East Horsham Bypass. This would allow priority flow for traffic on Williams Rd into Horsham over Stawell Rd through traffic. School and Health cluster in North East would benefit from direct access across the river to decongest Baille St and Menidue St (especially at the Velodrome). A crossing at Bennett Rd would allow school kids to ride to school from the growing southern suburbs.
- Too many roundabouts and traffic lights - maybe make the CBD one way traffic.

NEW ROAD LINKS AND/OR RIVER CROSSINGS AND/OR BYPASS

- A bypass for freight to not go through town if they don't need to.
- A second bridge for heavy vehicle use from West along Wimmera Highway to bypass Horsham to Western Highway South .
- A series of link roads around Horsham that connect to the bypass.
- A western highway bypass. If the current option D was adopted it would allow local council the opportunity to plan future link roads that can utilise the bypass as part of transport plan. A bypass will help provide two thirds of the road network required around Horsham at the expenses of the State and Federal Governments. This would only leave one-third of the road network to be funded by ratepayers with State Government assistance. The other major benefit is that ongoing maintenance will be reduced and create a saving for local council with two-thirds of the network being the responsibility of the State Government.
- Advance the completion of the proposed

highway bypass. Complete other heavy traffic routes to south and west.

- Alternative river crossings.
- Alternative truck route would reduce numbers in the city and free up car movement.
- Another bridge over the river on the west side of town for trucks going to the industrial area. This could be also be the bypass that the town sorely needs.
- Arterial road on the south west side of Horsham connecting Wimmera, Henty and Western Highway.
- Build a ring road incorporating the three intersecting highways to the south and west of the city.
- Build the bypass.
- Bypass.
- Bypass but not through River Heights. Take the traffic out to the transfer station at Dooen. Don't cut off River Heights from Horsham.
- Bypass for freight.
- Bypass now.
- Bypass to get heavy trucks out of Horsham.
- Bypass Western Highway.
- Bypass.
- Construct a second bridge (and bypass) to separate the cars and the some of the freight.
- Extra river crossings, better access to Golf Course Rd.
- Firstly, get VicRoads to lock in Option D so that other link roads and bridges can be planned. Once the bypass is in place, a ring road could be developed to assist with traffic movement.
- Forget the bypass and put in an interconnecting arterial road to connect the highways to the West and give us a second bridge at the same time.
- Freight bypass. North or south there are pros and cons. Slip lane at the Stawell Rd/Williams Rd intersection (Melbourne bound).
- Getting started on a bypass.
- Horsham needs to better utilise existing bridges/roads (Horsham Noradjuha Road and 3 Bridges road to divert commercial

trucks out of Wilson Street). Another bridge along this stretch of the river is an absolute waste of money. Horsham also needs to divert trucks out of McPherson Street (including freight from the industrial area to the WIFT). The most efficient way to do this is with Bypass Option D, being the VicRoads preferred option.

- Just get the bypass built and someone just make a decision. Never going to keep everyone happy.
- Local consensus planned bypass! Not! Government mandated one!
- Make a decision on if we are going to have a road go around h=Horsham. This is being spoken about for years.
- More bridges over the Wimmera River.
- Need another bridge.
- Need bypass routes for through traffic, and also 'main' routes to business/work/school areas to reduce congestion at peak times. Diifficult with so many entry directions.
- Ring road and river crossings.
- Ring Road type scenario.
- Ring road.
- Ring road.
- Second river crossing West of Horsham.
- Truck only bypass.
- We need an effective ring road of major roads for trucks around the city that links all highways.

ROAD MAINTENANCE AND UPGRADE

- Just improve road surfaces for all traffic.
- River Road has become a major shortcut for trades and delivery vehicles from the industrial estate and for residents from the haven area to enter access the Western Highway at the Williams Road lights rather than the Golf Course Road intersection. There has also been a considerable increase in traffic due to the new church and patrons using the new fuel stations in Golf Course Road. The road service is poor, the edges are dangerous and the road is narrow - an accident waiting to happen and needs to be upgraded as a priority.

- Upgrade the Horsham - Natimuk Road to two lanes in each direction.

SPEED MANAGEMENT

- Try to make less cars in the CBD. Bike or reduce speed to 30 and if this can be done all cars have to give way to pedestrians.

TRAVEL BEHAVIOUR

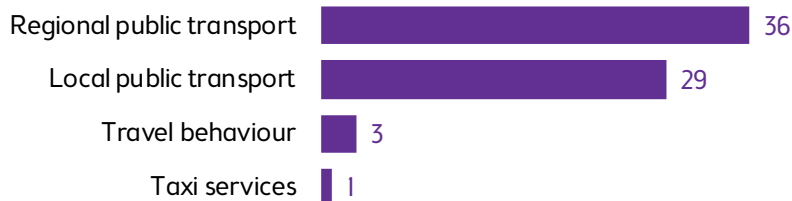
- Educate country drivers about how to use roundabouts and treat pedestrians with respect - some motorists fail to stop at the pedestrian crossing in Roberts Avenue on a regular basis. Also cyclists are not well catered for.

SUGGESTIONS FOR IMPROVING PUBLIC TRANSPORT

'What are your suggestions for improving our public transport?'

70 suggestions were put forward by 63 respondents and are all included below.

Number of suggestions within each topic/group



LOCAL PUBLIC TRANSPORT

- A decent bus station in Roberts Avenue. More frequent buses - especially at peak hours i.e. to support 9 - 5:30 workers.
- Also the bus service around town and bus stops - seems odd that Public Transport Victoria decides this yet don't know the community demographics/needs.
- Build a central transport hub in the middle of town and have a free shuttle to a new train station out of town (move railway north to re-integrate northern suburbs) and also to the aerodrome. Bring back passenger rail. More frequent services to local towns (Natimuk, etc) to allow day trips via public transport. More bus stops across town.
- Encourage more people to use it! In order for people to use it, it needs to be prompt, frequent, trips are relatively direct, and easy to access/locations (not too far to walk to a bus stop). The bus routes seem to travel along many of Horsham's streets, but there are not enough bus stops. This is especially important for the elderly. In conjunction with this, please ensure that there are footpaths that lead to/from the bus stops. Some bus stops are a concrete slab with uneven dirt/ground leading up to/away from the bus stop. The footpaths should link up to at least the next intersection. In Williams Road this is not so, and quite a few elderly people live on/near these bus stops.
- Extra town bus services. Other towns have to later at night and early in morning even on weekends.
- Follow up with PTV as they set the local bus timetables/routes. Install bus shelters, or at a minimum seating at all bus stops. Install the bus timetables on the bus stop signposts.
- Have smaller buses circulating more often, with a hail and ride operation.
- Increased frequency.
- Increased frequency.
- Increased frequency. Use of smaller busses if more cost efficient.
- More buses.
- More frequent services.
- More frequent services. Mini buses to replace large buses on selected routes. Explore creative options to develop alternative public transport options than relying on PTV.
- More services.
- More stops.
- Move bus depot to station, use shuttle bus into city/ town bus times.
- Operate buses so they arrive at central activity center BEFORE work hours start, and leave after work hours are finished! 15 min before 8:30am and 15min after 5:30pm.
- Public transport to regional areas is poorly thought through with limited access to public

transport during peak period demand. Introduce the light rail and eliminate buses and reduce cars.

- Review bus routes and consult with users as to how these can be improved.
- Review the times and routes of the city buses. Are they accessible to workers to reduce the number of worker cars in the CBD?
- Run bus timetables more frequently to enable those out of town to use them effectively.
- Shuttle buses.
- Smaller buses and more frequent.
- Smaller buses: we have Melbourne sized buses driving around blocking roads like in front of Priceline, that have 2-10 people on them. Go back to smaller buses and save some emissions and make town safe again.
- Start our local bus about 6 am and finish about 9 pm.
- The bus routes need review and better action from PTV. The process of review and change is 3rd world. A person travelling from Horsham North can't easily get to the swimming pool and is delivered at Coles - and must return via Coles. I don't understand why the buses are so large (and empty) when a smaller, cheaper option (bus) could increase the timetabling of circuits. There appears to be no consideration of public transport options to get people to work and to collect them at the end of the day.
- There needs to be more than one stop in the cbd for the buses.
- Use smaller buses.
- Utilise buses where available.

REGIONAL PUBLIC TRANSPORT

- A fast efficient train to Melbourne that arrives at 8 am into the city.
- A regular rail service, please.
- Continue lobbying for rail.
- Daily rail service to Melbourne.
- Daily return train service to Melbourne
- Establishment of public transport services between Horsham and smaller towns in the wider region.
- Extend the V-Line railway service from Ararat to Horsham and create regular weekly or daily services to Melbourne and return.
- External bus routes ok.
- Get passenger rail connection to Melbourne!
- Have fast rail connection to Ballarat/Melbourne constructed.
- I don't use public transport. Bring back the trains to Melbourne for those who use this transport.
- Implementation of regular train service from Horsham to Ballarat/Melbourne
- More buses and trains.
- More trains.
- Need passenger trains.
- Need regular fast train to Melbourne and Adelaide.
- Not sure. Make some of the linkages to and from Ararat station to Horsham a little bit more sensible, particularly on weekends.
- Passenger rail.
- Pedestrian railway to Melbourne.
- Regular interstate passenger trains.
- Regular trains between Ballarat and Horsham, for a start.
- Return of rail service that is faster than road travel. If this can not be achieved a rail service will never work. (Example: road trip to Melbourne CBD currently takes 3.5-4.5 hrs, rail service would need to do the same trip in 2.5 to 3 hrs to be viable and used by the community.
- The bus system is unknown to anyone in Horsham who has a car - it is too easy to get around Horsham in a car, so public transport is rarely considered. Although a passenger service to Melbourne/Ballarat would make Horsham such a better place to live with connectivity to the cities for work and recreation.
- The rail to come to Horsham.
- There needs to be more frequent public transport services to smaller communities within the region (Dimboola, Warracknabeal, Haven, Murtoa etc).
- Train availability.

- Train direct Melbourne.
- Train service to Melbourne and in lieu of that more regular buses.
- Train to come back to Horsham or more bus services to Horsham on weekends. More town bus services in West area.
- Train to Horsham.
- Trains from Horsham.
- Trains.
- Trains.
- Unsure. If rail returned I guess cost and travel time would be the main factor for me to use.
- We definitely need the train to be accessible in Horsham. Horsham is a Regional City and we need these basic public transport services to support our ageing and growing community.
- Well bring back the trains from here to Melbourne, that's most needed most of all.

TAXI SERVICES

- I do not travel by bus in Horsham so am unaware of how good this service is. If taxi come under the service then Saturday night then I am told it is shocking.

TRAVEL BEHAVIOUR

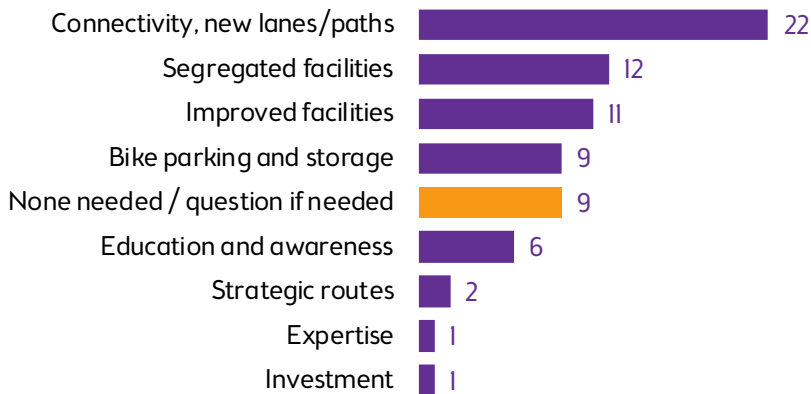
- Do some things to encourage people to use it. I tried to use the town bus - and it was over an hour to wait for the next one. It was quicker to walk 3.5 km home (which I did). The public transport to Melbourne is better than everyone says - If we can't show that we're using it - what is the incentive for Govt to give us better services? Let's consider some ways to get people using public transport and then we have a better case to argue for more services.
- Encourage business (e.g. supermarkets and the like) to provide transport of people and goods instead of car parks.
- This issue needs more education and encouragement so that the public transport is use more be all.

SUGGESTIONS FOR IMPROVING CYCLING

'What are your suggestions for improving cycling conditions?'

73 suggestions were put forward by 60 respondents and are all included below.

Number of comments within each topic/group



CONNECTIVITY, NEW LANES/PATHS

- Add cycling paths through the town.
- Add to both sides of river.
- Connect the river to the CBD.
- Connecting key bike routes.
- Cycling lanes would be helpful within town and major roads to increase safety for cyclists.
- Existing cycle paths are safe and efficient ways to travel. Would be great to have more.
- Good paths and safe crossings leading to the CBD and to all the schools.
- Improve the paths and connectivity. An assessment should be done as to can you access each school on a safe bike path.
- Line-marked areas for bicycles to use where possible plus more interlinking tracks.
- Link open spaces with bike paths. Link schools, hospital, sporting grounds to each other CAD with safe bike paths. Educate the public on the safe routes/bike paths. Ensure regular maintenance of bike paths.
- More and better paths along the river (inc. bridges).
- More bike and walking tracks.
- More bike lanes on main arterial roads in town and around schools.
- More bike tracks parallel to busier streets/roads.
- More cycle paths to outer areas. Use the unused train lines for bike paths as they have done elsewhere such as Bright, Victoria.
- More cycle tracks/lanes.
- More cycling tracks.
- More designated cycle lanes.
- Much extended and linked network of dedicated walking/cycling tracks.
- Open MacBain St so it goes down to the river like its shown on Google maps. McBryde St is no longer ideal for children riding through with it's unsealed surface and narrowness since half the road was given to the property owner at 6 MacBain St. What is the council's timeline to acquire the land from 8 MacBain St?
- River crossing near Bennett Rd. Best access to the Horsham College from the south. Designated cycling lanes into town and in CBD. Connect river track to CBD with cycling track.
- Safer and more connected routes on paths. I am looking at this from kids getting to schools.

BIKE PARKING AND STORAGE

- Add extra bike parking near shops.
- Cycling parking.
- Make bike bays for people in CBD so they can lockup their bikes.
- More bike parking.
- More facilities for bike parking.
- More places to park bicycles.
- More space for bike parking with more appropriate racking facilities throughout the CBD
- Provide decent places for them to park their bikes.
- Secure and covered bike storage for all day use (workers). More bike park rails.

EDUCATION AND AWARENESS

- Community education.
- Cycle teach beside highway.
- Cycling along the river is pretty good. Often have issues with people not having their dogs on leads (in areas where they should be). Possibly greater awareness (and if necessary) enforcement of that responsibility would be good.
- I do not ride a bike and consider cyclists have to take responsibility for themselves. Many times we have cyclist on the road that have no reflection tops or anything on there bikes. If it is not good weather conditions we are on these guys before we see them. Of course there is ALWAYS the guys that help us out. We should speak to the cyclist and listen to their problems, but can they please help us.
- Implement a trial of licencing cycle riders and run a public safety awareness campaign.
- Teach cyclists to ride on bike tracks and not think they are cars.

EXPERTISE

- Have someone who ride a bike do the planning.

IMPROVED FACILITIES

- Better roads quality tracks and places to plug in and charge e-bikes.
- Create better safety lanes for cyclists.
- Cycling lanes, more shaded areas for extreme heat.
- I love that you can now cycle down the other side of the river too and do a loop back to Weir park. Its a bit tricky cycling around town - I used to cycle to the gym, but that felt dangerous (traffic-wise) so I stopped.
- Improved footpaths and dedicated bicycle lanes.
- Level footpaths. Increased street and footpath lighting. More water bottle refill stations along cycling paths (like the new type at Apex skateboarding park, by ANZAC bridge).
- Much improved dedicated lane marking on streets.
- Remove sections of kerbs at intersections that stick into bike lanes. Paint bike lanes a different colour.
- Review roads with bike access. Do they meet the needs of all users...school, worker, weekend rider, visitors?
- Well defined bike lanes throughout CBD. Improve bike tracks in and around our schools to encourage more children to ride to school in a safe environment.
- Where on-road cycling lanes are required, they should be wider, and not part of on-road car parking lanes.

INVESTMENT

- Register cycles revenue into cycle paths.

NONE NEEDED / QUESTION IF NEEDED

- Ban bikes :)
- Cycling is not too bad.
- How many cyclist are using the road every day here in Horsham. Do have a number of workers commuting to work by bike? How is this number compared to those who drive or walk?
- How many ride bikes ?
- Is this a real issue, not sure if many people are

cycling to work. Most cycling for pleasure/sport.

- None, Horsham has plenty of cycling tracks.
- Not required.
- Nothing.
- This is hard to answer. What are the issues? Is it within the CBD or other areas? Are shared roads the issue or paths?

SEGREGATED FACILITIES

- Build bike tracks separate to the highways and main roads.
- Connectivity of cycling paths, Identification of key routes and make cycling a priority - not just a nuisance for cars. Create separate cycling lanes so young and older people feel safe on the roads - not just people who are brave and in lycra! Cut throughs at all roundabouts and crossings so cyclists aren't pushed into the middle of the road. Use strategies that are clearly working in Adelaide and through the CAD of Melb. It's not that hard.
- Cycling only tracks to keep all cyclists off foot paths.
- Designated and promoted preferred access routes to the CAD. Reduce bike chokes at intersections. Use of green bands for bike lanes at intersections.
- Designated cycle lanes with proper separation from cars, not just a painted line on the road.
- Get bikes of major roads, bike track on old railway track Horsham to Natimuk.
- More dedicated bicycle tracks with high quality surfaces. Better connections between cycle tracks. Separate cars and bikes.
- Need designated cycling tracks that don't run along the busy roads - utilise the space next to the railway line.
- Off road cycling lanes.
- Put all bike tracks on the inside and block them off from cars.
- Separate off-road cycling tracks where possible for cyclists' safety, and good links between locations that cyclists want to ride to/from.

- Separate lanes for cyclers and walkers.

STRATEGIC ROUTES OR APPROACH

- Get cyclists off major roads such as Natimuk and Noradjuha.
- Signage and streetscaping/bike lanes - I'd suggest thinking about who might be interested in commuting via bike (office workers, health, teachers) and work out where their journeys may be - perhaps along Urquhart and Darlot Streets for professionals in the CBD, Baillie/McLachlan Street for the schools and hospital, Dooen Road, Dimboola Road and O'Callaghans' Pde seem like the main roads people would use.
- Accessibility

SUGGESTIONS FOR IMPROVING WALKING

'What are your suggestions for improving walking conditions?'

79 suggestions were put forward by 64 respondents and are all included below.

Number of suggestions within each topic/group



ACCESSIBILITY

- Accessible paths. I note that gophers don't seem to be mentioned, which appears to be an oversight given the % of our population that are elderly. Having used a gopher a number of times post surgery, it is unsafe crossing and getting along so many of the streets.
- Get gophers of footpaths and more walking tracks properly cemented in all parks.
- I sit down the river and many people use this facility, cyclists, walkers so this should be kept safe. Would suggest we speak to people who actually take elderly around Horsham to see if conditions are adequate - not only check but put long term plan to update footpaths.
- Level footpaths.
- Level paths.

CAR DOMINANCE

- Increase space allocated for pedestrian traffic by getting cars out of high usage areas.
- Reduce car traffic.

CROSSINGS

- More pedestrian crossings - eg across McPherson St, O'Callaghan's Parade, Natimuk Rd, etc.
- More pedestrian crossings along all CAD streets, rather than pedestrians having to cross at traffic intersections. Introducing zebra crossings (outside Horsham Town Hall on Pynsent St). Narrowing Pynsent, Roberts and McLachlan street to be more pedestrian friendly. Streets are very wide. A median in the streets would work well to allow a half-way point for crossing pedestrians.
- More road crossing points with median safety islands where applicable Or more pinch points that allow pedestrians to have a narrower width to cover.
- More zebra crossings in the CBD for high pedestrian traffic intersections (moreso Firebrace St roundabouts) so pedestrians clearly have priority, especially when vehicles are turning.
- Pedestrian crossings.
- Pedestrian safety at Bradbury Lane (conflicts

with loading vehicles at Coles).

- Reducing clutter around the entrances to cross the road so that pedestrians and car drivers can see each other more easily.
- Walking paths are pretty good. Main issue is difficulty getting across Wilson St/Darlot St area I think. A traffic light would make a big difference. Know there's one up further at Firebrace St corner - but I think it would make it easier to park the car and walk the kids around town if you could get across the road at Wilson st/Darlot St easier.

DEDICATED PATHS

- Exclusive walk ways without cyclists.

DESTINATIONS

- Have somewhere to go.

DOG CONTROL

- Ensure dogs are more controlled in non leash areas. Some dog owners fail to adequately control their animal blaming the walker for their dog's bad behaviour. All dogs should be on a leash where the public walk.

FOOTPATHS ON BOTH SIDES

- Footpaths on both sides of the streets in town.
- Improved footpaths - particularly where there are footpaths lacking.
- Lots of areas still have no footpaths.
- More footpaths. Lots of people walk on the road out my side of Horsham as there are no footpaths but its a popular area due to the river
- Some streets don't have a footpath on both sides of the street. This could be a way to improve.
- Within Horsham west area and others there are some streets with footpaths only on one side of the street. Often meaning you are j walking to cross from one side to the other and this could be within one block. Would be great to see footpaths enhanced throughout

township to make it easier. Especially if you are trying to encourage people to walk/ride to work or school.

MAINTENANCE

- Better footpaths.
- Enforce overgrown hedges on footpaths and make the owners trim them. Rather than having them encroaching in the way over the path.
- Ensure footpaths are trip hazard free.
- Fix the footpaths all around town check them by walking not a gopher since those wheels on it can't tell you where the little tripping hazard is.
- Fix the footpaths.
- Fix the footpaths.
- Improve the footpaths. Given the nature of Horsham soil - the trip hazards are an issue with uneven paths.
- Maintain pavers in public areas.
- Maintenance on all footpaths.
- Make ALL home owners trim their overhanging trees and overgrown bushes that are in the footpath area. Enforce penalties if they don't!!
- Moving soil makes concrete slab paving variable and sometimes dangerous. Needs regular inspection.
- Repair of cracked footpaths.
- The first thing is to fix up all the existing footpaths in Horsham. All the yellow/white lines must be removed and the paths fixed.
- The footpaths are poorly maintained.
- Walking tracks need surface improvements. gravel tacks need a more stable surface that is long lasting, won't wash away and is suited to its environment.

NEW FOOTPATHS AND TRAILS

- Additional footpaths.
- Again existing paths around the river and racecourse are great. Perhaps some new paths in the Horsham north area.
- Both sides of river and scooter friendly.

- Continue extending river walking tracks. Consider a walking track to Natimuk (rail trail?).
- Extension of walking trails.
- More trails and pathways.
- More walking tracks.
- Walking track desire highway (Western).

NONE NEEDED / QUESTION IF NEEDED

- All good.
- No major issue.
- None. There are plenty of walking paths.
- The facilities are already pretty good.

PEDESTRIAN COMFORT

- Additional lighting and seating.
- Additional seating improve path surfaces.
- Additional seats and shade for people to rest.
- Better footpaths, shaded walk areas better lighting.
- Community education, signage and streetscaping/pedestrian crossings - for me, definitely Natimuk Road is an issue in the mornings to work.
- Have some seating, if we're an ageing population we'll need it.
- Identify major walking routes for schools, public services and shopping centres and provide footpaths and shelter on both sides of the road.
- Improved street lighting.
- Increase shade by planting trees.
- Increased street and footpath lighting along riverbank precinct.
- Maintain existing tracks /trails with decent surfaces with resting seats at reasonable spots, provide water points also.
- More access to shady paths - not enough mature trees.
- More lighting.
- More native street trees and more areas to sit.
- More shade and seating and street crossings. Drinking fountains located around the CAD and town better maps and guides - how far? How long (time).
- More shade from street trees or covered walkways.
- More shade on walking routes (eg. Natimuk Rd).
- More shade trees.
- More shaded areas for extreme heat.
- Not enough shady seating areas in shopping precinct - emphasis has been on driving and parking at each shop, not parking once and walking to shop.
- Safe surfaces with random seating.
- Seating along the river walk to sit and rest.
- Shade, cover from rain, and basically ensure climate change adaptation is central to design and provision.
- Shade, seating, drinking fountains, appropriate lighting, easy connections and crossings. Wayfinding and signage that is consistent and respectful - distance and approx times to walk A to B. Create points of interest as well to break the journey and create opportunities to gather and linger so sitting alone on a bench seat is not a sign of being puffed but is an opportunity to meet with friends. This involves tables as well as seating, rubbish bins, wi-fi and artwork - sculpture, mosaics.
- Shady trees in nature-strips, seating, maintenance to current footpaths.
- Signage and better concrete footpaths.
- The inclusion of more solar lighting along the walking areas to improve safety for the Elderly, Women and Children.
- Wear comfortable shoes!

SUGGESTIONS FOR IMPROVING WALKING

'How can we make our streets better for everyone?'

67 suggestions were put forward by 60 respondents and are all included below.

Number of suggestions within each topic/group



ACCESSIBILITY

- Level roads and guttering.

ACTIVE TRANSPORT

- By catering to the individual experience of walking, cycling and driving through Horsham.
- Emphasis on public transport, pedestrians and cyclists.
- Encourage more walking, cycling and less car-hopping.
- Less bigger transport - actually no big transport...
- Shared bike/gopher and walking paths and more pedestrian crossings and monitor the lights so that they can be programmed better for school drop off and pick up times, and investigate a way to make it safer

for pedestrians/cyclists and gophers at Baillie St/McPherson St intersection - as many drivers do not even notice the green pedestrian light due to watching for trucks and b doubles going through red lights. It is not unusual to be first car at the lights going into CBD from Dooen Rd and light turns green but b double turning from Baillie St into McPherson St - turns as light goes to red, and by the time he gets around the car is facing a red light again.

- Well lit areas make me feel safe at night times when walking/riding. Our community needs better tolerance towards sharing the roads with peds and bikes.

BYPASS

- Divert heavy vehicles around Horsham with a bypass.

CAR DOMINANCE

- Get more people (not vehicles) on them.
- Get rid of huge buses and stupid roundabouts and weird concrete sections in southbank.
- Less cars.
- Reduce car traffic.
- Slow down cars in some residential streets. Kids should be able to have kick-to-kick footy in the streets and not have to worry about cars.
- Take back the streets from cars. Don't get caught up in side discussions - have a clear vision that is people focused and stay with that. Our car culture will roar but cars are ruining the CAD as people shop-hop from block to block and don't get the chance to meet people and to talk and be connected. Our CAD is soul-less. Many of the streets throughout Horsham are wide and encourage fast movement of cars. Traffic calming measures like many of the suburbs in Adelaide and Melbourne, visual cues that encourage cars to slow, landscaping etc so that streets can be areas for the community (as they used to be).

CAR PARKING

- Get rid of parking meters.
- More free parking which is all day.

CYCLING FACILITIES

- Add more bike paths to enable safer cycling on the roads.
- Keep cyclists of the main roads.

DESTINATIONS AND STREETSCAPE

- Better design/aesthetics and open spaces.
- Better signage. Priority to pedestrians in town.
- Encourage respectful behaviour in public areas like parks, create more attractive spaces, more natural green spaces etc. for families to enjoy with not too much signage and infrastructure.
- Firstly we need to improve the entrances to

Horsham. The entrance on Dimboola road is a total disgrace.

- Good footpaths, nice size shade trees.
- Improved plantings.
- Lots of trees and sun shades to keep pedestrians and cars cool.
- More green areas and sitting areas.
- More hardy appropriate larger shade trees eg chinese elms / jacarandas / elms with seasonal beauty not crepe myrtles or natives. More uniform planting scheme - check out Paul Bangay's Guide to Plants. Need to have underground power lines for this to occur.
- More shady trees, seats, rubbish bins that are emptied regularly and in all areas of Horsham.
- More street trees; more street furniture.
- More trees.
- Shade, road markings for cyclists, roundabouts, undercover parking area to shelter from heat for cars, cyclists and pedestrians.
- There has been a big effort by council to improve street scapes particular in Horsham north. The completed streets look fantastic but there is still a way to go. Hopefully the remaining streets can be improved systematically.
- Tree shade.
- Trees. Bowden and Searle St have large, shady, ancient trees which add significant value to the properties located along them. Short scraggly trees do not.
- Which Streets, CBD or Residential? We need to make all our streets look and feel cooler through the warmer months. Is can be achieved with more grass areas on the main roads into Horsham as well as within the CBD that are kept green with more drought tolerant grasses. This should also be a program extended to the households of Horsham to help create this greener calming, cooler streetscape. More trees for shade. Also this inclusion of Shade sails over car park areas, both council owner and business owned (eg. Safeway, Horsham Plaza, Coles etc..).

EDUCATION, CONSULTATION AND AWARENESS

- Asking questions is a good start. I've appreciated having this survey and the opportunity to give my opinion. That's a nice change.
- Information to teach people how to be more patient and courteous at roundabouts and in CBD. Information sessions. Informative Facebook posts.

ENFORCEMENT AND SECURITY

- More cameras and media on local traffic movement.
- Police to patrol street more.

MAINTENANCE

- Better road surfaces.
- Eliminate potholes and undulations in the roads and provide footpaths.
- Ensure maintenance requirements are attended to promptly.
- Keep improving and maintain.
- Keep up maintenance.
- Maintain footpaths.
- Smooth roads and footpaths (not uneven or broken).
- Trim branches overhanging footpaths.
- You will never please everyone but seeing things on long term plans help. As in knowing that there street will be resealed/improved drainage in 2 years etc.

PEDESTRIAN COMFORT AND SAFETY

- Better lighting in some streets, foot paths and gutters.
- Better road and footpath surface, better lighting.
- Light them, fix them and shade them. Much more likely to walk then.
- Make safer.
- More lights.
- Need more seats.

- Safety zones in the middle of the streets - resting points. Shade.
- Shade and seating.
- Shade, windbreaks (wind roars along some shopping streets).
- Street lighting.
- Toilet block in Roberts Ave is a disgrace, especially as used by bus travellers.
- Unsure if you mean safer as I feel this is becoming an issue -when my father could walk he tried to keep his independence but could not get from one end of the street to the other. Put seats in then someone will complain they are in the way. ???

PROMOTION

- A strong marketing campaign celebrating everything good in Horsham and remembering neighbouring towns and farmers. Showcasing a welcoming city that values surrounding communities in neighbouring shires and encourages two way travel and support to and from surrounding towns.

REVITALISATION

- Fill empty shops in the main cbd area.

SPEED MANAGEMENT

- Measures to slow traffic.
- Managing speed areas and making sure street crossings are safe for all ages and abilities to use.
- Slow motor traffic to 35 km/h.
- Slow the car traffic down, especially in Firebrace Street. This will encourage cars to use Darlot and or Urquhart Streets.

STRATEGIC APPROACH

- Develop a map of movements to prioritise needs.



WORKSHOP FEEDBACK

WORKSHOP AGENDA OVERVIEW

Two 2 hour workshops were conducted on 29 April 2019, at 2 pm and at 6 pm, offering a choice of a daytime or an evening session. The scope and approach to both of these workshops was the same.

These workshops focussed on identifying key issues with Horsham's streets and roads, mobility and accessibility; and on establishing opportunities and future directions.

Both workshops were well attended by members of the public, members of the PCG and Elected Members.

23 people attended both workshops.

The workshop agenda was as following:

- Welcome and introductions (5 minutes)
- Presentation – overview of the Urban Transport Plan project and its strategic alignment (10 minutes)
- Presentation – key context and issues for transport, movement and accessibility in Horsham (10 minutes)
- Presentation – Movement and Place approach and assessment for Horsham (5 minutes)

- Facilitated workshop discussion (1 hour and 10 minutes):
 - » What are the issues experienced with Horsham's urban street network?
 - » What are some of the opportunities to improve movement, access and streets in Horsham's CAD?
 - » Using Movement and Place concept, what should the future vision for the street network be?
 - » What should be some of the key directions in the Urban Transport Plan?
- Prioritisation of key actions (5 minutes)
- Group feedback and close (15 minutes).

Workshop discussions were facilitated at three tables and key feedback from each table was discussed in the combined group of attendees.

This section includes key messages and key priorities identified at these two workshops. The feedback from both workshops (all six discussion tables) was combined.

KEY ISSUES AND IDEAS FOR THE URBAN TRANSPORT PLAN

TRAFFIC AND FREIGHT MOVEMENT

- Consider give way confusion at roundabouts between cars and also cars and pedestrians.
- Investigate options for freight linkages to direct freight movements around town.
- Install freight route signage, clearly marking freight routes.
- Build a new vehicle river crossing west of the city.
- Build a new vehicle river crossing east of the city.
- Bypass (or a ring road as an alternative) needs to be considered to support local access needs.
- Address the need for an additional bridge, subject to bypass timing.
- Establish a ring road for Horsham.
- Address impact of amenity from freight in Wilson Street. Keep trucks out of town (out of Wilson Street and McPherson Street).
- Consider impacts of residential growth to the west of Horsham.
- There is an issue of trucks not observing red lights.
- Address weaving traffic from O'Callaghans Parade to William Road.
- Address River Road to Plympton Road rat run for traffic heading to Church of Christ.
- Consider measures to improve compliance with 40 km/h speed limit (e.g. speed humps and wombat crossings).
- Install red light enforcement cameras (suggested locations is at the Anglican Church).
- Consider safety measures for scooters and motorcycles.
- Improve road signage and lane signage.

INTERSECTION DESIGN

- Suggested intersections for investigations and improvements:
 - » Western Highway / Geodetic Road
 - » Golf Course Road / Henty Highway / Western Highway
 - » Bailie Street / Menadue Street (especially for pedestrians and cyclists crossing)
 - » Bailie Street / McPhersons Street (review phasing of signals)
 - » Darlot/Wilson Street roundabout
 - » Darlot / Hamilton Street intersection (road priority is wrong)

CAR PARKING, LOADING AND SCOOTER PARKING

- Horsham, being the regional centre, needs to provide convenient access for visitors:
 - » for cars and car parking
 - » good access to key services and popular destinations
 - » opportunity to consider hop on/hop off bus linking services in town.
- Maintain good DDA car parking accessibility at key service locations, such as banks, medical destinations, post office and shops.
- Develop information and information campaigns regarding where car parks and available to address the desire to park immediately at the front of destinations.
- Consider safety of centre road car parks from the points of view of on-going traffic visibility and pedestrian accessibility.
- Consider a multi-storey car park.
- Remove long-term parking to encourage use of buses, cycling and walking.
- Plan for the future by incrementally improving CAD destinations and on-street staying opportunities, and relocating



street space from car parking to those opportunities.

- Introduce electric scooter/bike parking spaces.
- Shade car parking areas, especially at outer location (to encourage parking further out).
- Offset any car parking loss by building a multi-storey car park.

PUBLIC TRANSPORT

- Consider improving public transport connectivity to the south of the CBD (to connect gardens and the river)
- Improve public transport:
 - » needs to be publicised
 - » install timetables
 - » survey current users
 - » survey potential users.
- V-line terminates at the courts - is there not a better location?
- Train station is a horrible place and needs a rethink.
- Consider building a public transport terminus, an exciting destination with cafes and information centre.
- Public transport waiting areas need to be much improved.

ACTIVE TRANSPORT

- Establish and reinforce active transport routes for to/from schools
- Work with schools to promote active transport, encourage children to ride to school on bikes or scooters, and catching a bus.

- Encourage cycling to work.
- Enhance and expand continuity of pedestrian and cycle paths, and create new linkages.
- Improve and prioritise linkages to key destinations.
- Make greater use of river paths as a conduit for school travel, improve connectivity and reinforce riding/walking routes.
- Strengthen pedestrian connectivity through laneways, establishing their role as thoroughfares.

CYCLING FACILITIES

- Install frequent bike parking opportunities in CAD.
- Install more secure cycling storage.
- Improve cyclist safety at roundabouts (cyclists get squeezed out as bike lanes disappear). Make roundabouts safer for cycling and mobility scooters.
- Design key priority cycling routes that are safe (refer to the work by the Bicycle Advisory Committee).
- Design Copenhagen-style bikeways to encourage parents riding with children.
- Invest more into cycling infrastructure, making cycling safer.
- Need more cycling connectivity in residential areas to encourage commuting by bike.

WALKING CONDITIONS AND ACCESSIBILITY

- Create age-friendly accessible streets.
- Address the issue of crossing wide roads, especially for older people and those with



- mobility constraints (for example, Wilson Street adjacent Safeways/Woolworths).
- Address poor condition of footpaths and trip hazards.
 - Reinforce the use of the median in Firebrace Street for pedestrian accessibility.
 - Improve walkability in Horsham:
 - » widen footpaths wherever possible
 - » install more pedestrian crossings (there is currently very few crossing points and many more are needed).
 - Create short mid-block pedestrian crossings by building out footpaths.
 - Prioritise widening of footpaths at key destinations, for example at the cinema.
 - In the future, there will be an increase in motorised mobility scooters/wheelchairs:
 - » ensure the width of footpaths are appropriate
 - » ensure intersecting side streets can be safely traversed.
 - There is an issue of pedestrians crossing against red near Vic Hotel.
 - McPherson Street is a barrier for east-west pedestrian connectivity.
 - Address accessibility issues due to steep kerb and gutter profile. Mobility scooters bottom out when traversing side streets.
 - Improve pedestrian connectivity and pedestrian access priority at Horsham Plaza. Create opportunities for attractive staying activities at the front of the Plaza. Integrate pedestrian route to Plaza with routes to other destinations.
 - Review school pedestrian crossing at Natimuk Road, which conflicts with traffic movements.
 - Review pedestrian connections and wayfinding to May Park from other CBD locations. It is currently an underutilised resource.
 - Improve the ease of crossing Western Highway and crossings for pedestrians walking towards CBD from Horsham North. There is too much traffic and pedestrians are not safe.
 - Increase pedestrian priority and opportunities for crossing the roads in the CBD. Consider the approach that Bendigo took.
 - Remove street clutter such as unnecessary sign posts.

STREETScape AND DESTINATIONS

- Install more seating throughout to provide rest points and opportunities to enjoy surrounds.
- Increase numbers of and improve seating with shade and drinking fountains.
- Install shade wherever possible.
- Invest in attractive tourist signage and destination/walking route signage. There is a distinct lack of signage in Horsham.
- Improve street lighting.
- Install entry treatments on approaches to Horsham to welcome visitors and provide a sense of destination.
- Consider opportunities for destination/streetscape improvements on Pyncent Street next to the Townhall, connections to the river and the CBD.
- Improve street aesthetics of O'Callaghans Parade.

- Create a key destination (Place PI on the Movement and Place hierarchy) at Firebrace Street, between McLachlan and Bailie).
- Develop a structured/strategic tree planting program to shade streets, encourage walking and encourage use of outer city car parks.
- Investigate a possibility of and build a town square, the heart of Horsham, which will encourage on-street staying activities. Consider a major attractor like a splash pad. Use Mildura as an example.
- Make public/common areas more attractive.
- Strengthen the role of Darlot Street as a destination.
- Create more and better connections between the riverfront and the city street network.
- Encourage outdoor dining. Make permits and regulations easier to comply with.
- Curate on-street events, for example, install parklets, roll out the grass.

EDUCATION, CONSULTATION AND AWARENESS

- Driver education courses for right of way at roundabouts.
- Cultivate and promote culture and unique Horsham-centric experiences. For example, consider a discovery centre for the Cultural Lands.
- Provide more community information about what is on and what is open.
- Educate users of mobility scooters to encourage safer driving practices.

AERODROME

- Plan to consider aerodrome.

OTHER

- Get access to water pipeline.
- Urban masterplan for Horsham is much needed to address the needs of recreation and sporting facilities and to plan out pedestrian links to green areas.



KEY PRIORITY ACTIONS

As the last activity for the workshop attendees were invited to select four top priority considerations discussed at their table, using sticky dots. The list below details which of the priorities were selected and numbers indicate the number of workshop attendees who selected them. The priority list below is a repeat of the messages included in the previous section and it is a collation of all selected priority items from six discussion tables, hence it has a degree of repetition.

Number of people who prioritised the action	Priority action
5	Driver education courses for right of way at roundabouts.
4	Build a new vehicle river crossing west of the city.
4	Bypass (or a ring road as an alternative) needs to be considered to support local access needs.
4	Develop a structured/strategic tree planting program to shade streets, encourage walking and encourage use of outer city car parks.
4	Investigate a possibility of and build a town square, the heart of Horsham, which will encourage on-street staying activities.
4	Investigate improvements at Darlot / Wilson Street intersection.
4	Keep trucks out of town (out of Wilson Street and McPherson Street).
4	Urban masterplan for Horsham is much needed to address the needs of recreation and sporting facilities and to plan out pedestrian links to green areas.
3	Address impact of amenity from freight in Wilson Street.
3	Consider measures to improve compliance with 40 km/h speed limit (e.g. speed humps and wombat crossings).
3	Create age-friendly accessible streets.
3	Improve the ease of crossing Western Highway and crossings for pedestrians walking towards CBD from Horsham North.

Number of people who prioritised the action	Priority action
3	Increase numbers of and improve seating with shade and drinking fountains.
3	Increase pedestrian priority and opportunities for crossing the roads in the CBD.
3	Install freight route signage, clearly marking freight routes.
3	Install more secure cycling storage.
3	Invest more into cycling infrastructure, making cycling safer.
3	Shade car parking areas, especially at outer location (to encourage parking further out).
2	Build a new vehicle river crossing east of the city.
2	Design Copenhagen-style bikeways to encourage parents riding with children.
2	Encourage outdoor dining.
2	Establish a ring road for Horsham.
2	Establish and reinforce active transport routes for to/from schools.
2	Improve public transport.
2	Install more pedestrian crossings.
2	Make roundabouts safer for cycling and mobility scooters.
2	Need another river crossing bridge.
2	Need more cycling connectivity in residential areas to encourage commuting by bike
2	Widen footpaths.
1	Achieve continuity of pedestrian/bike paths.
1	Address confusion at roundabouts.
1	Address poor condition of footpaths.
1	Address the need for an additional bridge, subject to bypass timing.
1	Address weaving traffic from O'Callaghans Parade to William Road.
1	Cater for accessibility needs of mobility scooters.
1	Consider a multi-storey car park.
1	Consider improving public transport connectivity to the south of the CBD (to connect gardens and the river).

Number of people who prioritised the action	Priority action
1	Create more and better connections between the riverfront and the city street network.
1	Create more cycling routes.
1	Curate on-street events, for example, install parklets, roll out the grass.
1	Educate users of mobility scooters to encourage safer driving practices.
1	Encourage children to ride to school on bikes or scooters, and catching a bus.
1	Encourage cycling to work.
1	Improve and prioritise linkages to key destinations.
1	Improve car parking access to services for the elderly.
1	Improve road signage and lane signage.
1	Install red light enforcement cameras.
1	Invest in attractive tourist signage and destination/walking route signage.
1	Investigate improvements at Darlot / Hamilton Street intersection.
1	Investigate improvements at Golf Course Road / Henty Highway / Western Highway.
1	Investigate improvements at Western Highway and Geodetic Road intersection.
1	Investigate streetscape improvements and destination opportunities at Town Hall in Pyncent Street.
1	Make public/common areas more attractive.
1	Remove long-term parking to encourage use of buses, cycling and walking.
1	Remove street clutter such as unnecessary sign posts.
1	Strengthen pedestrian connectivity through laneways, establishing their role as thoroughfares.
1	Strengthen the role of Darlot Street as a destination.



Transforming
HORSHAM



MINUTES OF AUDIT & RISK COMMITTEE

Wednesday 11 September 2019

Council Chambers, Horsham Rural City Council, 12.07pm

File Ref: F18/A13/000001

1. PRESENT

Committee Members:

Mr Geoff Price (Chair)
 Mr Vito Giudice (conference call)
 Mr Richard Trigg
 Cr Mark Radford
 Cr David Grimble

Also in Attendance:

(Exofficio)

Mr Sunil Bhalla, Chief Executive Officer
 Mr Graeme Harrison, Director Corporate Services
 Mrs Heather Proctor, Manager Finance
 Ms Diana McDonald, Co-ordinator Governance
 Mr Chris Kol, McLaren Hunt Financial Group (1.30-1.52pm)

Additional Council Officer Attendees:

Ms Lindy Haigh, Governance Officer (Minutes)
 Mr Robert Letts, Business Partner, Risk & HR (Item 10.3) (1.15-1.30pm)

2. WELCOME

3. APOLOGIES

Nil

4. CONFLICT OF INTEREST

Nil

5. CONFIRMATION OF MINUTES – 13 June 2019

Moved Richard Trigg seconded Cr David Grimble that the minutes of the meeting held on 13 June 2019 be confirmed as an accurate record.

CARRIED

6. BUSINESS ARISING FROM PREVIOUS MINUTES**6.1 Robert Letts to report back on the Chain of Responsibility to Horsham Regional Livestock Exchange for their next meeting.**

No further action until a policy and procedure are created regarding the chain of responsibility for Horsham Rural City Council.

7. CEO UPDATE**7.1 Emerging Issues**

Sunil discussed:

- City to River Project – Plan out for public submission for 8 weeks and received 760 submissions
- Urban Transport Plan
- Horsham Structure Plan
- Regional Library Corporation – three Councils have pulled out of the Corporation which will occur as of July 2020
- Procurement – processes and probity, now all electronic through e-procure
- Enterprise Bargaining Agreement
- Recycling issues – no current issues for HRCC
- Local Government Bill – October
- Review of Local Government Rating system

7.2 Any new level of Risk/Fraud and Corruption/Protected Disclosures

Nothing to report on fraud or risk

7.3 Rural Council Transformation Program

Project discussed – originally commenced with 10 Councils now down to six Councils.

Moved Cr Mark Radford seconded Richard Trigg that the CEO's report be accepted.

CARRIED

8. CORRESPONDENCE

N/A

9. AUDIT REPORTS**9.1 Internal Audit Progress Report**

N/A

9.2 VAGO Fraud and Corruption Control Review – HRCC analysis and Recommendations for action

Of the 12 items listed in the review, seven items are seen as relevant to HRCC. Committee commended Management on the development and analysis of the Review.

REPORT SECTION 9.2 NOTED**9.3 Internal Audit Actions Report – Council**

In total seven items were completed for the quarter, (12 completed the previous quarter). One item was high risk, one medium risk and five low risk.

A further two audits were completed last quarter and have now been added to this quarters reporting: Procurement (under tender threshold) and VAGO Local Government Performance Reporting Framework (LGPRF).

There are now 35 actions overall that are outstanding, (23 overdue previous quarter). Two high, 26 medium and seven low. 13 items in top quartile nearly complete.

Business Efficiency function is still yet to be implemented.

Moved Vito Giudice seconded Cr David Grimble that the Committee receives the Internal Audit Actions report.

CARRIED**10. SCHEDULED ITEMS****10.1 Compliance & Legislation****10.1.1 VAGO Annual Plan 2019/2020**

A brief YouTube video regarding VAGO's Annual Plan was presented.

10.1.2 VAGO Performance Audit Program 2019/2022

Graeme highlighted areas that may relate to Council out of VAGO's Performance audit work program 2019-2022. The recommendations will be uploaded to Cambron for actioning and monitoring.

10.1.3 Delegations Update

Updates provided to the Committee.

Moved Cr Mark Radford seconded Richard Trigg that the Committee receives the Compliance and Legislation reports.

CARRIED

10.2 Reporting

10.2.1 Draft Closing Report

The draft closing report was discussed and indicated three risks: valuation of infrastructure, accounting standard and performance statement. Low risk issues have not yet been discussed.

Moved Richard Trigg seconded Cr David Grimble that the Audit and Risk Committee recommend to adopt in principle the Annual Financial Accounts and Performance Statements for the year ended 30 June 2019, and nominates the Mayor Cr Mark Radford and Cr David Grimble to sign the financial statements.

CARRIED

10.2.2 Draft Annual Financial Accounts

The draft Annual Financial Accounts shows Council's Sustainable Capacity Indicators, Service Performance Indicators and the Financial Performance Indicators as required by legislation. Both the Annual Financial Report and Performance Statement will be published in Council's Annual Report (2018-2019).

The Committee commended the finance team on their work surrounding the Financial accounts.

10.2.3 Draft Performance Statement

Provided for the information of the Committee.

Moved Richard Trigg seconded Cr Mark Radford that the Committee receives the Annual Financial Statements for the year ended 30 June 2019.

CARRIED

10.2.4 Quarterly Financial Report – 30 June 2019

The quarterly financial report was tabled.

10.2.5 Proposed Quarterly Reporting

Graeme discussed the proposed new quarterly reporting for Council and the community.

Moved items Cr Mark Radford seconded Richard Trigg that the Committee receives the above reports.

CARRIED

10.3 Risk Management

10.3.1 Risk Management & Insurance Report

Key points from Risk Management Committee Meeting held on 3 September 2019:

- JLT Public Sector Risk Report – Reputation risk was ranked third out of the 13 risks highlighted.
- JLT Insurance Renewal – Renewal completed for 2019-20 year with a slight increase in premium.

- Status of Insurance Claims - A confidential insurance report was tabled for September 2018–Jan 2019 with a major decrease in the under excess public liability claims this quarter.
- Business Continuity Plan (BCP) Annual Review – The plan is currently being reviewed. Issues include the changes to the IT systems, how it ties to new Emergency management systems and what services we currently provide to the community. Although there are some issues the current BCP will still work if an incident was to occur.

10.3.2 Strategic Risk Register Report by Risk Owner

10.3.3 Draft Business Continuity Plan

Being reviewed, still a functioning document but will need to be updated with changes within Council. Document is currently out for comment with Management.

10.3.4 JLT Public Sector Risk Report (2019)

Tabled for the information of the Committee as noted above.

Moved Cr Mark Radford seconded Richard Trigg that the Committee receives the above Risk Management reports.

CARRIED

10.4 Governance

10.4.1 Policies reviewed and adopted (14 June 2019 – 11 September 2019)

There were three policies and procedures reviewed and/or updated for the quarter.

REPORT SECTION 10.4 NOTED

11. GENERAL BUSINESS

11.1 Committee Meetings and Membership

The position of Chair expires at the end of November meeting. Geoff Price (Chair) has informed the Committee that he will be retiring at the end of this year therefore will not be standing for Chair again.

Graeme discussed Audit and Risk Committee meetings for next year and proposed it may serve better if they were held after the end of the quarter as opposed to the middle of the month. The September meeting needs to stay as is due to Annual and Financial Reports but the other three quarter dates to be tabled for discussion. Geoff proposed that they stay as they are. Vito agreed with Graeme re moving the dates and suggested a fifth date for 30 minutes during September for the financial reports. Discussion to be held outside of meeting to set dates.

11.2 Ombudsman training in Horsham

Information for Committee - Conflict of Interest and Complaints Handling, being held on 15, 16 October 2019.

REPORTS SECTION 11 NOTED.

12. CONFIDENTIAL DISCUSSION

12.1 Appointment of Internal Auditors

Councils previous internal auditors were Crowe Horwath who had the contract for approximately eight years, their final contract extension finished 30 June 2019. An open tender process occurred for the provision of internal audit services for an initial three year term with RSD Audit being recommended from the tender evaluation panel as the preferred supplier.

Moved Cr Mark Radford seconded Cr David Grimble that the Committee recommends to Council the appointment of the Internal Auditors.

CARRIED

13. NEXT MEETING

The next meeting of the Audit and Risk Committee will be held on Thursday 21 November 2019 commencing at 12 noon in the Council Chambers, Civic Centre

14. CLOSURE

Meeting closed at 2.01pm

GRAEME HARRISON
Director Corporate Services

Minutes signed as correct: (Chair) Mr Geoff Price

Date:

**HORSHAM RURAL CITY COUNCIL
ANNUAL FINANCIAL REPORT
FOR THE YEAR ENDED 30th JUNE, 2019**

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**CERTIFICATION OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30th JUNE, 2019**

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
23rd September 2019

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 2019, 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 M.A. Radford

23rd September 2019

Horsham

.....

Cr A.D. Grimble

23rd September 2019

Horsham

.....

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

23rd September 2019

Horsham

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**COMPREHENSIVE INCOME STATEMENT
FOR THE YEAR ENDED 30th JUNE, 2019**

	Note	2019 \$'000	2018 \$'000
INCOME			
Rates and charges	3.1	26,685	25,695
Statutory fees and fines	3.2	420	447
User fees	3.3	6,272	6,887
Grants - operating	3.4	15,820	10,566
Grants - capital	3.4	5,404	7,102
Contributions - monetary	3.5 (a)	951	1,117
Contributions - non-monetary assets	3.5 (b)	1,500	1,715
Fair value adjustments for investment property	6.3	(10)	-
Other income	3.7	2,136	2,586
Share of net profits of associates	6.2	(22)	160
		-----	-----
Total Income		59,156	56,275
		=====	=====
EXPENSES			
Employee costs	4.1	(18,081)	(17,598)
Materials and services	4.2	(21,454)	(19,584)
Depreciation and amortisation	4.3	(12,495)	(11,105)
Bad and doubtful debts	4.4	(204)	(77)
Borrowing costs	4.5	(269)	(291)
Other expenses	4.6	(308)	(261)
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	3.6	(41)	74
Written down value of assets disposed	3.6	(941)	(1,142)
		-----	-----
Total Expenses		(53,793)	(49,984)
		=====	=====
		-----	-----
Surplus for the year		5,363	6,291
		=====	=====
OTHER COMPREHENSIVE INCOME			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment	6.1	26,801	2,681
(Impairment)/reversal of revalued assets	6.1	1,212	1,422
		-----	-----
Total comprehensive result		33,376	10,394
		=====	=====

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

BALANCE SHEET
AS AT 30th JUNE, 2019

	Notes	2019 \$'000	2018 \$'000
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	5.1	13,207	7,614
Trade and other receivables	5.1	3,244	1,557
Other financial assets	5.1	23,900	22,500
Inventories	5.2	373	362
Other assets	5.2	1,174	2,093
Total current assets		41,898	34,126
NON-CURRENT ASSETS			
Trade and other receivables	5.1	90	106
Investments in associates	6.2	1,418	1,440
Property, infrastructure, plant & equipment	6.1	484,836	459,630
Investment property	6.3	2,450	2,400
Intangibles	5.2	608	811
Total non-current assets		489,402	464,387
Total Assets		531,300	498,513
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	5.3	3,017	3,275
Trust funds and deposits	5.3	541	563
Provisions	5.5	5,863	5,791
Interest-bearing liabilities	5.4	481	481
Total current liabilities		9,902	10,110
NON-CURRENT LIABILITIES			
Provisions	5.5	3,880	3,780
Interest-bearing liabilities	5.4	4,910	5,391
Total non-current liabilities		8,790	9,171
Total Liabilities		18,692	19,281
NET ASSETS		512,608	479,232
EQUITY			
Accumulated surplus		237,910	235,295
Reserves - asset replacement	9.1	24,026	21,278
Reserves - asset revaluation	9.1	250,672	222,659
TOTAL EQUITY		512,608	479,232

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

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30th JUNE, 2019

2019	Notes	TOTAL \$'000	Accumulated Surplus \$'000	Asset Replacement Reserve \$'000	Asset Revaluation Reserve \$'000
Balance at the beginning of the financial year		479,232	235,295	21,278	222,659
Surplus for the year		5,363	5,363	-	-
Net asset revaluation increment		28,013	-	-	28,013
Transfers to other reserves	9.1	-	(5,194)	5,194	-
Transfers from other reserves	9.1	-	2,446	(2,446)	-
Balance at the end of the financial year		512,608	237,910	24,026	250,672

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	9.1	-	(6,447)	6,447	-
Transfers from other reserves	9.1	-	3,608	(3,608)	-
Balance at the end of the financial year		479,232	235,295	21,278	222,659

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

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30th JUNE, 2019**

	Notes	2019 Inflows (Outflows) \$'000	2018 Inflows (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		26,679	25,828
Statutory fees and fines		536	459
User fees		3,593	8,032
Grants - operating		15,820	10,566
Grants - capital		7,107	5,917
Contributions - monetary		951	1,117
Interest received		613	644
Rent		243	278
Other receipts		1,295	2,757
Net GST refund		1,917	1,855
Employees costs		(18,025)	(17,382)
Materials and services		(22,546)	(21,628)
Other payments		(1,413)	(1,836)
		<hr/>	<hr/>
Net cash provided by operating activities	9.2	16,770	16,607
		<hr/>	<hr/>
Cash flows from investing activities			
Payments for investments		(1,400)	(6,500)
Payments for property, infrastructure, plant and equipment		(9,220)	(15,314)
Proceeds from sale of property, infrastructure, plant and equipment		253	550
Payments for investment properties		(60)	-
		<hr/>	<hr/>
Net cash used in investing activities		(10,427)	(21,264)
		<hr/>	<hr/>
Cash flows from financing activities			
Finance costs		(269)	(291)
Repayment of borrowings		(481)	(451)
		<hr/>	<hr/>
Net cash used in financing activities		(750)	(742)
		<hr/>	<hr/>
Net decrease in cash and cash equivalents		5,593	(5,399)
Cash and cash equivalents at the beginning of the financial year		7,614	13,013
		<hr/>	<hr/>
Cash and cash equivalents at the end of the financial year	5.1	13,207	7,614
		<hr/>	<hr/>
Financing Arrangements	5.6		
Restrictions on cash assets	5.1		

The above statement of cash flows should be read in conjunction with the accompanying notes

STATEMENT OF CAPITAL WORKS
FOR THE YEAR ENDED 30th JUNE, 2019

	2019 \$'000	2018 \$'000
Property		
Works in progress	-	63
Total land	-	63
Buildings	751	3,524
Works in progress	81	604
Total buildings	832	4,128
Total property	832	4,191
Plant and equipment		
Plant, machinery and equipment	1,605	1,555
Office furniture and equipment	167	261
Art purchases	10	40
Public art purchases	9	-
Works in progress	-	26
Total plant and equipment	1,791	1,882
Infrastructure		
Roads	4,448	4,573
Bridges	310	544
Footpaths and cycleways	107	290
Drainage	149	77
Recreation, leisure and community facilities	542	44
Waste management	2	1,853
Parks, open space and streetscapes	109	103
Other infrastructure	40	102
Works in progress	889	1,655
Total infrastructure	6,596	9,241
Total capital works expenditure	9,219	15,314
Represented by:		
Asset renewal expenditure	7,357	9,194
Asset upgrade expenditure	945	2,254
New asset expenditure	917	3,866
Total capital works expenditure	9,219	15,314

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, 2019****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 6.1)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to note 6.1)
- the determination of employee provisions (refer to note 5.5)
- the determination of landfill provisions (refer to note 5.5)

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, 2019**

NOTE 1 PERFORMANCE AGAINST BUDGET

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with 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 25th June 2018. 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 2019 \$'000	Actual 2019 \$'000	Variance 2019 \$'000	2019 %
INCOME					
Rates and charges		26,702	26,685	(17)	(0.1)
Statutory fees and fines		484	420	(64)	(13.2)
User fees		6,162	6,272	110	1.8
Grants - operating	1	12,328	15,820	3,492	28.3
Grants - capital	2	3,484	5,404	1,920	55.1
Contributions - monetary	3	70	951	881	1,258.6
Contributions - non-monetary	4	900	1,500	600	66.7
Fair value adjustments for investment property		10	(10)	(20)	(200.0)
Other income		2,361	2,136	(225)	(9.5)
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		(42)	(41)	1	(2.4)
Share of net profits of associates		30	(22)	(52)	(173.3)
Total Income		52,489	59,115	6,626	12.6
EXPENSES					
Employee costs		(17,970)	(18,081)	(111)	0.6
Materials and services	5	(20,500)	(21,454)	(954)	4.7
Depreciation and amortisation	6	(10,900)	(12,495)	(1,595)	14.6
Bad and doubtful debts		(72)	(204)	(132)	183.3
Borrowing costs		(295)	(269)	26	(8.8)
Other expenses		(277)	(308)	(31)	11.2
Written down value of assets disposed		(1,000)	(941)	59	(5.9)
Total Expenses		(51,014)	(53,752)	(2,738)	5.4
Surplus for the year		1,475	5,363	3,888	263.6

**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30th JUNE, 2019****1.1 INCOME AND EXPENDITURE (Cont.)****(i) Explanation of material variations****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 \$2.65m.

Council was successful in receiving additional operating grants during the year including a grant from the Regional Council Transformation Program of \$5m on behalf of 6 councils, an extra \$610k from Grants Commission, \$284k for 7 community service grants and \$260k for 4 sporting grants.

3. Grants - capital

Council received additional capital grants during the year for Livestock RFID equipment grant \$346k, funding for 7 roads under Fixing Country Roads program \$662k, 5 other road grants \$575k and \$1.8m to complete flood recovery roadworks. Council had included in the budget

Council had included income for two large projects: Central Business Revitalisation \$1m, and Transfer Station Renewal of \$500k, but both applications were unsuccessful.

3. Contributions - monetary assets

Subdividers and others contributed to roads & private street schemes \$140k, headworks \$105k, and \$100k towards a walking path. Other community and sporting groups contributed smaller amounts towards recreation and sporting facilities including bowling green lighting \$128k, ovals lighting \$130k, and a contribution to the construction of a bicycle pump track \$75k.

4. Contributions - non-monetary assets

Increased urban development saw road and land infrastructure assets valued at \$1.4m provided to Council, exceeding the \$900k budget.

5. Materials and services

The repairing of Council's flood damaged assets contributed an additional \$1.8m to the materials budget.

6. Depreciation

A revaluation of road infrastructure assets occurred on 1st July 2018, resulting in an increase in asset values, this has resulted in larger than expected depreciation expense.

NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30th JUNE, 2019

1.2 CAPITAL WORKS	Ref	Budget 2019 \$'000	Actual 2019 \$'000	Variance 2019 \$'000	2019 %
Property					
Buildings	1	1,437	751	(686)	(47.7)
Works in Progress		-	81	81	100.0
Total buildings		1,437	832	(605)	(42.1)
Total property		1,437	832	(605)	57.9
Plant and equipment					
Plant, machinery and equipment		1,759	1,605	(154)	(8.8)
Office furniture and equipment		244	167	(77)	(31.6)
Art purchases		25	10	(15)	(60.0)
Public art purchases		25	9	(16)	(64.0)
Total plant and equipment		2,053	1,791	(262)	(12.8)
Infrastructure					
Roads	2	6,940	4,448	(2,492)	(35.9)
Bridges		210	310	100	47.6
Footpaths and cycleways	3	1,007	107	(900)	(89.4)
Drainage		-	149	149	100.0
Recreation, leisure and community facilities	4	1,346	542	(804)	(59.7)
Waste Management	5	1,090	2	(1,088)	(99.8)
Parks, open space and streetscapes		51	109	58	113.7
Aerodromes		200	-	(200)	(100.0)
Off street car parks		40	-	(40)	(100.0)
Other infrastructure	6	681	40	(641)	(94.1)
Works in Progress		-	889	889	100.0
Total infrastructure		11,565	6,596	(4,969)	(43.0)
Total capital works expenditure		15,055	9,219	(5,836)	(38.8)
Represented by:					
Asset renewal expenditure		8,330	7,357	(973)	(11.7)
Asset upgrade expenditure		1,895	945	(950)	(50.1)
New asset expenditure		4,830	917	(3,913)	(81.0)
Total capital works expenditure		15,055	9,219	(5,836)	(38.8)

**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30th JUNE, 2019****1.2 CAPITAL WORKS (cont.)****(i) Explanation of material variations****1. Buildings**

The budget included two large projects including works in the CBD of \$180k and sustainability projects worth \$200k as the matching grants were not received, these projects were withdrawn from Council's program of works. Funding of \$400k was included in the budget for the renewal of civic centre foyer, this work has not started due to an unsuccessful tender process.

2. Roads

The budget included \$1.8m of expenditure for roads associated with a new industrial estate. The project was in the planning phase at 30th June 2019. Contracts were signed in February 2019 for 5 urban road reconstructions valued at \$1.3m, these works will start in September 2019.

3. Footpaths and cycleways

The footpath budget included works in the CBD of \$680k, and as the matching grant was not received the project was withdrawn from Council's program of works. Council also made the decision during the year to cease planning works on a second Wimmera River Pedestrian Bridge valued at \$160k.

4. Recreation, leisure and community facilities

The budget included \$1.3m for the outdoor pool and wetdeck refurbishment, the project was not complete at 30th June, which is reflected in the reduction of expenditure in this area.

5. Waste Management

Council had approved a \$1m budget for transfer station improvements, as long as a grant of \$500k was gained, as the grant application was unsuccessful the project was withdrawn.

6. Other infrastructure

The budget included \$680k of expenditure for other infrastructure associated with a new industrial estate. The project was in the planning phase at 30th June 2019.

NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30th JUNE, 2019

2.1 ANALYSIS OF COUNCIL RESULTS BY PROGRAM

Council delivers its functions and activities through the following programs.

(a) Community Wellbeing Directorate

Community Wellbeing provides community care, family services, emergency management, arts and culture, performance and events and recreation and open space planning.

Corporate Services Directorate

Corporate Services provides general administration and management of the municipality including finance services, information technology, property and procurement, human resource management including payroll, governance, communications, customer service and information and knowledge.

Developmental Services Directorate

Development Services provides, planning and building services, health and community safety, commercial enterprises, business and economic development and tourism and events.

Infrastructure Services Directorate

Infrastructure services is responsible for constructing new infrastructure and maintaining existing infrastructure across the municipality. These assets include capital works, engineering services, project management, environment and waste, parks and gardens, emergency management, facilities management and asset management.

(b) Summary of revenues, expenses, assets and capital expenses by program

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total property, infrastructure, plant & equip assets
2019	\$'000	\$'000	\$'000	\$'000	\$'000
Community Wellbeing	(5,309)	10,420	5,111	(2,799)	38,069
Corporate Services	(33,122)	8,461	(24,661)	(9,479)	6,120
Development Services	(4,419)	6,673	2,254	(1,398)	22,788
Infrastructure Services	(16,306)	28,239	11,933	(7,548)	417,859
	(59,156)	53,793	(5,363)	(21,224)	484,836

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets property, infrastructure, plant & equip assets
2018	\$'000	\$'000	\$'000	\$'000	\$'000
Community Wellbeing	(7,104)	9,192	2,088	(4,685)	38,078
Corporate Services	(25,558)	5,748	(19,810)	(4,085)	6,165
Development Services	(3,862)	5,469	1,607	(224)	22,897
Infrastructure Services	(19,751)	29,575	9,824	(8,674)	392,490
	(56,275)	49,984	(6,291)	(17,668)	459,630

**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30th JUNE, 2019**

NOTE 3 FUNDING FOR THE DELIVERY OF OUR SERVICES

3.1 RATES AND CHARGES

	2019	2018
	\$'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 2018/19 was \$4,446,535,000 (2017/18 \$ 4,088,497,000).

The 2018/19 General rate in the CIV dollar was .4908 cents. (2017/18 .5146 cents).

Residential	11,683	11,775
Commercial	1,617	1,533
Industrial	826	834
Farm/rural	6,137	5,506
Cultural	15	16
Municipal charge	3,209	3,117
Garbage charges	3,198	2,914
	<u>26,685</u>	<u>25,695</u>
Total rates and charges	<u>26,685</u>	<u>25,695</u>

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2018 and the valuation first applied in the rating year commencing 1 July 2018.

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.

3.2 STATUTORY FEES AND FINES

Infringements and costs	112	59
Perin court recoveries	25	22
Issue of certificates	16	20
Local laws - permits & licences	35	29
Town planning	130	210
Health registrations	102	107
	<u>420</u>	<u>447</u>
Total statutory fees and fines	<u>420</u>	<u>447</u>

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, 2019

3.3 USER FEES

	2019 \$'000	2018 \$'000
Administration charges	163	181
Animal control	359	383
Building fees & other charges	116	148
Fees - parking meters	384	405
Immunisations	2	10
Home based welfare services	712	811
Lord Mayors Camp	-	9
Other swimming income	1	1
Performance ticket sales	1,120	1,268
Sporting and recreation facilities	116	133
Sports marketing	-	3
Freight Hub user charge	136	151
Supervision of private subdivisions	33	6
Plan checking fees	1	1
Aerodrome	39	37
Saleyards	586	479
Wimmera business centre income	147	167
Rural revegetation scheme	4	2
Garbage charges	8	11
Garbage disposal	768	770
Transfer station	308	314
Waste management fees	1,165	1,580
Other user fees	104	17
Total user fees	6,272	6,887

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, 2019

3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT

	2019 \$'000	2018 \$'000
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	9,238	12,635
State funded grants	11,986	5,033
Total grants received	21,224	17,668
(a) Operating Grants		
Recurrent - Commonwealth Government		
Commonwealth Government family and children	32	37
Financial Assistance Grant - general purpose	4,457	4,063
Financial Assistance Grant - local roads	2,215	2,160
General Home Care	777	785
Recurrent - State Government		
School crossing supervisors	36	38
Community services	240	240
Family and children	15	-
Maternal and child health	551	454
Senior citizens centres	16	16
Food services	66	64
Home and community care	169	216
Disability services	-	143
Youth services	33	17
Library	172	171
Arts and art gallery	206	203
Environmental and landcare grants	68	113
Total recurrent operating grants	9,053	8,720
Non-recurrent - Commonwealth Government		
Outdoor recreation	869	1,243
Non-recurrent - State Government		
Corporate services	5,015	7
Regulatory services	-	150
Community services	195	199
Family and children	16	-
Public and community health	88	5
Disability services	-	60
Youth services	84	-
Outdoor recreation	265	22
Arts and art gallery	140	50
Halls, historic buildings & monuments	7	8
Economic development	11	-
Environmental and landcare grants	61	71
Recycling and waste grants	9	31
Employment schemes	7	-
Total non-recurrent operating grants	6,767	1,846
Total operating grants	15,820	10,566

NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30th JUNE, 2019

3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT (Cont.)

	2019 \$'000	2018 \$'000
(b) Capital Grants		
Recurrent - Commonwealth Government		
Roads to recovery funding	888	1,991
Total recurrent capital grants	888	1,991
Capital non-recurrent		
Non-recurrent - Commonwealth Government		
Buildings	-	1,850
Local roads and bridges	-	506
Non-Recurrent State Government		
Community facilities	-	143
Outdoor recreation	117	759
Halls, historic buildings & monuments	7	27
Economic development	1,000	-
Local roads & ancillary assets	1,238	373
Livestock exchange	346	31
Flood recovery grants	1,808	1,422
Total non-recurrent capital grants	4,516	5,111
Total capital grants	5,404	7,102
Total grants	21,224	17,668
Conditions on grants		
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	3,412	3,149
Corporate services	5,000	7
Town planning studies	-	42
Community services	203	90
Kindergarten specific grants	15	-
Youth services	10	-
Disability grants	15	134
Outdoor recreation	216	536
Halls, historic buildings & monuments	-	45
Arts and arts gallery	116	73
Economic growth	1,011	-
Environmental	14	35
Road & streets infrastructure	1,031	85
Roads to recovery	-	244
	11,043	4,440

NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30th JUNE, 2019

3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT (Cont.)

	2019 \$'000	2018 \$'000
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Conditions on grants		
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	(3,149)	(3,004)
Corporate services	(7)	(75)
Town planning studies	(12)	-
Community services	(63)	(209)
Kindergarten specific grants	-	(95)
Rural disability access grant	(134)	(137)
Outdoor recreation	(515)	(181)
Halls, historic buildings & monuments	(45)	(13)
Arts and arts gallery	(73)	(59)
Environmental	(35)	(13)
Road & streets infrastructure	(65)	(310)
Roads to recovery	(244)	(529)
	-----	-----
	(4,342)	(4,625)
	=====	=====

Summary:

Unspent grants received on condition that they be spent in a specific manner		
Balance at start of year	4,733	4,918
Received during the financial year and remained unspent at balance date	11,043	4,440
Received in prior years and spent during the financial year	(4,342)	(4,625)
	-----	-----
Balance at year end	11,434	4,733
	=====	=====

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, 2019**

3.5 CONTRIBUTIONS

(a) Monetary

	2019 \$'000	2018 \$'000
Development contributions - cash	-	300
Road assets	382	392
Recreational, leisure and community facilities	306	326
Recreational, leisure and community services	263	99
	951	1,117
	951	1,117

(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	117	-
Land under roads	91	39
Road and bridge assets	1,158	1,676
Assets contributed by others		
Artworks and public art	82	-
Other structures - recreational facilities	52	-
	1,500	1,715
	1,500	1,715

Total contributions	2,451	2,832
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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, 2019**

3.6 NET GAIN/(LOSS) ON DISPOSAL OF PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT	2019 \$'000	2018 \$'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	243	294
Written down value of assets sold	(273)	(295)
(Loss) on sale of plant and equipment	(30)	(1)
Furniture and Equipment		
Proceeds from sale of assets	2	1
Written down value of assets sold	(1)	-
Profit on sale of furniture and equipment	1	1
Sale of land and buildings		
Proceeds from sale of assets	-	40
Written down value of assets sold	-	(16)
Profit/(loss) on sale of land and buildings	-	24
Sale of other infrastructure		
Proceeds from sale of assets	8	-
Written down value of assets sold	(20)	-
Profit/(loss) on sale of land and buildings	(12)	-
Summary		
Total proceeds from sale of assets	253	550
Written down value of assets sold	(294)	(476)
Total net gain/(loss) on disposal of property, plant and equip	(41)	74
Disposal of council buildings		
Written down value of assets written off	(34)	-
Disposal of road infrastructure assets		
Written down value of assets written off	(796)	(1,141)
Disposal of other structures		
Written down value of assets disposed	(111)	(1)
Total written down value of assets disposed	(941)	(1,142)

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, 2019**

3.7 OTHER INCOME

	2019 \$'000	2018 \$'000
Interest	664	555
Interest on rates	40	39
External works	360	374
Road maintenance/works	7	4
Main roads maintenance Vicroads	478	928
Pre-school income	17	18
Other health receipts	-	1
Other welfare receipts	5	10
Community workshop income	3	3
Art gallery	24	67
Information office	40	41
Childrens hub rent	71	-
Theatre rent	7	7
Mibus centre rent	11	10
Industrial estate rent	-	44
Commercial properties rent	203	192
Caravan park rent	62	61
Other	144	232
Total other income	<u>2,136</u>	<u>2,586</u>

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.

NOTE 4 THE COST OF DELIVERING SERVICES

4.1 EMPLOYEE COSTS

	2019 \$'000	2018 \$'000
Wages and salaries	16,900	16,525
Workcover	387	316
Superannuation	1,450	1,476
Less: Amounts capitalised in non-current assets constructed by the Council	(656)	(719)
Total employee costs	<u>18,081</u>	<u>17,598</u>

NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30th JUNE, 2019

4.2 MATERIALS & SERVICES

	2019 \$'000	2018 \$'000
Contract payments		
Valuation services	100	50
Provision of meals for meals on wheels	141	152
Management youth centre	106	142
Management aquatic centre	258	101
Waste management contracts	726	562
Contract cleaning	260	287
Building service contractors	313	294
Town planning services	264	103
Strategies	244	134
Sporting group projects	629	77
Community facilities projects	870	1,322
Contracts less than \$100,000	895	498
Materials and services		
Sporting group projects	98	66
Library	495	492
Road maintenance contracts	511	555
Performing events expenses	1,098	914
General materials	595	650
Road maintenance materials	723	1,147
Waste management expenses	1,853	1,919
Other materials & services less than \$100,000	2,925	3,143
Other		
Insurances	446	448
Plant operating costs	1,282	1,084
Computer expenditure	533	610
Power, light & heating	892	694
Advertising	423	257
Telephone	200	151
External salaries	1,145	537
External plant hire	109	69
Fringe benefit tax	88	131
Legal costs	153	53
Printing and stationery	91	95
Donations	372	392
Wimmera Development Association membership	204	200
Water rates	291	245
Community engagement projects	237	117
Sustainability projects	-	61
Flood and fire emergency response works and projects	1,809	1,422
CCTV safety project	0	277
Emergency management	75	133
Total materials and services	21,454	19,584

**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30th JUNE, 2019**

4.3 DEPRECIATION AND AMORTISATION

	2019 \$'000	2018 \$'000
Furniture and fittings	150	120
Plant and equipment	999	1,010
Roads	6,062	5,255
Kerb and channel	465	479
Footpaths and cycleways	555	547
Bridges	311	217
Drainage	455	450
Other land improvements	42	42
Buildings	1,600	1,560
Other structures	1,653	1,425
Total depreciation	12,292	11,105
Intangible assets	203	-
Total depreciation and amortisation	12,495	11,105

Refer to note 5.2 (c) and 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy

4.4 BAD AND DOUBTFUL DEBTS

Other debtors	29	8
Parking fine debtors	76	25
Animal fine debtors	99	44
Total bad and doubtful debts	204	77
Movement in provision for doubtful debts		
Balance at the beginning of the year	97	73
New provisions recognised during the year	153	29
Amounts already provided for and written off as uncollectable	-	(3)
Amounts provided for but recovered during the year	(2)	(2)
Balance at end of year	248	97

Provision for doubtful debt is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment

4.5 BORROWING COSTS

Interest - borrowings	260	291
Finance Costs Airspace	9	-
	269	291

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.

**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30th JUNE, 2019**

4.6 OTHER EXPENSES

	2019 \$'000	2018 \$'000
Auditors' remuneration - VAGO audit of financial statements, performance statement and grant acquittals	52	50
Auditors remuneration internal	53	16
Councillor & mayoral allowances	203	195
Total other expenses	308	261

NOTE 5 OUR FINANCIAL POSITION

5.1 FINANCIAL ASSETS

(a) CASH AND CASH EQUIVALENTS

Cash on hand	5	5
Cash at bank	552	150
Overnight cash at 11am call	10,369	3,368
Short term deposits	2,281	4,091
Total cash and cash equivalents	13,207	7,614

(b) OTHER FINANCIAL ASSETS

Term deposits - current	23,900	22,500
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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 5.3b)	541	563
- Unexpended grants (Note 3.4)	7,631	1,291
- Reserve funds allocated to specific future purposes	300	300

Restricted funds	8,472	2,154
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Total unrestricted cash and cash equivalents	4,735	5,460
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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	4,657	1,194
- Cash from Financial Assistance held to fund 19/20 programs	3,412	-
- Cash from Financial Assistance held to fund 18/19 programs	-	3,149

Total funds subject to intended allocations	8,069	4,343
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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, 2019

5.1 FINANCIAL ASSETS (Cont.)

(c) TRADE AND OTHER RECEIVABLES	2019 \$'000	2018 \$'000
Current		
Statutory receivables		
Rates debtors	198	192
Sundry debtors	2,816	917
Less doubtful debt provision - Sundry debtors	(37)	(9)
Parking infringement debtors	119	103
Other infringement debtors	155	164
Less doubtful debt provision - All infringements	(211)	(88)
Non statutory receivables		
Loans & advances to community organisations	18	27
Net GST receivable	186	251
Total current trade & other receivables	<u>3,244</u>	<u>1,557</u>
Non-current		
Statutory		
Sundry debtors	18	-
Non statutory		
Loans & advances to community organisations	24	57
Deferred property debts receivable	48	49
Total non current trade & other receivables	<u>90</u>	<u>106</u>
Total trade & other receivables	<u>3,334</u>	<u>1,663</u>

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

(d) Ageing of receivables

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

	2019 \$'000	2018 \$'000
Current (not yet overdue)	2,562	582
Past due by up to 30 days	60	216
Past due between 31 and 180 days	131	26
Past due between 181 and 365 days	81	120
Total trade and other receivables	<u>2,834</u>	<u>944</u>
Non Current (not yet overdue)	<u>42</u>	<u>57</u>

**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30th JUNE, 2019**

5.1 TRADE AND OTHER RECEIVABLES (Cont.)

e) Ageing of individually impaired trade and other receivables

At balance date, other debtors representing financial assets with a nominal value of \$248k, (2018 \$97k) were impaired. The amount of the provision raised against these debtors was \$248k, (2018 \$97k). 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:

	2019 \$'000	2018 \$'000
Past due between 31 and 180 days	26	1
Past due between 181 and 365 days	4	4
Past due by more than 1 year	218	92
Total trade and other receivables	248	97

5.2 NON FINANCIAL ASSETS

(a) INVENTORIES

Inventories held for distribution	352	342
Inventories held for sale	21	20
Total inventories	373	362

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	235	222
Accrued income	939	1,871
Total other assets	1,174	2,093

**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30th JUNE, 2019**

(c) INTANGIBLE ASSETS	2019 \$'000	2018 \$'000
Landfill air space	811	811
less amortisation	(203)	
Total intangible assets	608	811
		Landfill \$'000
Gross carrying amount		
Balance at 1 July 2018		811
Additions from internal developments		-
Balance at 1 July 2019		811
Accumulated amortisation and impairment		
Balance at 1 July 2018		-
Amortisation expense		203
Balance at 1 July 2019		608
Net book value at 30 June 2018		811
Net book value at 30 June 2019		608

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.

5.3 PAYABLES

(a) TRADE AND OTHER PAYABLES

Trade payables	2,842	3,254
Fire services levy	22	15
Accrued expenditure	5	6
PAYG payable	148	-
Total trade and other payables	3,017	3,275

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, 2019**

(b) TRUST FUNDS AND DEPOSITS

	2019 \$'000	2018 \$'000
Refundable building deposits	56	59
Refundable contract deposits	38	73
Refundable security deposits	265	293
Refundable retention amounts	-	4
Other refundable deposits	182	134
Total trust funds and deposits	541	563

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 and 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.

5.4 INTEREST BEARING LOANS AND BORROWINGS

Current Borrowings - secured	481	481
	481	481
Non-current Borrowings - secured	4,910	5,391
	4,910	5,391
Total	5,391	5,872

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

**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30th JUNE, 2019**

5.4 INTEREST BEARING LOANS AND BORROWINGS (Cont.)	2019 \$'000	2018 \$'000
The maturity profile for Council's borrowings is:		
Not later than one year	481	481
Later than one year and not later than five years	605	1,086
Later than five years	4,305	4,305
	<u>5,391</u>	<u>5,872</u>

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.

5.5 PROVISIONS	Employee \$'000	Quarry Restoration \$'000	Landfill Restoration \$'000	Total \$'000
2019				
Balance at the beginning of the financial year	5,649	173	3,749	9,571
Additional provisions	1,922	-	110	2,032
Amounts used	(2,025)	-	-	(2,025)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	202	3	(40)	165
Balance at the end of the financial year	<u>5,748</u>	<u>176</u>	<u>3,819</u>	<u>9,743</u>
2018				
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)
Balance at the end of the financial year	<u>5,649</u>	<u>173</u>	<u>3,749</u>	<u>9,571</u>

**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30th JUNE, 2019**

5.5 PROVISIONS (cont.)	2019 \$'000	2018 \$'000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	1,375	1,377
Long service leave	380	283
Sick leave gratuity	42	21
	1,797	1,681
	1,797	1,681
Current provisions expected to be wholly settled after 12 months		
Annual leave	161	239
Long service leave	2,756	2,682
Sick leave gratuity	269	285
	3,186	3,206
	3,186	3,206
Total current employee provisions	4,983	4,887
	4,983	4,887
Non-current		
Long service leave	513	570
Sick leave gratuity	252	192
	765	762
	765	762
Aggregate carrying amount of employee provisions		
Current	4,983	4,887
Non-current	765	762
	5,748	5,649
	5,748	5,649

The calculation of employee costs and 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 wholly settled within 12 months is calculated on the following basis:

Annual leave and sick leave gratuity: based on the trend of actual usage in preceding 12 months.
Long service leave: based on usage 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 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, 2019**

5.5 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	2019	2018
- inflation rate	4.313%	3.875%

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

	2019 \$'000	2018 \$'000
Quarry restoration provision		
Current	10	34
Non-current	166	139
	<u>176</u>	<u>173</u>

Key Assumptions

- discount rate	1.324%	2.647%
- inflation rate	1.890%	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, 2019

5.5 PROVISIONS (cont.)

	2019 \$'000	2018 \$'000
(c) Landfill restoration provision		
Current	870	870
Non-current	2,949	2,879
	3,819	3,749
	3,819	3,749

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	2019	2018
- discount rate	1.324%	2.647%
- inflation rate	1.890%	3.520%
- estimated cost to rehabilitate	3,025	3,066

5.6 FINANCING ARRANGEMENTS

The Council has the following funding arrangements in place.

	2019 \$'000	2018 \$'000
Bank overdraft	1,000	1,000
Credit card facilities	350	350
Total facilities	1,350	1,350
	1,350	1,350
Used facilities	55	45
Unused facilities	1,295	1,305

NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30th JUNE, 2019

5.7 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.

2019	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	92	225	383	700
Management of Facilities	255	260	-	515
Road maintenance	26	-	-	26
Building maintenance	190	-	-	190
Parks and gardens maintenance	62	-	-	62
Software maintenance	87	-	-	87
Waste management	115	-	-	115
Studies	296	-	-	296
Capital				
Roadworks	2,553	-	-	2,553
Recreation facility renewal	1,571	-	-	1,571
Building projects	298	-	-	298
Plant	235	-	-	235
Total	5,780	485	383	6,648

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
Total	1,991	-	-	1,991

NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30th JUNE, 2019

NOTE 6 ASSETS WE MANAGE

6.1 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT

Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2018	Additions	Contributions	Revaluations	Transfers	Impairment Reversal	Depreciation	Disposal	At Fair Value 30 June 2019
Land	39,098	-	208	-	-	-	(42)	-	39,264
Buildings	62,256	751	-	-	635	-	(1,600)	(34)	62,008
Plant and equipment	13,264	1,791	82	-	26	-	(1,149)	(273)	13,741
Infrastructure	342,605	5,707	1,211	26,801	1,633	1,212	(9,501)	(928)	368,740
Work in progress	2,407	970	-	-	(2,294)	-	-	-	1,083
	459,630	9,219	1,501	26,801	-	1,212	(12,292)	(1,235)	484,836

Summary of Works in Progress

	Opening WIP	Additions	Transfers	Closing WIP
Land and buildings	716	81	(635)	162
Plant and equipment	26	-	(26)	-
Infrastructure	1,665	889	(1,633)	921
	2,407	970	(2,294)	1,083

NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30th JUNE, 2019

6.1 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (Cont.)

2019 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 2018	706	37,843	992	39,541	93,240	96,505	716	136,762
Accumulated depreciation at 1 July 2018	-	-	(443)	(443)	(30,984)	(34,249)	-	(34,692)
	706	37,843	549	39,098	62,256	62,256	716	102,070
Movements in fair value	-	-	-	-	-	-	-	-
Additions	-	-	-	-	751	751	81	832
Contributions by developers and others	91	117	-	208	-	-	-	208
Disposed	-	-	-	-	(140)	(140)	-	(140)
Transfers	-	-	-	-	635	635	(635)	-
	91	117	-	208	1,246	1,246	(554)	900
Movements in accumulated depreciation	-	-	(42)	(42)	(1,600)	(1,600)	-	(1,642)
Depreciation and amortisation	-	-	-	-	106	106	-	106
Accumulated depreciation of disposals	-	-	(42)	(42)	(1,494)	(1,494)	-	(1,536)
At fair value 30 June 2019	797	37,960	992	39,749	94,486	97,751	162	137,662
Accumulated depreciation at 30 June 2019	-	-	(485)	(485)	(32,478)	(35,743)	-	(36,228)
	797	37,960	507	39,264	62,008	62,008	162	101,434

NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30th JUNE, 2019

6.1 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (Cont.)

2019	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 2018	15,009	2,011	3,709	233	20,962	26	20,988
Accumulated depreciation at 1 July 2018	(6,283)	(1,415)	-	-	(7,698)	-	(7,698)
	8,726	596	3,709	233	13,264	26	13,290
Movements in fair value							
Additions	1,605	167	10	9	1,791	-	1,791
Contributions by developers and others	-	-	62	20	82	-	82
Disposed	(776)	(27)	-	-	(803)	-	(803)
Transfers	-	-	-	26	26	(26)	0
	829	140	72	55	1,096	(26)	1,070
Movements in accumulated depreciation							
Depreciation and amortisation	(999)	(150)	-	-	(1,149)	-	(1,149)
Accumulated depreciation of disposals	503	27	-	-	530	-	530
	(496)	(123)	-	-	(619)	-	(619)
At fair value 30 June 2019	15,838	2,151	3,781	288	22,058	-	22,058
Accumulated depreciation at 30 June 2019	(6,779)	(1,538)	-	-	(8,317)	-	(8,317)
	9,059	613	3,781	288	13,741	-	13,741

NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30th JUNE, 2019

6.1 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (Cont.)

2019 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 car parks \$'000	Other Infrastructure \$'000	Works in Progress \$'000	Total Infrastructure \$'000
At fair value 1 July 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 1 July 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
Movements in fair value												
Additions	4,448	310	107	149	542	2	109	-	-	40	889	6,596
Contributions by developers and others	619	-	194	346	-	-	52	-	-	-	-	1,211
Revaluation increments	7,816	8,111	1,687	-	-	-	-	-	645	-	-	18,259
Disposed	(1,827)	-	-	-	(357)	-	-	-	-	(55)	-	(2,239)
Transfers	892	8	24	26	368	-	48	-	-	267	(1,633)	-
	11,948	8,429	2,012	521	553	2	209	-	645	252	(744)	23,827
Movements in accumulated depreciation												
Depreciation and amortisation	(6,527)	(311)	(555)	(455)	(283)	(544)	(154)	(99)	(81)	(492)	-	(9,501)
Accumulated depreciation of disposals	1,031	-	-	-	245	-	-	-	-	35	-	1,311
Revaluation (increment)/decrement	11,581	(3,707)	841	-	-	-	-	-	(173)	-	-	8,542
Reversal of impairment losses	1,212	-	-	-	-	-	-	-	-	-	-	1,212
	7,297	(4,018)	286	(455)	(38)	(544)	(154)	(99)	(254)	(457)	-	1,564
At fair value 30 June 2019	389,326	30,504	27,238	44,510	11,343	7,458	3,827	3,289	4,779	24,753	921	547,948
Accumulated depreciation at 30 June 2019	(123,417)	(12,456)	(12,572)	(10,040)	(3,760)	(3,337)	(1,833)	(1,466)	(2,360)	(7,046)	-	(178,287)
	265,909	18,048	14,666	34,470	7,583	4,121	1,994	1,823	2,419	17,707	921	369,661

**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30th JUNE, 2019**

6.1 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (Cont.)

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of 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 applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

	Depreciation Period	Threshold Limit \$'000
Property		
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

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.

**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30th JUNE, 2019****6.1 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (Cont.)****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.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

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, 2019**

6.1 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 2019 are as follows:

	Level 1 \$ '000	Level 2 \$ '000	Level 3 \$ '000	Date of valuation
Non specialised land	-	37,960	-	June 2018
Specialised land	-	-	797	n/a
Land improvements	-	-	507	June 2014
Non specialised buildings	-	-	62,008	June 2018
Total	-	37,960	63,312	

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 2019 are as follows:

	Level 1 \$ '000	Level 2 \$ '000	Level 3 \$ '000	Date of valuation
Roads	-	-	265,909	July 2018
Bridges	-	-	18,048	July 2018
Footpaths and cycleways	-	-	14,666	July 2018
Drainage	-	-	34,470	June 2017
Recreation & leisure facilities	-	-	7,583	June 2013
Waste management	-	-	4,121	June 2013
Parks, open space/streetscapes	-	-	1,994	June 2013
Aerodromes	-	-	1,823	June 2013
Off street car parks	-	-	2,419	July 2018
Other infrastructure	-	-	17,707	June 2013
Total	-	-	368,740	

NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30th JUNE, 2019

6.1 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.

	2019 \$'000	2018 \$'000
Reconciliation of specialised land		
Land under roads	797	706
Total specialised land	797	706

NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30th JUNE, 2019

6.2 INVESTMENTS IN ASSOCIATES

	2019 \$'000	2018 \$'000
Council's investment in the Wimmera Regional Library Corporation is based on the equity method of accounting.		
Council's interest in equity	72.67%	33.67%
Equity in Wimmera Regional Library Corporation - at valuation	963	967
	963	967
Council's share of accumulated surplus		
Council's share of accumulated surplus at start of year	417	407
Change in equity share apportionment	1,017	1
Reported surplus/(loss) for year	(1,122)	22
Transfers to/(from) reserves	(27)	(13)
Council's share of accumulated surplus at end of year	285	417
Council's share of reserves		
Council's share of reserves at start of year	550	577
Change in equity share apportionment	101	(40)
Transfers to/(from) reserves	27	13
Council's share of reserves at end of year	678	550
Movement in carrying value of specific investment		
Carrying value of investment at start of year	967	984
Change in equity share apportionment	1,118	(39)
Share of surplus/(loss) for year	(1,122)	22
Carrying value of investment at end of year	963	967
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, 2019**

6.2 INVESTMENTS IN ASSOCIATES (cont.)	2019 \$'000	2018 \$'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%
Equity in Wimmera Development Association - at valuation	455	473
	455	473
Council's share of accumulated surplus		
Council's share of accumulated surplus at start of year	333	191
Reported surplus for year	(18)	177
Transfers to/(from) reserves	(76)	(35)
Council's share of accumulated surplus at end of year	239	333
Council's share of reserves		
Council's share of reserves at start of year	140	105
Transfers to/(from) reserves	76	35
Council's share of reserves at end of year	216	140
Movement in carrying value of specific investment		
Carrying value of investment at start of year	473	296
Share of surplus for year	(18)	177
Carrying value of investment at end of year	455	473
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 2019, and their income and expenses for that part of the reporting period in which control existed.

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, 2019

6.2 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

	2019 \$'000	2018 \$'000
Total income	-	8
Total expenses	(30)	(4)
	-----	-----
Surplus/(Deficit) for year	(30)	4
	=====	=====
Total comprehensive result	(30)	4
	=====	=====

Summarised balance sheet

Total Current Assets	14	42
	-----	-----
Total assets	14	42
	=====	=====

Summarised statement of cash flows

Net cash provided by operating activities	(27)	13
	-----	-----
Net increase/(decrease) in cash and cash equivalents	(27)	13
	=====	=====

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, 2019

6.3 INVESTMENT PROPERTY

	2019 \$'000	2018 \$'000
Balance at beginning of financial year	2,400	2,400
Additions	60	-
Fair value adjustments	(10)	-
Balance at end of financial year	2,450	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 benefit 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.

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 7 PEOPLE AND RELATIONSHIPS

7.1 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 6.3.

(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 M.A. Radford	Returned to office on 1/11/12.
Cr P.N. Clarke	Returned to office on 1/11/12.
Cr A.D. Grimble	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.
Chief Executive Officer	
Director Community Wellbeing	
Director Corporate Services	
Director Development Services	
Director Infrastructure	

	2019 No.	2018 No.
Total number of councillors	7	7
Total of chief executive and other key management personnel	5	7
Total number of key management personnel	12	14

NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30th JUNE, 2019

7.1 COUNCIL AND KEY MANAGEMENT REMUNERATION (Cont.)

(c) Remuneration of key management personnel	2019 \$'000	2018 \$'000
Total remuneration of key management personnel was as follows:		
Short-term benefits	1,207	1,168
Long-term benefits	24	21
Post-employment benefits	89	83
	-----	-----
Total	1,320	1,272
	=====	=====

The number of key management personnel, whose total remuneration from council and any related entities, falls within the following bands:

	No.	No.
\$ 20,000 - \$ 29,999	5	6
\$ 30,000 - \$ 39,999	1	-
\$ 40,000 - \$ 49,999	-	1
\$ 50,000 - \$ 59,999	1	1
\$ 60,000 - \$ 69,999	-	1
\$140,000 - \$149,999	-	1
\$190,000 - \$199,999	-	1
\$200,000 - \$209,999	3	2
\$209,000 - \$219,999	-	1
\$220,000 - \$229,999	1	-
\$280,000 - \$289,999	1	-
	-----	-----
	12	14
	=====	=====

(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 \$148,000.

Based on the above criteria, there are no other senior officers whose remuneration is required to be disclosed. (2017/18 nil).

**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30th JUNE, 2019****7.2 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, (2017/18 nil).

Fees and charges charged to entities controlled by key management personnel is nil. (2017/18 nil).

Infrastructure contributions from entities controlled by key management personnel is nil. (2017/18 nil).

In 17/18 employee expenses for close family members of key management personnel included a close family member. The staff member was paid in accordance with the Award for the job they performed. The council employs 280 staff of which only 1 was a close family member of key management personnel. In 18/19 external salaries expenses for close family members of key management personnel included one close family member. The contracted staff member was paid in accordance with the Award for the job they performed. The contracted staff member was remunerated via a labour hire firm. The purchase of labour was at arm's length and was in the normal course of council operations.

Purchase of materials and services from entities controlled by key management personnel is nil.

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 \$494,675 in 2018/19 and \$492,000 in 2017/18.

Council is a one of 5 member councils that contribute to Wimmera Regional Development Association.
Council contributed \$203,748 in 2018/19 and \$200,000 in 2017/18.

(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 (2017/18 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, (2017/18 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, (2017/18 nil).

NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30th JUNE, 2019

NOTE 8 MANAGING UNCERTAINTIES

8.1 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:

	2019 \$'000	2018 \$'000
Not later than one year	257	212
Later than one year and not later than 5 years	334	449
Later than 5 years	1,102	1,169
	1,693	1,830

(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 matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in the future period exists.

Future superannuation contributions

In addition to the disclosed contributions, Horsham Rural City Council has not paid any unfunded liability payments to Vision Super during 18/19 or 17/18. 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 2020 will be approx. \$129k.

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

**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30th JUNE, 2019****(b) CONTINGENT LIABILITIES (cont.)****Liability Mutual Insurance (where applicable)**

Council is (was) a participant in the MAV liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participants share of any shortfall in the provision set aside in respect of that insurance year and such liability will continue whether or not the participant remains a participant in future insurance years.

8.2 CHANGE IN ACCOUNTING STANDARDS

The following new AAS'S have been issued that are not mandatory for the 30 June 2019 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.

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 this 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 to 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 payments 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.

Only leases previously identified

Council has elected to adopt the modified retrospective approach to the transition to the new lease standard. This will mean that only existing operating leases for non low value assets, with remaining terms greater than 12 months, will be recognised on transition (1 July 2019). Based on our current lease commitments and an assumption of a continuation of the current leasing arrangements Council expects that the transition to the new standard will see the initial recognition of nil in lease related assets and an equivalent liability.

Income of Not-For-Profit Entities (AASB 1058) (applies 2019/20)

This standard is expected to apply to certain transactions currently accounted for under 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, 2019****8.3 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 and 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 8.1(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, 2019****8.3 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 a financial asset at below value or may be unable to settle or recover a financial asset.

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 the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c) and 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 5.4.

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 are 'reasonably possible' over the next 12 months.

- 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.

8.4 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, 2019****8.4 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.

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, 2019**

8.5 EVENTS OCCURRING AFTER BALANCE DATE

No matters have occurred after balance date that require disclosure in the financial report.

NOTE 9 OTHER MATTERS

9.1 RESERVES

(A) ASSET REPLACEMENT RESERVES

2019	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	2,456	361	-	2,817
Office equipment replacement	550	189	176	563
Plant replacement	4,778	1,522	1,385	4,915
Recreation contribution	335	36	-	371
Waste management replacement	2,484	1,315	231	3,568
Contingency & redundancy	193	71	89	175
Firebrace St properties	594	54	68	580
Major capital projects	474	427	45	856
Aquatic centre replacement	858	46	321	583
Aerodrome reseal	372	69	-	441
Industrial estate	3,946	39	15	3,970
Library asset replacement	50	8	15	43
Livestock exchange	242	169	79	332
Loan funds	1,185	423	-	1,608
Quarry & road rehabilitation	108	7	4	111
Road construction	32	-	-	32
Headworks drainage	538	105	10	633
Unfunded superannuation	600	-	-	600
Wimmera Business Centre	143	0	8	135
Wimmera Freight Terminal	486	130	-	616
Infrastructure gap	759	70	-	829
Sustainability projects	95	153	-	248
	21,278	5,194	2,446	24,026

NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30th JUNE, 2019

9.1 RESERVES (Cont.)

(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
	<u>18,439</u>	<u>6,447</u>	<u>3,608</u>	<u>21,278</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, 2019

9.1 ASSET REVALUATION RESERVES

2019	Balance at beginning of reporting period \$'000	Impairments and reversals \$'000	Revaluation increment \$'000	Balance at end of reporting period \$'000
Property				
Land	24,919	-	-	24,919
Other land improvements	2,975	-	-	2,975
Buildings	20,425	-	-	20,425
Total property	48,319	-	-	48,319
Plant and equipment				
Works of art	1,330	-	-	1,330
Total plant and equipment	1,330	-	-	1,330
Infrastructure				
Roads	127,920	1,212	17,430	146,562
Kerb and channel	9,383	-	1,968	11,351
Drainage	15,884	-	-	15,884
Footpaths and cycleways	8,330	-	2,527	10,857
Bridges	2,823	-	4,404	7,227
Other infrastructures	7,595	-	472	8,067
Total Infrastructure	171,935	1,212	26,801	199,948
Other				
Land held for sale	1,075	-	-	1,075
	<u>222,659</u>	<u>1,212</u>	<u>26,801</u>	<u>250,672</u>
2018				
Property				
Land	22,960	-	1,959	24,919
Other land improvements	2,975	-	-	2,975
Buildings	19,703	-	722	20,425
Total property	45,638	-	2,681	48,319
Plant and equipment				
Works of art	1,330	-	-	1,330
Total plant and equipment	1,330	-	-	1,330
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
Total Infrastructure	170,513	1,422	-	171,935
Other				
Land held for sale	1,075	-	-	1,075
	<u>218,556</u>	<u>1,422</u>	<u>2,681</u>	<u>222,659</u>

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, 2019

9.2 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS/(DEFICIT)

	2019 \$'000	2018 \$'000
Surplus for the year	5,363	6,291
Depreciation and amortisation	12,495	11,105
Loss on disposal of property, infrastructure, plant and equipment	982	1,069
Contributions - Non-monetary assets	(1,500)	(1,715)
Share of (profits)/loss of associates	22	(160)
Fair value decrement adjustments for Investment property	10	-
Financing Costs	269	291
Change in assets and liabilities:		
Increase in provisions	172	1,595
(Increase)/Decrease in intangible assets	-	(810)
(Increase)/Decrease in prepayments	(13)	279
(Decrease) in trade and other payables and other liabilities	(280)	(2,222)
(Increase) in inventories	(11)	(16)
(Increase)/Decrease in trade and other receivable	(1,671)	1,302
(Increase)/Decrease in accrued income	932	(402)
Net cash provided by operating activities	16,770	16,607

9.3 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 Operating 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% as required under Superannuation Guarantee (SG) 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 Horsham Rural City Council in the fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocated benefit liabilities, assets and costs between employers for the purpose of AASB 119.

**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30th JUNE, 2019**

9.3 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 2018, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which is a contributing employer was 106.0%.

The financial assumptions used to calculate the VBI's were:

Net Investment Return	6.00% p.a.
Salary Inflation	3.50% p.a.
Price Inflation (CPI)	2.00% p.a.

Vision Super has advised that the actual VBI at quarter ended 30 June 2018 was 107.1%. The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2018 interim 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 2018 interim 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 2019, this rate was 9.5% of members' salaries (9.5% in 2017/2018). This rate will increase in line with any increase to the SG 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, 2019**

9.3 SUPERANNUATION (Cont.)

The 2018 Interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2018 and a full actuarial investigation was conducted as at 30 June 2017.

The Fund's actuarial investigations identified the following in the defined benefit category of which Council is a contributing employer:

	2018	2017
	\$m	\$m
A VBI Surplus	\$131.9	\$69.8
A total service liability surplus	\$218.3	\$193.5
A discounted accrued benefits surplus	\$249.1	\$228.8

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2018.

The total service liability surplus means that the current value of the assets in the Fund's defined benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2018.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2018.

Horsham Rural City Council was notified of the 30 June 2018 VBI during August 2018 (2017: August 2017).

The 2019 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2019 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2019.

Superannuation contributions

Contributions by Horsham Rural City Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June are detailed below:

Scheme	Type of Scheme	Rate	2019	2018
			\$'000	\$'000
Vision Super	Defined benefits	9.5%	149	134
Vision Super and other funds	Accumulation funds	9.5%	1,301	1,341

Council has not paid any unfunded liability payments to Vision Super in 2018/19 or in 2017/18.

There were \$69,898 contributions outstanding and no loans issued from or to the above schemes as at 30 June 2019.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ended 30 June 2020 is \$129,000.

Performance Statement

For the year ended 30 June 2019

Description of municipality

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

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

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

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

The municipality covers an area of 4,267 square kilometres and includes the major centres of Horsham and Natimuk, and the localities of:

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

Sustainable Capacity Indicators

For the year ended 30 June 2019

	Results	Results	Results	Results	
<i>Indicator/measure</i>	2016	2017	2018	2019	Comments
Population					
<i>Expenses per head of municipal population</i>	\$2,338	\$2,311	\$2,524	\$2,706	
[Total expenses / Municipal population]					
<i>Infrastructure per head of municipal population</i>	\$20,496	\$20,903	\$21,267	\$22,479	
[Value of infrastructure / Municipal population]					
<i>Population density per length of road</i>	6.64	6.65	6.66	6.68	
[Municipal population / Kilometres of local roads]					
Own-source revenue					
<i>Own-source revenue per head of municipal population</i>	\$1,614	\$1,624	\$1,808	\$1,785	
[Own-source revenue / Municipal population]					
Recurrent grants					
<i>Recurrent grants per head of municipal population</i>	\$407	\$679	\$540	\$500	
[Recurrent grants / Municipal population]					
Disadvantage					
<i>Relative socio-economic disadvantage</i>	5	5	4	4	
[Index of Relative Socio-economic Disadvantage by decile]					

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 2019

	Results	Results	Results	Results	
<i>Service/indicator/measure</i>	2016	2017	2018	2019	Comments
Governance					
Satisfaction					
<i>Satisfaction with Council decisions</i>	60	58	49	49	
[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]					
Statutory Planning					
Decision making					
<i>Council planning decisions upheld at VCAT</i>	100%	0%	0%	50%	Two planning decisions were taken to VCAT in 2018-2019 with one decision upheld.
[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					
Roads					
Satisfaction					
<i>Satisfaction with sealed local roads</i>	45	44	44	45	
[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]					
Libraries					
Participation					
<i>Active library members</i>	12.85%	12.38%	11.83%	11.06%	
[Number of active library members / Municipal population] x100					
Waste Collection					
Waste diversion					
<i>Kerbside collection waste diverted from landfill</i>	24.32%	24.16%	22.75%	22.13%	
[Weight of recyclables and green organics					

<i>Service/indicator/measure</i>	Results 2016	Results 2017	Results 2018	Results 2019	Comments
collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100					
Aquatic facilities					Utilisation of aquatic facilities has increased due to the introduction of access to a Gym 24/7, which has led to an increase in memberships and therefore visits.
Utilisation					
<i>Utilisation of aquatic facilities</i>	6.7	6.39	8.20	8.77	
[Number of visits to aquatic facilities / Municipal population]					
Animal management					Council had one successful animal prosecution for the period.
Health and safety					
<i>Animal management prosecutions</i>	2	1	0	1	
[Number of successful animal management prosecutions]					
Food safety					There were zero non-compliance notification during 2017-2018 and 16 non-compliance notifications during the 2018-2019 year. One non-compliance wasn't followed up during the year as the premises burnt down.
Health and safety					
<i>Critical and major non-compliance notifications</i>	100%	0%	0%	93.75%	
[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					
Home and community care					HACC measures were removed from 1 July 2016.
Participation					
<i>Participation in HACC service</i>	25.75%	-	-	-	
[Number of people that received a HACC service / Municipal target population for HACC services] x100					
Participation					HACC measures were removed from 1 July 2016.
<i>Participation in HACC service by CALD people</i>	7.73%	-	-	-	

	Results	Results	Results	Results	
<i>Service/indicator/measure</i>	2016	2017	2018	2019	Comments
[Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100					
Maternal and child health					
Participation					
<i>Participation in the MCH service</i>	72.82%	83.67%	89.63%	90.16%	
[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100					
Participation					2018-2019 once again saw an increase in participation by Aboriginal Children in the Maternal Child Health program. This has been achieved by the work Council has done building the relationship with the local Aboriginal Co-operative Goolum Goolum and the ease of access to the service by having a MCH nurse based at Goolum Goolum half a day every week.
<i>Participation in the MCH service by Aboriginal children</i>	55.17%	75.00%	86.54%	94.12%	
[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					

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*.

Financial Performance Indicators

For the year ended 30 June 2019

Dimension/Indicator/measure	Results					Forecasts			Material Variations
	2016	2017	2018	2019	2020	2021	2022	2023	
Operating position									A large non-recurrent operating grant of \$5m was received on 26th June 2019 resulting in a significant improved result for 2018--2019. In future years, the adjusted deficit will remain around -4 percent.
<i>Adjusted underlying result</i>									
<i>Adjusted underlying surplus (or deficit)</i>	-11%	6%	-3%	-3%	-4%	-3%	-3%	-4%	
[Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100									
Liquidity									A large cash balance was held at 30th June 2019 due to \$5m grant being received on 26th June 2019 for a program to commence in 2019-2020.
<i>Working capital</i>									
<i>Current assets compared to current liabilities</i>	245%	298%	338%	423%	248%	252%	238%	240%	
[Current assets / Current liabilities] x100									
Unrestricted cash									Taking advantage of longer term deposits directly affects unrestricted cash held, this is reflected in year-end figures where high levels of long term deposits are held. Forecast figures reflect a return to a more consistent unrestricted cash balance.
<i>Unrestricted cash compared to current liabilities</i>	77%	36%	11%	-32%	-1%	-9%	-14%	-6%	
[Unrestricted cash / Current liabilities] x100									
Obligations									Council did not draw down any new loans during 2018-2019 year which has resulted in a decreased ratio and therefore showing a favourable variance. This trend will continue until Council
<i>Loans and borrowings</i>									
<i>Loans and borrowings compared to rates</i>	28%	25%	23%	20%	18%	16%	22%	38%	
[Interest bearing loans and borrowings / Rate revenue] x100									

Dimension/Indicator/measure	Results					Forecasts			Material Variations
	2016	2017	2018	2019	2020	2021	2022	2023	
<i>Loans and borrowings repayments compared to rates</i>	2.9%	3.0%	2.9%	2.8%	2.6%	2.4%	1%	1%	Material Variations increases its external loan borrowings.
[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100									
Indebtedness									
<i>Non-current liabilities compared to own source revenue</i>	27%	28%	26%	25%	23%	21%	25%	38%	Whilst 80% of capital expenditure was spent on asset renewal in 2019, a large increase in depreciation expense due to infrastructure asset revaluations has reduced the asset renewal ratio.
[Non-current liabilities / Own source revenue] x100									
Asset renewal									
<i>Asset renewal compared to depreciation</i>	73%	78%	83%	60%	88%	85%	74%	104%	
[Asset renewal expenses / Asset depreciation] x100									
Stability									
Rates concentration									
<i>Rates compared to adjusted underlying revenue</i>	58%	51%	53%	51%	53%	59%	60%	61%	
[Rate revenue / Adjusted underlying revenue] x100									
Rates effort									
<i>Rates compared to property values</i>	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	

Dimension/Indicator/measure	Results					Forecasts			Material Variations
	2016	2017	2018	2019	2020	2021	2022	2023	
[Rate revenue / Capital improved value of rateable properties in the municipality] x100									
Efficiency									
Expenditure level									
<i>Expenses per property assessment</i>	\$3,759	\$3,813	\$4,171	\$4,483	\$4,524	\$3,818	\$3,866	\$3,933	
[Total expenses / Number of property assessments]									
Revenue level									
<i>Average residential rate per residential property assessment</i>	\$1,711	\$1,787	\$1,845	\$1,872	\$1,899	\$1,926	\$1,952	\$1,979	
[Residential rate revenue / Number of residential property assessments]									
Workforce turnover									
<i>Resignations and terminations compared to average staff</i>	8.92%	10.76 %	11.53 %	13.68 %	8.28%	8.28%	8.28%	8.28%	
[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100									

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

APPENDIX 9.9B

- "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 2019

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 24 June 2019 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 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: 23 September 2019

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.

Mark Radford

Councillor

Dated: 23 September 2019

David Grimble

Councillor

Dated: 23 September 2019

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

Chief Executive Officer

Dated: 23 September 2019

REPORT OF OPERATIONS

APPENDIX 9.10A

Service Performance Indicators Service/indicator/measure	Results 2016	Results 2017	Results 2018	Results 2019	Material Variations and Comments
Aquatic Facilities					
Service standard					
<i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	0.00	0.00	0.00	0.00	No health inspections were conducted as they are not required by the Health Act 2008.
Health and Safety					
<i>Reportable safety incidents at aquatic facilities</i> [Number of WorkSafe reportable aquatic facility safety incidents]	0.00	1.00	0.00	0.00	There were no reportable Worksafe incidents for 2018-2019.
Service cost					
<i>Cost of indoor aquatic facilities</i> [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$3.71	\$3.92	\$3.10	\$4.31	The aquatic centre contract was renegotiated at a higher cost as a result of increased competition in the local market resulting in less memberships and on the basis that a 24/7 Gym service was introduced. There was also an additional cost associated with extending outdoor pool hours as part of a trial and increases in utility costs, partially as a result of the introduction of the new 24/7 gym service.
Service Cost					
<i>Cost of outdoor aquatic facilities</i> [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	\$0.00	\$0.00	\$0.00	\$0.00	
Utilisation					
<i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	6.70	6.39	8.20	8.77	Utilisation of aquatic facilities has increased due to the introduction of access to Gym 24/7 which has led to an increase in memberships and therefore visits, extending outdoor pool hours, an extensive summer holidays program and a greater focus on aqua based classes.
Animal Management					
Timeliness					
<i>Time taken to action animal management requests</i> [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.00	1.00	1.01	1.00	
Service standard					
<i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected] x100	38.00%	55.81%	45.31%	62.91%	2018-2019 saw a marked increase in animals being reclaimed by their owners.
Service cost					
<i>Cost of animal management service</i> [Direct cost of the animal management service / Number of registered animals]	\$68.07	\$66.70	\$72.43	\$117.43	Costs have increased significantly due to staff turnover resulting in an increased use of casual and contract labour.
Health and safety					
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	2.00	1.00	0.00	1.00	Council had one successful animal prosecution for the period.
Food Safety					
Timeliness					
<i>Time taken to action food complaints</i> [Number of days between receipt and first response action for all food complaints / Number of food complaints]	5.00	3.00	4.67	3.00	There were 13 less food complaints during 2018-2019, therefore the time frame to action food complaints was quicker.
Service standard					
<i>Food safety assessments</i> [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the 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	93.33%	77.71%	112.50%	99.41%	2017-2018 saw a catch up of the 2016-2017 backlog. 2018-2019 saw a return to a normal assessment cycle where over 99 percent of Class 1 premises were assessed.
Service cost					
<i>Cost of food safety service</i> [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]	\$621.23	\$573.99	\$666.84	\$650.59	
Health and safety					
<i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	0.00%	0.00%	93.75%	There were zero non-compliances notification during during 2017-18 and 16 non-compliance notifications during the 2018-19 year, one non-compliance wasn't followed up during the year as the premises burned down.

REPORT OF OPERATIONS

APPENDIX 9.10A

Service Performance Indicators Service/indicator/measure	Results 2016	Results 2017	Results 2018	Results 2019	Material Variations and Comments
Governance					
Transparency					
<i>Council decisions made at meetings closed to the public</i>	13.91%	8.21%	10.95%	13.39%	Whilst the number of council decisions made that were closed to the public remained constant to previous years, less decisions were made at open council meetings which is reflected by an increase in this ratio.
[Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100					
Consultation and engagement					
<i>Satisfaction with community consultation and engagement</i>	61.00	57.00	53.00	54.00	
Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement					
Attendance					
<i>Councillor attendance at council meetings</i>	95.05%	89.44%	87.58%	96.19%	Council changed from fortnightly to monthly meetings from August 2018.
[The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100					
Service cost					
<i>Cost of governance</i>	\$39,421.08	\$37,546.00	\$36,317.94	\$36,965.42	
[Direct cost of the governance service / Number of Councillors elected at the last Council general election]					
Satisfaction					
<i>Satisfaction with council decisions</i>	60.00	58.00	49.00	49.00	
[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]					
Libraries					
Utilisation					
<i>Library collection usage</i>	2.88	2.60	2.40	2.14	Slight decrease in library loans, whilst small increase in number of items in the library collection.
[Number of library collection item loans / Number of library collection items]					
Resource standard					
<i>Standard of library collection</i>	54.66%	48.70%	46.14%	43.11%	
[Number of library collection items purchased in the last 5 years / Number of library collection items] x100					
Service cost					
<i>Cost of library service</i>	\$4.91	\$5.11	\$5.75	\$5.70	
[Direct cost of the library service / Number of visits]					
Participation					
<i>Active library members</i>	12.85%	12.38%	11.83%	11.06%	
[Number of active library members / Municipal population] x100					
Maternal and Child Health (MCH)					
Satisfaction					
<i>Participation in first MCH home visit</i>	93.88%	91.74%	100.00%	98.76%	2017-2018 had a higher reliance on casual Maternal Child Health staff, compared to 2018-2019 where the team returned to normal permanent coverage of Maternal Child Health staff.
[Number of first MCH home visits / Number of birth notifications received] x100					
Service standard					
<i>Infant enrolments in the MCH service</i>	100.72%	100.43%	101.25%	100.41%	
[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100					
Service cost					
<i>Cost of the MCH service</i>	\$64.03	\$63.95	\$70.48	\$60.62	
[Cost of the MCH service / Hours worked by MCH nurses]					
Participation					
<i>Participation in the MCH service</i>	72.82%	83.67%	89.63%	90.16%	2018-2019 once again saw an increase in participation by Aboriginal Children in the Maternal Child Health program. This has been achieved by the work Council has done building the relationship with the local Aboriginal Co-operative Goolum Goolum and the ease of access to the service by having a MCH nurse based at Goolum Goolum half a day every week.
[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100					
Participation					
<i>Participation in the MCH service by Aboriginal children</i>	55.17%	75.00%	86.54%	94.12%	
[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					

REPORT OF OPERATIONS

APPENDIX 9.10A

Service Performance Indicators Service/indicator/measure	Results 2016	Results 2017	Results 2018	Results 2019	Material Variations and Comments
Roads					
Satisfaction of use					
<i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads] x100	4.22	6.33	12.22	10.72	Reduction in local sealed road requests logged in 2018-2019 compared with 2017-2018.
Condition					
<i>Sealed local roads maintained to condition standards</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	99.22%	99.29%	99.30%	99.23%	
Service cost					
<i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$53.23	\$52.67	\$50.11	\$30.86	Reduction in cost is due to the urban/rural split during 2018-2019. Urban road construction has a higher cost per square metre when compared to rural road reconstruction. 2018-2019 saw an approximate reduction of 4,000m2 of urban roads completed as compared to 2017-2018. This was due to contractor availability during the year.
Service Cost <i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$5.12	\$4.66	\$4.67	\$5.71	Higher contract costs from suppliers for resealing in 2018-2019.
Satisfaction <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	45.00	44.00	44.00	45.00	
Statutory Planning					
Timeliness					
<i>Time taken to decide planning applications</i> [The median number of days between receipt of a planning application and a decision on the application]	51.00	50.00	39.00	59.00	In 2019 there was an eight month period where the Statutory Planning team only had one planner, therefore permits were processed over a longer timeframe.
Service standard <i>Planning applications decided within required time frames</i> [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	69.06%	65.76%	86.96%	49.59%	Staff departures at the start of the year resulted in the Statutory Planning team operating for eight months with only one planner.
Service cost <i>Cost of statutory planning service</i> [Direct cost of the statutory planning service / Number of planning applications received]	\$2,194.58	\$2,456.04	\$3,221.30	\$2,702.15	Savings resulted from recruitment lag along with a cost reduction following a service realignment and clear separation of Council's Strategic Planning service.
Decision making <i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	100.00%	0.00%	0.00%	50.00%	Two planning decisions were taken to VCAT in 2018-2019 with one decision upheld.
Waste Collection					
Satisfaction					
<i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000	34.15	66.66	63.56	77.27	Council received 131 additional requests for new services as opposed to the 2018 period.
Service standard <i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	0.95	1.07	1.03	1.39	Council received 35 additional missed bin requests during 2018-2019.
Service cost <i>Cost of kerbside garbage bin collection service</i> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$109.44	\$115.94	\$117.81	\$115.54	
Service cost <i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$50.86	\$36.71	\$43.61	\$61.67	Impact of China's National Sword policy and the domestic recycling crisis that followed.
Waste diversion <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	24.32%	24.16%	22.75%	22.13%	

Indicator /measure	Results 2016	Results 2017	Results 2018	Results 2019	Material Variations and Comments
Population					
<i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$2,338.42	\$2,310.84	\$2,523.98	\$2,705.89	
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$20,496.31	\$20,902.93	\$21,266.98	\$22,478.67	
<i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	6.64	6.65	6.66	6.68	
Own-source revenue					
<i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$1,613.79	\$1,623.96	\$1,807.54	\$1,784.76	
Recurrent grants					
<i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$406.65	\$679.36	\$540.06	\$500.05	
Disadvantage					
<i>Relative Socio-Economic Disadvantage</i> [Index of Relative Socio-Economic Disadvantage by decile]	5.00	5.00	4.00	4.00	

Service Performance Indicators

Service/indicator /measure	Results 2016	Results 2017	Results 2018	Results 2019	Material Variations and Comments
Aquatic Facilities					
Utilisation					
<i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	6.70	6.39	8.20	8.77	Utilisation of aquatic facilities has increased due to the introduction of access to Gym 24/7 which has led to an increase in memberships and therefore visits, extending outdoor pool hours, an extensive summer holidays program and a greater focus on aqua based classes.
Animal Management					
Health and safety					
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	2.00	1.00	0.00	1.00	Council had one successful animal prosecution for the period.
Food Safety					
Health and safety					
<i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	0.00%	0.00%	93.75%	There were zero non-compliances notification during during 2017-18 and 16 non-compliance notifications during the 2018-19 year, one non-compliance wasn't followed up during the year as the premises burned down.
Governance					
Satisfaction					
<i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	60.00	58.00	49.00	49.00	
Libraries					
Participation					
<i>Active library members</i> [Number of active library members / Municipal population] x100	12.85%	12.38%	11.83%	11.06%	
Maternal and Child Health (MCH)					
Participation					
<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	72.82%	83.67%	89.63%	90.16%	
Participation					
<i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	55.17%	75.00%	86.54%	94.12%	2018-2019 once again saw an increase in participation by Aboriginal Children in the Maternal Child Health program. This has been achieved by the work Council has done building the relationship with the local Aboriginal Co-operative Goolum Goolum and the ease of access to the service by having a MCH nurse based at Goolum Goolum half a day every week.
Roads					
Satisfaction					
<i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	45.00	44.00	44.00	45.00	
Statutory Planning					
Decision making					
<i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	100.00%	0.00%	0.00%	50.00%	Two planning decisions were taken to VCAT in 2018-2019 with one decision upheld.
Waste Collection					
Waste diversion					
<i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	24.32%	24.16%	22.75%	22.13%	

Dimension/indicator/measure	Results				Forecasts				Material Variations and Comments
	2016	2017	2018	2019	2020	2021	2022	2023	
Efficiency									
Revenue level									
<i>Average residential rate per residential property assessment</i> [Residential rate revenue / Number of residential property assessments]	\$1,711.33	\$1,787.00	\$1,844.89	\$1,871.78	\$1,898.67	\$1,925.56	\$1,952.44	\$1,979.33	
Expenditure level									
<i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$3,759.00	\$3,813.08	\$4,171.50	\$4,482.75	\$4,523.83	\$3,818.38	\$3,866.23	\$3,933.46	
Workforce turnover									
<i>Resignations and terminations compared to average staff</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	8.92%	10.76%	11.53%	13.68%	8.28%	8.28%	8.28%	8.28%	
Liquidity									
Working capital									
<i>Current assets compared to current liabilities</i> [Current assets / Current liabilities] x100	245.39%	298.41%	337.55%	423.13%	247.66%	252.26%	237.64%	240.08%	A large cash balance was held at 30th June due to \$5m grant being received on 26th June 2019 for a program to commence in 2019-2020.
Unrestricted cash									
<i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100	76.63%	36.24%	11.04%	-32.23%	-1.37%	-9.31%	-14.00%	-5.95%	Taking advantage of longer term deposits directly affects unrestricted cash held, this is reflected in year-end figures where high levels of long term deposits are held. Forecast figures reflect a return to a more consistent unrestricted cash balance.
Obligations									
Asset renewal									
<i>Asset renewal compared to depreciation</i> [Asset renewal expense / Asset depreciation] x100	72.90%	77.70%	82.79%	59.85%	88.44%	84.76%	73.66%	103.73%	Whilst 80 percent of capital expenditure was spent on asset renewal in 2019, a large increase in depreciation expense due to infrastructure asset revaluations has reduced the asset renewal ratio.
Loans and borrowings									
<i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	28.50%	25.38%	22.85%	20.20%	17.80%	15.60%	22.10%	37.58%	Council did not draw down any new loans during 2018-2019 year which has resulted in a decreased ratio and therefore showing a favourable variance. This trend will continue until Council increases its external loan borrowings.
<i>Loans and borrowings repayments compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	2.87%	3.04%	2.90%	2.81%	2.59%	2.37%	1.04%	1.46%	
Indebtedness									
<i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x100	27.13%	27.68%	25.58%	24.77%	22.88%	21.05%	24.69%	37.54%	
Operating position									
Adjusted underlying result									
<i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	-11.01%	6.43%	-3.20%	-2.56%	-4.02%	-3.41%	-2.91%	-3.82%	A large non-recurrent operating grant of \$5m was received on 26th June 2019 resulting in a significant improved result for 2018-2019. In future years, the adjusted deficit will remain around -4 percent.
Stability									
Rates concentration									
<i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100	58.38%	50.94%	52.97%	50.88%	52.83%	59.21%	59.78%	60.90%	
Rates effort									
<i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.65%	0.61%	0.62%	0.60%	0.60%	0.61%	0.62%	0.62%	



1. PURPOSE

To provide an open and transparent complaint handling system for Horsham Rural City Council by:

- Establishing timeframes for resolving complaints
- Clarifying roles and responsibilities of Council staff
- Ensuring that staff handle complaints fairly and objectively
- Setting out how staff record and analyse complaint data to identify where we can improve our services.

2. INTRODUCTION

Members of the public have the right to complain about Council services. A complaint may arise when:

- A programmed or requested service that should be provided has not been provided to the predetermined standard
- There has been a delay in responding to a service request
- A Council Officer has behaved in an inappropriate way.

Horsham Rural City Council is committed to managing complaints in a transparent, fair and consistent way and feedback is encouraged. It helps improve Council services and the way business is conducted.

This policy aims to ensure that customers can raise their complaints easily and with confidence that Council will listen and respond to their concerns, and handle their complaint in a fair and equitable way. If Council is not the right organisation to respond to the complaint, the complainant will be referred to an organisation that can help.

Requests for service, information, suggestions and enquiries are not complaints and will not be handled through the complaints resolution process.

3. SCOPE

This policy applies to all Council staff and contractors carrying out services on Council's behalf. This policy also forms the basis of expectations for student placements and volunteers in respect of the conduct expected by Council.

4. PRINCIPLES

4.1 Guiding principles

Horsham Rural City Council has adopted the following Guiding Principles for effective complaint handling as outlined in the Victorian Ombudsman's Complaints – Good Practice Guide for Public Sector Agencies (2016).

Commitment: Council is committed to resolving complaints and has a culture that recognises an individual's right to complain. Council values complaints and recognises them as being part of its business of serving the community and improving service delivery.

Accessibility: People with a range of needs can easily complain and staff are available to assist them to navigate the complaints process.

Transparency: Council makes it clear how to complain, where to complain and how the complaint will be handled. The steps taken to respond to a complaint are recorded and will stand up to scrutiny.



Objectivity and fairness: Complaints are dealt with courteously, impartially, within established timeframes and assessed on merit.

Privacy: Complaint information is handled according to privacy laws and other relevant legislation. Council provides clear information about how personal information is handled. Complaint data is de-identified if reported on more widely.

Accountability: Council is accountable internally and externally for its decision making and complaint handling performance. Council provides explanations and reasons for decisions and ensures that its decisions are subject to appropriate review processes.

Continuous improvement: Acting on, learning from and using complaint data helps Council identify problems and improve services.

4.2 How to make a complaint

Complaints to Council can be made by:

- Lodging a service request through Council's customer service request system on the website or through the Horsham Rural City Council App, stating that you wish to make a complaint
- Completing the Complaints Form available on the website or from Customer Service
- Contacting Council by telephone on (03) 5382 9777
- Writing to Council, email council@hrcc.vic.gov.au or post PO Box 511, Horsham Vic 3402.

Complaints should include:

- Date, time and location/event
- Nature and description of the complaint
- Statement identifying what the complainant seeks as an acceptable outcome to the complaint by way of resolution
- Any additional supporting information, for example, photos or earlier correspondence.

If compensation is requested, the complainant is required to complete and submit the Request for Compensation form available on Council's website.

People with specific needs can contact Council to make a complaint through the National Relay Service:

- TTY users can phone 133 677 then give the relay officer our number (03) 5382 9777
- Speak and Listen (speech-to-speech) users can phone 1300 555 727 and then give the relay officer our number (03) 5382 9777
- SMS Relay users can send a text message to 0423 677 767 containing our number (03) 5382 9777

An interpreting service can also be provided if required.

4.3 Responsibility of complainants

To ensure that Council provides a high standard of service to complainants, it is their responsibility to:

- Clearly identify the issues of the complaint, (Council Officers will assist with this task if/as required)
- Provide all the information available about the complaint in an organised format at the time of making the complaint
- Co-operate with any enquiries or investigations
- Treat Council staff with courtesy and respect.



4.4 Anonymous complaints

Council may not be able to progress anonymous complaints where sufficient information is provided. When a complainant is unwilling to disclose their details, it can reduce Council's ability to clarify the nature of the complaint in order to investigate the matter thoroughly. If it is determined, after reasonable investigation, that insufficient information has been provided, no further action will be taken. This decision will be made at the discretion of the relevant Director.

4.5 Unreasonable complainant conduct

While most complainants act reasonably, responsibly and respectfully in their interactions with Council, occasionally they may act in a way that is inappropriate and unacceptable, despite every effort by Council staff to assist with their complaint. Sometimes it may be necessary to change or restrict a complainant's rights or access to services as a result of their behaviour.

4.6 Privacy and confidentiality

When gathering information to respond to a complaint, Council will only:

- Use it to deal with the complaint or to address systemic issues arising from the complaint
- Disclose it in a de-identified format when disclosing data to the public
- Discuss it with staff on a need-to-know basis
- Disclose it if required to do so under law.

Complainants have the right to expect that their complaint will be handled in a confidential way. The identity of the complainant will only be shared with Council staff on a need-to-know basis and their identity will not be revealed or made public by Council, except where required by law. The Information Privacy policy which sets out details of how Council meets the Information Privacy Principles in the *Privacy and Data Protection Act 2014*, is available on our website.

All complaints lodged with Council are subject to the *Freedom of Information Act 1982*. Complaints about individuals will be handled confidentially in accordance with Council's Human Resource policies.

4.7 Service requests

A service request is a request for the provision of a service that is not provided on a programmed basis or a request for the provision of a program service in excess of the predetermined standard. Service requests are not handled through the complaints resolution process. Service requests should be made by entering the details on Council's customer service request system. They can also be received by letter, telephone, email or in person by a Council Officer.

4.8 Complaints concerning statutory matters

Some Council activities are governed by State or Federal legislation, for example, parking fines, planning and building and land valuation. In such circumstances, Council is unable to alter its decision-making processes and is guided by the requirements of the legislation in making the final decision.

Land valuations: All objections to land valuations will follow the process as set by the relevant government authorities and will not be handled through the complaints resolution process.



Local laws: Council has adopted local laws which provide for law, order and safety within the community. Local laws have specific provisions relating to an appeal process and should be dealt with according to those guidelines or relevant legislation. When provisions within the local law or other legislation that Council is responsible for implementing is breached, Council Officers commence procedures which may include legal action and the issue of infringement notices.

Where a member of the community wishes to have a decision to commence legal action reviewed, or the issue of an infringement notice reconsidered, this must be received in writing and will not be handled through the complaints resolution process. The matter will be handled by the responsible officers, including any appeals for parking fines and reviewed by the relevant Director (or delegate), who will make the final decision on the matter and ensure all details are recorded on Council's record management system.

4.9 Human rights considerations

Council has an obligation to act in accordance with the *Charter of Human Rights Act 2006* and to consider relevant human rights when making decisions and resolving complaints.

We will:

- Acknowledge and deal with complaints in a timely way
- Provide transparent information about how complaints are handled
- Protect the privacy of information as far as possible
- Treat everyone involved in a way that is objective, respectful and fair
- Consider and respect human rights
- Promote accountability for decisions.

4.10 Remedies

In response to complaints, Council will take steps to redress the situation. Possible remedies may include, but are not limited to:

- An explanation of why the error occurred and the steps taken to prevent it happening again
- A reversal of a decision
- Disciplinary action taken against a staff member
- Providing the means of redress requested by the complainant.

Where we identify an error, we will offer a genuine apology in addition to any other remedies offered, irrespective of whether the complainant specifically requests this.

Should a complaint not be resolved to the complainant's satisfaction, then it will be internally reviewed by the Chief Executive Officer. If the complaint is still unresolved, then the complainant has the right to take the matter to the Victorian Ombudsman.

5. COMMUNICATION

This policy will be publicly available on Council's website.

6. RESPONSIBILITY

Policy Owner: Director Corporate Service



7. DEFINITIONS

Definition	Meaning
Complaint	<ul style="list-style-type: none"> • A programmed service that has not been provided to the predetermined standard (timeline, quality and quantity); or • A requested service that should be provided but has not been provided to the predetermined standard (timeline, quality and quantity); or • A delay in responding to a service request; or • Conduct unbecoming of an Officer of Council.
Programmed service	<ul style="list-style-type: none"> • A service that is delivered by Council on a regular or scheduled basis
Service request	<ul style="list-style-type: none"> • A request for the provision of a service that is not provided on a programmed basis; or • A request for the provision of a programmed service in excess of predetermined standard (timeline, quality and quantity)

8. SUPPORTING DOCUMENTS

Document	Location
Complaint Resolution – Procedure No P04/240	intranet, customer service
HRCC Customer Commitment Charter	Website, intranet, customer service
HRCC Customer Service Standards – Procedure No P04/040	Website, intranet, customer service
Complaints – Good Practice Guide for Public Sector Agencies, September 2016 – Victorian Ombudsman	www.ombudsman.vic.gov.au
<i>Charter of Human Rights and Responsibilities Act 2006</i>	
<i>Freedom of Information Act 1982</i>	
<i>Independent Broad-Based Anti-Corruption Commission Act 2011</i>	
<i>Privacy and Data Protection Act 2014</i>	
<i>Protected Disclosure Act 2012</i>	

9. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
01	6 October 2014	Council	<ul style="list-style-type: none"> • New Framework 	October 2018
02		Council	<ul style="list-style-type: none"> • Rewritten to align with Victorian Ombudsman’s Complaints – Good Practice Guide for Public Sector Agencies (2016) 	

Goal & Outcomes	4 Year Priority - Description	Status	% Comp	Comments
1 - Community and Cultural Development				
0.1 Goal 1 - Strategic Indicators				
	0.1.01 100% completion of construction of the Kalkee Road Children's and Community Hub and commencement of operations by April 2018	Completed	100%	KOB Apr 18 - Construction completed.
	0.1.02 Completion of a detailed feasibility study for a multipurpose/indoor sports and community facility by December 2017	Completed	100%	JM Jun 18 - Draft feasibility study has been completed.
	0.1.03 Work with the Horsham Historical Society to plan for and scope a new Heritage Centre by December 2017	Completed	100%	SS Aug 18 - Feasibility study has been completed and the Consultant will present this to a Councillor Briefing in November/December.
	0.1.04 Securing funding for CBD Revitalisation Project Stage 1 - improved urban design by 31 December 2017.	Started	20%	SB Jul 19 - \$1.65 million election commitment by the coalition for City to River Stage 1. Further funding opportunities to be pursued after the masterplan is endorsed and staging confirmed.
	0.1.05 Develop plans for a Town Square by 31 December 2017.	Started	50%	JK Aug 19 - Potential location and concept of a town square tested through the targeted "city to River" engagement. Wider community engagement on potential location underway as part of "City to River".
1.1 Contribute to building a vibrant, diverse and resilient community				
	1.1.01 Pursue ongoing funding for a neighbourhood renewal program in Horsham North	Started	100%	MB Jul 19 - Awaiting Vic Track remediation of subject land prior to initiation of discussions re acquisition of Railway corridor land. No further action required on this initiative at this stage (Horsham North project closed earlier by Martin Bride).
	1.1.02 Pursue funding for implementation of the Horsham North Urban Design Framework and Railway Corridor Master Plan	Started	50%	MAB Jul 19 - No further action required on this initiative at this stage (Horsham North project closed earlier by Martin Bride).

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Goal & Outcomes	4 Year Priority - Description	Status	% Comp	Comments
	1.1.03 Facilitate ongoing development of community facilities at Cameron Oval, Laharum	Completed	100%	MM Dec 16 - The Laharum and Haven Precinct plans have been finalised Council has submitted an application to RDV for works at the Laharum Hall but this was unsuccessful. Council is working with the Laharum Sports Inc regarding funding for Stage 1 works at the Cameron Oval. (Note listed as 95% complete in previous CP) now complete.
	1.1.04 Facilitate ongoing development of community facilities at Haven Recreational Reserve	Started	20%	MAB Jul 19 - It is understood that works are scheduled to improve the car park between the tennis courts and the school. Otherwise, comment below is still valid.
	1.1.05 Complete construction of the Kalkee Road Children's and Community Hub and commence operations	Completed	100%	KOB Apr 18 - Construction completed.
	1.1.06 Implement Volunteer Management Framework	Started	75%	TSch Jul 19 - An extension of the implementation program until 30 June 2020 has been approved by EMT. This will provide a proper opportunity for the program worker to overcome resistance to the program and to ensure that the arrangements are properly embedded and made sustainable before the worker's appointment ends.
	1.1.07 Develop and implement an Indigenous Reconciliation Action Plan	Started	75%	KOB Jul 19 - Innovate Reconciliation Action Plan was endorsed by Reconciliation Australia on 21 May and formally launched, actions being implemented.
	1.1.08 Review future use of all kindergartens and Maternal & Child Health, post the Horsham North Children's Hub	Started	70%	MS Jul 19 - Early Years Plan complete and awaiting approval of Council to go out for public comment. Kindergartens being assessed in a State-wide process in line with the three-year-old rollout.
	1.1.09 Develop a master plan for Dudley Cornell Reserve following the construction of the Children's Hub	Started	95%	SJ Jul 19 - Open Space Strategy supports Dudley Landscape Plan. Plan will need to be updated as now superseded by change room works and tree removals.
	1.1.10 Support our local communities in developing community plans and strategies	Started	60%	MB Dec 18 - Community Plan actions being implemented but further work to do.

Goal & Outcomes	4 Year Priority - Description	Status	% Comp	Comments
1.1.11	Implement recommendations from Innovate (Indigenous) Reconciliation Action Plan	Started	45%	KOB Jul 19 - Actions have commenced.
1.2 Develop a safe, active and healthy community, encouraging participation				
1.2.01	Develop and progressively implement a plan for the redevelopment of the Horsham City Oval precinct	Started	25%	MAB Jul 19 - Comment below is still valid.
1.2.02	Encourage redevelopment of community facilities at the Horsham Showgrounds	Started	85%	MAB Jul 19 - Will be informed by Social Infrastructure Plan, Open Space Strategy and Transforming Horsham initiatives.
1.2.03	Complete a detailed feasibility study for a multipurpose/indoor sports and community facility	Completed	100%	JM Sep 19 - Draft feasibility study completed but not endorsed by Council.
1.2.04	Implement outcomes from the multipurpose/indoor sports and community facility feasibility study	Started	15%	KOB Jul 19 - Draft Wimmera River and CAD Precinct Master Plan on exhibition. Outcomes on hold dependant upon this planning work.
1.2.05	Development of the Health and Wellbeing Plan 2017	Started	100%	MAB Jul 19 - Plan adopted. Implementation in co-operation with other agencies is underway.
1.2.06	Support family violence prevention programs & initiatives	Started	90%	KOB Jul 19 - Act@Work program actions near full implementation.
1.2.07	Development of Positive Ageing initiatives	Completed	100%	MS Jul 19 - The project was successfully completed and has now become part of Council business through the action plan implementation.
1.2.08	Review of Youth services in consultation with other agencies and develop a strategy	Completed	100%	MS Mar 19 - Youth Strategy has been completed October 2018. We have now written implementation plan and begun with the employment of a Youth Planning and Engagement Officer.
1.2.09	Activate the Wimmera River Precinct for the community and visitors (including lights and greater presentation)	Started	70%	SP Jul 19 - Activation propositions have been developed as part of the draft City to River report. Community consultation is taking place to inform the development of the final strategy.

Goal & Outcomes	4 Year Priority - Description	Status	% Comp	Comments
1.2.10	Plan and progressively construct shared cycling and walking track paths along the Wimmera River — from Riverside Bridge to Horsham Weir - both sides, including improvements to lighting and other facilities	Started	75%	SJ Jul 19 - OSS recommend better and universal access along rivers. Justification complete. Planning and construction yet to occur.
1.2.11	Improve presentation, lighting and walking track condition around the racecourse	Completed	100%	JM Jul 19 - Works completed.
1.2.12	Encourage the development of a riverside café	Started	70%	SP Sep 19 - Community consultation is being undertaken to develop the final plan which may include consideration of a riverside café and the potential for it to be a private or Council enterprise.
1.2.13	Support planning for review of use of the Riverside Recreation Hub precinct as part of the Wimmera River strategy	Completed	100%	SJ Jul 19 - Review and justification complete as part of City to River project.
1.2.14	Determine Councils future role in Aged Care as a consequence of Commonwealth Government Aged Care reforms currently being undertaken	Started	60%	KOB Jul 19 - Consultant appointed and will present a report to Council in August and discuss options.
1.2.15	Support behaviours that reinforce respect and equality for women and address rising levels of family violence	Started	90%	KOB Jul 19 - Gender Equity Officer appointed to complete outstanding Act@Work actions.
1.2.16	Support behaviours that reinforce respect and equality for all members of the community and address rising levels of violence generally	Started	85%	KOB Jul 19 - Communities of Respect and Equality Membership, Community of Practice.
1.3 Contribute to cultural activities that enhance our community				
1.3.01	Complete Business Plan to determine the viability and funding options for an artist in residence facility on the Wimmera River.	Started	60%	MAB Jul 19 - Artist in Residence facility not now considered feasible on subject land as originally envisaged. Alternative options are now being investigated.

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Goal & Outcomes	4 Year Priority - Description	Status	% Comp	Comments
	1.3.02 Work with the Wesley Committee of Management to review arrangements associated with the Wesley PAC	Completed	100%	KOB Jul 19 - Council decision made re future ownership subject to compliance works being carried out.
	1.3.03 Develop a public art action plan	Started	85%	MAB Jul 19 - Implementation underway with regular Advisory Committee oversight.
	1.3.04 Continue to develop the Horsham Cinema in the main cinema with improved seating, screen and sound in conjunction with the cinema operator	Started	90%	KOB Jul 19 - Proposed new lease will include further improvements to main cinema.
	1.3.05 Support the Horsham Historical Society with the Horsham Museum Project	Completed	100%	SS Sep 19 - The project was referred to the City to River project and is included in the draft plan. The Feasibility Study Stage 1 was placed on public exhibition on the Council website and one email response was received.
	1.3.06 Support the Arapiles Historical Society with the Natimuk Museum development	Started	65%	MAB Jul 19 - Martin Bride has met with AHS a number of times but there hasn't been any concrete outcomes in terms of being able to open the old garage as a public building. They have adopted a Collections Policy and developed a strategic plan for the organisation. These are part of the necessary conditions for accreditation with Museums Australia Victoria.
	1.3.07 Form a stronger relation with Wimmera Machinery Field Days committee and their major and significant event in the municipality.	Started	5%	SP Jul 19 - A proposal outlining support required from council for the 2020 Field days has been received by council, Economic Development unit and Wimmera Machinery Field Days will continue to work through this proposal and opportunities to increase the notice given to council for permits and assessments ahead of the event.
	1.3.08 Review service levels for rural hall operational costs, safety and amenity upgrades	Started	20%	MAB Jul 19 - Infrastructure Directorate is now investigating Small Hall operational costs and ongoing asset renewal issues.
	1.3.09 Seek funding for Stage 2 Horsham Museum Project	Not Started	0%	SS Sep 19 - No work has commenced on this as yet.

Goal & Outcomes	4 Year Priority - Description	Status	% Comp	Comments
1.4 Develop the municipality as a desirable place to live, work and enjoy for people of all ages and abilities				
	1.4.01 Work with other Councils and relevant agencies to prepare rollout of the National Disability Insurance Scheme	Completed	100%	KOB Jul 19 - Transition commenced in October 2017. Completed in December 2018.
	1.4.02 CBD Revitalisation Project – 2016-2025 Stage 1 - improved urban design	Started	10%	AM Mar 19 - Considered as part of the Wimmera River/CAD Visioning Project.
	1.4.03 CBD Revitalisation Project – 2016-2025 Stage 2 - Town Square	Started	50%	AM Mar 19 - Considered as part of the Wimmera River/CAD Visioning Project.
	1.4.04 Work with Victrack to improve linkages between Horsham North and wider Horsham	Completed	100%	JM Dec 16 - Works on initial project largely complete. Further scoping required for future works.
	1.4.05 Review the Domestic Animal Management Plan	Started	65%	LC May 2019 - Underway.
2 - Sustaining the Economy				
0.2 Goal 2 - Strategic Indicators				
	0.2.01 Complete Stage 1 infrastructure development at the Wimmera Intermodal Freight Terminal Precinct by December 2018	Started	15%	AM Jun 19 - Funding of \$1.25 million confirmed for the project by State Government. Infrastructure design is 80% complete in preparation for tender
	0.2.02 Implement the outcomes from the Visitor Information Centre review by 30 June 19	Started	30%	AM Jun 19 - Review of Visitor Information Centres by Grampians Tourism is due to be presented to Councils. Council has had an interim briefing on the project.
2.1 Cultivate opportunities for the municipality to prosper and pursue possibilities for new development				
	2.1.01 Progress implementation of the Wimmera Intermodal Freight Terminal Precinct Plan and encourage opportunities for the establishment of associated industries including the mining sector	Started	30%	SP Jul 19 - WIFT Precinct Development Plan and WIFT Masterplan adopted by Council at the June 2019 Ordinary Council meeting.
	2.1.02 Work with the economic and community sectors to maximise opportunities arising from the national broadband rollout, including training and awareness of on-line retail business opportunities	Started	75%	SP Jul 19 - Localised Wimmera business to business platform has approximately 30 business profiles from Horsham loaded. Business engagement to secure additional uptake is ongoing. A launch date is not yet set.

Goal & Outcomes	4 Year Priority - Description	Status	% Comp	Comments
	2.1.03 Develop an Economic Development strategy	Completed	100%	SP Aug 18 - Economic Development Strategy adopted by Council on 19 February 2018.
	2.1.04 Support development opportunities facilitated by the Wartook Valley strategy	Started	30%	JK Aug 19 - Draft amendment documents that seek to implement the Wartook Strategy are currently being prepared in consultation with DELWP. When completed (subject to capacity and competing strategic priorities) a decision will be sought from Council to proceed with the formal Planning Scheme Amendment process.
	2.1.05 Facilitate further development of the Aerodrome Industrial Estate	Not Started	0%	AM Jun 19 - completed second workshop with Council and users to review business plan and undertake technical review of the master plan.
	2.1.06 Develop partnerships with industry groups and government	Started	50%	SP Jul 19 - Ongoing, working with RDV, DELWP, Parks Victoria, Grampians Tourism, Visit Victoria, Victorian Tourism Industry Council, Business Horsham, WDA, DEDJTR (now Dept Jobs, Precincts and Regions).
	2.1.07 Support investigations into the community service station at Natimuk	Completed	100%	
2.2 Support initiatives for improved transport services in and around the municipality				
	2.2.01 Work with the business sector to maximise opportunities of the proposed Horsham bypass and work with the community to minimise social and environmental impacts including the Aerodrome and other community assets	Removed	15%	Removed following Council Plan Review - adopted 24/06/19.
	2.2.02 Support a Western Highway by-pass of Horsham	Completed	100%	SB Mar 19 - Council working on Urban Transport plan for Horsham to address truck traffic issues on all highways including Western Highway.

Goal & Outcomes	4 Year Priority - Description	Status	% Comp	Comments
	2.2.03 Explore, with reference to current planning activities being undertaken, opportunities for improved timetabling and passenger rail and bus services to Horsham from outside and within the region (including Horsham to Halls Gap, Melbourne and Adelaide)	Started	80%	SB Jul 19 - Ongoing advocacy through the federal election and recent meetings with State Ministers and elected members. CEOs to meet shortly with Department of Transport bureaucrats to progress the discussion.
	2.2.04 Investigate the impacts of the relocation of the rail line out of the town area	Not Started	0%	JM Jul 19 - Not yet started.
	2.2.05 Review Municipal Parking strategy	Completed	100%	AM Feb 18 - Municipal Parking Strategy endorsed by Council in December 2017.
	2.2.06 Conduct a review of the roads service to encompass levels of service, construction and maintenance methods (including cost efficiency)	Started	1%	KS Jul 19 - A review team to be formed by 31 July 2019 for: development of scenario model for various level of service for rural road infrastructure; and development of optimum construction and maintenance methods. A report with recommendation will be presented to EMT in October 2019.
	2.2.07 Horsham Integrated Transport Strategy completed, including: <ul style="list-style-type: none"> • Stage 2 – Horsham urban area • Stage 3 – Rural areas of municipality 	Started	45%	JM Jul 19 - Workshops about to commence to develop draft plan.
	2.2.08 Develop a plan for a further vehicle bridge across the Wimmera River and determine the timing when this should be constructed	Started	5%	JM Jul 19 - Being considered as part of Horsham Urban Transport Plan.
	2.2.09 Support the development of the Grampians Way (ring road) - 'Stage 1 Mt Zero Access Road, Stage 2 Establish Picnic sites/viewing areas and signage, Stage 3 Seal remaining North West alignment (Winfield Rd north of Plantation Rd)	Started	60%	AM Mar 19 - No further activity, looking for funding opportunities to advance.

Goal & Outcomes	4 Year Priority - Description	Status	% Comp	Comments
	2.2.10 Provide input to VicRoads on the redevelopment of the Western Highway/Hamilton Road/Golf Course Road intersection	Started	50%	JM Jul 19 - A draft design has been prepared by RRV. Input from HRCC has included ensuring consideration of bike paths. RRV has been requested to provide the latest public domain version of the design to facilitate review by Council.
	2.2.11 Continue to monitor and review car parking requirements in and around the CBD	Started	5%	LC Aug 19 - Brief prepared for parking consultant.
	2.2.12 Investigate suitable locations for motorhome parking in Horsham	Started	5%	LC Aug 19 - Brief prepared for parking consultant.
2.3 Increase visitors to the municipality				
	2.3.01 Investigate opportunities for the development of the Green Lake/Dock Lake recreational precinct	Started	50%	SJ Jul 19 - Recommended in OSS - Planning for opportunities not yet commenced.
	2.3.02 Pursue opportunities for improvements at the Police Paddock Reserve/Horsham North including walking and bike tracks in the vicinity	Started	50%	SJ Jul 19 - Supported in OSS. Improvements to path network, name change and more seating recommended. Exact improvements yet to be scoped and costed.
	2.3.03 Support the development of the Grampians Peak Trail	Started	60%	SP Jul 19 - Additional work taking place with businesses seeking to develop accommodation offerings close to the Mount Zero Trailhead
	2.3.04 Explore opportunities from the 2017-18 Australian and International Motocross Events	Completed	100%	SP Mar 19 - Event held. Visitor Information Centre support with accommodation information for teams and attendees. Horsham Town Hall and Business Development advised local businesses of potential increased patronage. Event debriefs were undertaken with council and emergency services.
	2.3.05 Investigate marketing and funding through the RMIT for the Zero to Nhill Trail	Not Started	0%	CM Jul 19 - This project has not progressed.
	2.3.06 Investigate opportunities and plan for possible bike trails, Green Lake to Horsham, Horsham to Natimuk, Wartook to Zumsteins	Started	50%	SP Mar 19 - Input into Grampians Cycling Trails Master Plan included priority projects. Report being finalised.
2.4 Promote Horsham as a regional city				

Goal & Outcomes	4 Year Priority - Description	Status	% Comp	Comments
2.4.01	Support the WDA initiative to promote a Grains Centre of Excellence	Started	30%	SP Jul 19 - No further development due to recruitment of new Executive Officer.
3 - Asset Management				
0.3 Goal 3 - Strategic Indicators				
0.3.01	Develop a consultative process for community input into road construction and maintenance priorities for input to the 2018-19 budget, by December 2017	Completed	100%	JM Aug 18 - Implemented in 2018-19 budget consultation process. Improved approach to community input to be developed latter part of 2018.
0.3.02	Finalise preparation of asset management plans for all main asset groups by June 2018	Started	70%	JM Jul 19 - Significant work has occurred in most asset groups developing detailed inventory of all assets.
0.3.03	Implement improved asset management and maintenance management systems by December 2017	Started	50%	JM Jul 19 - Reporting systems and link to customer response system being developed to integrate maintenance system with other Council systems.
0.3.04	Complete, or commit via contracts, 90% of infrastructure works (by value) within the planned financial year	Started	92%	HP Sep 19 - \$6.6 million expended with \$3.2 million commitments for infrastructure works.
3.1 Determine infrastructure needs and expectations through consultation with developers and the community				
3.1.01	Develop improved pedestrian access (bridges) across the Wimmera River in Horsham, in partnership with land developers	Started	50%	JM Jul 19 - On hold pending completion of Transport Plan.
3.1.02	Undertake a review of Council infrastructure asset holdings to ensure they meet future community needs and longer term implications of ownership	Started	30%	KS Jul 19 - Infrastructure Services asset team will continue on development of financial model for sustainably managing assets within the LGA. Practical and realistic asset life will be considered in long term financial modelling. This analysis will provide direction towards whether our focus should be more on renewal or we still can invest on capital upgrades or new assets. The analysis to be completed in December 2019.

Goal & Outcomes	4 Year Priority - Description	Status	% Comp	Comments
	3.1.03 Purchase additional land for hangar space at Aerodrome including access-way development	Not Started	0%	AM Jun 19 - Completed second workshop with Council and users to review business plan and undertake technical audit of master plan.
	3.1.04 Development of an Aerodrome Master Plan and implementation of planning overlays to protect the future development space of the Aerodrome	Started	25%	AM Mar 19 - Aerodrome Review of the Business plan to commence in April 2019. Overlays already there.
	3.1.05 Develop a prioritised plan for upgrade of community recreation facilities	Started	70%	SJ Jul 19 - More concise and justified priority list to come out of OSS and involved greater planning in ROSP team.
	3.1.06 Implement a cyclic renewal program for all public convenience facilities in the Horsham central business district and across the municipality	Started	10%	JM Jul 19 - On hold pending outcomes of City to River and Open Space Strategy.
	3.1.07 Undertake master planning and major refurbishment of the Aquatic Centre	Started	75%	KOB Jul 19 - Wet deck works including new pool shell and concourse commenced in June.
	3.1.08 Develop improved park and street tree policy as an 'urban forest plan'	Started	10%	SJ Jul 19 - UFP under tender evaluation. Project on hold until further notice due to scoping and budget requirements.
	3.1.09 Identify and develop new off street parking areas on CBD fringe	Started	10%	AM Mar 19 - To be considered as part the Parking Plan to review restrictions and infrastructure.
	3.1.10 Develop a master plan of streetscape themes and service levels for existing streets and new developments	Started	5%	GN Mar 19 - Tree data for CBD has been completed to understand the canopy structure which will then feed into the Urban Forest Plan.
	3.1.11 Investigate better footpaths for Natimuk	Started	10%	JM Jul 19 - Some upgrade works completed.
<p>3.2 Ensure projected financial and physical programs that reflect infrastructure needs</p>				
	3.2.01 Implementation of the Civic Centre Redevelopment Plan	Started	10%	GH Jul 19 - Tenders came in well over budget, alternatives are being explored to deliver the outcomes within the available budget.

Goal & Outcomes	4 Year Priority - Description	Status	% Comp	Comments
3.2.02	Confirm and undertake design and planning for the relocation of the municipal depot including potential co-location of Tech Services planning and delivery staff	Started	60%	JM Jul 19 - Major focus at present on assessing contamination of existing depot site.
3.2.03	Review and update Road Management plan	Completed	100%	JM Aug 17 - Completed June 2017.
3.3 Maintain asset management systems that will assist planning asset maintenance and capital renewal				
3.3.01	Develop a maintenance and replacement schedule for all groups of assets managed by Council, including heritage listed buildings	Started	60%	KS Jul 19 - Transport infrastructure asset maintenance is being trialled using functionality of REFLECT software. Inspections will be carried out in planned fashion followed by defect remediation. A detailed review of condition of asset is planned to be completed by September 2019. Once completed, a replacement schedule will be developed by October 2019.
3.3.02	Develop and implement asset management plans for all nominated asset groups to assist with long term financial and asset management planning and legislative requirements - involve the community in the process	Started	75%	RU May 19 - Same as element code 1.01.
3.3.03	Develop and implement a fair and transparent pricing policy for all of Council's community facilities	Started	75%	SJ Jul 19 - Pricing policy being developed between Graeme Harrison, Kerry Bell and Mandy Kirsopp. Policy yet to be completed.
3.4 Deliver works to develop and maintain Council's physical assets for long term sustainability, amenity and safety				
3.4.01	Develop infrastructure that encourages greater participation and use of alternate transport options to the city (eg, walking, gophers, cycling and public transport) - consider the incorporation of dedicated cycling lanes initially with priority routes, based on outputs from the Horsham Urban Transport Network Plan for all new road construction	Started	30%	JM Jul 19 - This is a major focus of the Urban Transport Plan which is well advanced.

Goal & Outcomes	4 Year Priority - Description	Status	% Comp	Comments
3.4.02	Master plan preparation for the Livestock Exchange including potential items such as: roofing to cover yards, electronic ramps to replace manual ramps, compost turner and Radio Frequency Identification (RFID), solar panels and water capture.	Completed	100%	JM Aug 18 - Plan adopted. Now implementing actions - Roofing #1 priority.
3.4.03	Develop and review the Sports and Recreation Strategy	Started	95%	SJ Jul 19 - Review of S&R Strategy completed with Sport & Recreation Advisory Committee in February 2019. Taken to Council Mar 2019. Will be superseded by Open Space Strategy. Actions still to be implemented from S&R Strategy.
3.4.04	Develop additional off leash areas for dogs	Completed	80%	SJ Jul 19 - More off leash dog areas to be developed after community engagement to understand gaps/requirements for community.
3.4.05	Develop improved entrances to all towns (street signage and landscapes)	Started	25%	AM Mar 19 - Branding to be identified as part of the Wimmera River/CAD strategy.
3.4.06	Investigate and plan Wesley PAC refurbishment and Jubilee Hall upgrade	Started	80%	KOB Jul 19 - Jubilee Hall works completed, Wesley refurbishment to be carried out by the committee then transfer of ownership.
3.4.07	Investigate other options for the Wimmera Sports Stadium	In Progress	50%	KOB Sep 19 - Options being considered in the Sports Facilities Demand Study which is currently out for public exhibition.
4 - Governance and Business Excellence				
0.4 Goal 4 - Strategic Indicators				
0.4.01	Complete an engagement process by 30 Jun 18, with community, for the 2018/19 Council Plan and Budget cycle that is more deliberative and explains the “why” of council services	Started	50%	GH Jul 19 - No further work has been undertaken on this item during the last 12 months.
0.4.02	Maintain staff turnover rates at under 10%	Started	50%	GH Jul 19 - Staff turnover for the 12 months to 30 Jun 2019 was 11.55%.

Goal & Outcomes	4 Year Priority - Description	Status	% Comp	Comments
0.4.03	Increase overall score in the Community Satisfaction Survey	Started	50%	GH Jul 19 - The Overall Performance score increased by 1 point from 54 to 55 which is below the regional centres score of 58 and the state-wide score of 60. Action plans have been developed to further improve in this measure.
0.4.04	Implement a new HRCC External website	Completed	100%	GH Jul 19 - A review is underway of the new website to identify what further improvements may be made.
4.1 Continuously improve communication and engagement with the community through effective consultation				
4.1.01	Review the rates strategy and implement	Completed	100%	GH Jul 19 - Rating Strategy & Rating Policy have been adopted following extensive community consultation process.
4.1.02	Feedback to Community on engagement clearly explaining "why" Council delivers the services that it does	Started	50%	GH Jul 19 - No further work has been undertaken on this item since Mar 2019.
4.1.03	Prepare for a more deliberative approach to community engagement following the adoption of the major revisions to the Local Government Act including seeking community ideas for prosperity.	Started	20%	GH Jul 19 - Still on hold pending new LG Act.
4.1.04	Review our communications methods with a view to increasing electronic engagement with our customers and the community	Started	80%	GH Jul 19 - A range of activities have been implemented including use of Community Map, Electronic on-line forms for all engagement, use of social media and the establishment of an electronic newsletter.
4.2 Manage risk to the organisation				
4.2.01	Review programs for savings/cancellation of services	Started	30%	GH Jul 19 - Business Efficiency role has yet to be engaged.
4.2.02	Implement a robust financial and performance management system	Completed	100%	GH Jul 19 - Financial and Performance Reporting Framework was updated in May 2019.

Goal & Outcomes	4 Year Priority - Description	Status	% Comp	Comments
4.2.03	Respond to emerging risks through the strategic risk register and internal audit	Completed	100%	TSc Jul 19 - Strategic risk register reviewed quarterly and presented to the Risk Management Committee for update and then to the Audit Committee. This regular process ensures an opportunity for changing/developing/emerging risks to be considered and revised/added/deleted, etc
4.3 Be an employer of choice				
4.3.01	Investigate opportunities for participating in employee exchange programs	Completed	100%	TSc Nov 18 - The recent staff restructure and the many changes associated with it has meant that to some extent exchanges and sharing are occurring as a matter of course, with various people moving into new departments and working with different people and managers/supervisors. This, coupled with the office accommodation changes, has meant that an additional layer of organised change is no longer appropriate and will not be for the foreseeable future . As with previous updates, and in addition to the exchanges and sharing occurring naturally, there has been some other opportunities that have arisen - such as the recent internal transfer of a member of the customer service team to the visitor information centre, and the secondment of a customer service officer to the community safety unit. Exchanges and sharing are beginning to happen more naturally and more frequently as a consequence of the implementation of this priority and an associated change of culture.

Goal & Outcomes	4 Year Priority - Description	Status	% Comp	Comments
4.3.02	Pursue implementation of Council’s Workforce Strategy and identify opportunities for indigenous/migrant employment	Completed	100%	TSc Nov18 - The trainee position at the Town Hall/Art Gallery previously referred to is still being considered, owing to the need to prioritise other staff changes that have been occurring at that facility. In the meanwhile the traineeship in the Records Unit that had ended, has been re-activated and an indigenous appointment made and commenced. The position at the Visitor Information Centre is shortly due to end but given the review of VIC operations is still pending, re-filling of this position is not proposed. It is anticipated that the current budget for indigenous employment opportunities (including incentive payments and any other support/assistance that is available) will be fully expended, therefore the scope to do more in this area is not foreseeable and the objective has been met (as we are best able to).
4.4 Achieve high standards of organisational performance				
4.4.01	Widen the implementation of the Merit Customer Service request tracking system across the organisation	Completed	100%	GH Mar 19 - This now has essentially been completed, like all such systems an ongoing continual improvement process and review will be in place.
4.4.02	Develop an ICT Strategy for Council including GIS capabilities	Started	25%	GH Jul 19 - RCTP funding has been successful. It is anticipated that a digital assessment will be carried out as part of the RCTP Program in order to develop a digital roadmap for future investment.
4.4.03	Develop a Management Strategy for Council’s record and data management systems	Started	25%	RL Jul 2019 - The money has been set aside in the budget for a replacement system and may be included as part of the shared services in the rural Councils transformation program project.

Goal & Outcomes				4 Year Priority - Description	Status	% Comp	Comments
			4.4.04	Embrace new technology in order to achieve greater efficiencies and outcomes across the organisation	Started	50%	CG May 19 - New and updated technologies continue to be implemented throughout council. Recently implemented technology has allowed for: Improved network connectivity and reliability, remote access for mobility and flexible work hours/environment, easier use of meeting spaces visual and audio.
			4.4.05	Maintain sister city relationships as a means of facilitating business, educational and cultural networks and exchanges	Started	60%	SB Jul 19 - Request received recently for a possible visit by the Chinese delegation in October 2019. Details to be confirmed.
			4.4.06	Review the Name and Address Register (NAR) database to create single name and address database	Completed	100%	TH Jun 19 - Data remediation and training completed in March 2019. All necessary data has been cleansed. This needs to be checked on a monthly basis, and is in Teagan Harvey and Karen Telfer's objectives for each year.
			4.4.07	Renew HRCC external website	Completed	100%	GH Jul 19 - A review is underway of the new website to identify what further improvements may be made.
			4.4.08	Manage the implementation of the major revision to the Local Government Act	Started	20%	GH Jul 19 - New Local Government Act has yet to go before parliament. Expect this to occur at some point during 2019-20.
			4.4.09	Review need for more HR resources	Completed	100%	GH Feb 18 - A staff member has now been appointed to this role and systems and processes are now being reviewed.
			4.4.10	Work with surrounding Shires to identify opportunities for shared services	Started	75%	SB Mar 19 - Council currently participating in the Rural Council Transformation Program in a group of nine Councils to develop a common IT platform and shared services model.
			4.4.11	Support training and programs relating to family violence and gender equality	Completed	100%	KOB Jul 19 - Act@Work Program completed with action plan being implemented. New staff being provided training opportunities through Women's Health Grampians and also information provided through induction.

Goal & Outcomes	4 Year Priority - Description	Status	% Comp	Comments
4.4.12	Support cultural awareness training and programs	Completed	100%	KOB Jul 19 - Majority of staff have completed cultural awareness training, new staff trained as part of induction.
5 - Natural and Built Environments				
0.5 Goal 5 - Strategic Indicators				
0.5.01	Update and promote our Sustainability Strategy by June 2018	Started	5%	JM Jul 19 - Scope of strategy developed, work to commence in August 2019.
0.5.02	Install solar panels on at least two Council buildings by June 2018	Completed	100%	JM Aug 18 - 5 buildings being investigated, with potential for grant to maximise value of Council contribution. Report due September 2018, budget available for these works.
0.5.03	90% of planning permits issued within the 60 day statutory period	Started	80%	AM Jun 19 - Better Approvals program and training is almost complete - planning launch of program.
0.5.04	Complete at least one major strategic planning review prior to 30 Jun 18	Completed	100%	AM Feb 18 - WIFT Planning Scheme Amendment gazetted in December 2017.
5.1 Promote sustainability by encouraging sound environmental practice				
5.1.01	Investigate opportunities for the use of Renewable energy for Council facilities including implementing a Biomass Boiler system at the Aquatic Centre and Solar Panels where feasible on Council buildings and facilities	Started	30%	JM - Jul 19 - Tender out for panels to several Council buildings at present.
5.1.02	Review Council's Environment Sustainability Strategy and lead the community in environmentally sustainable practices to improve management of our natural environment	Started	70%	JWH Jul 19 - Consultant engaged for the below mentioned Sustainability Strategy. The LGES program mentioned below has been implemented, and has successfully progressed through Stages 1 and 2, and is currently in Stage 3.
5.1.03	Develop a Climate Change Response Strategy for Council operations	Started	5%	JM Jul 19 - Part of Sustainability Strategy. Scope of strategy developed, work to commence in August 2019.

Goal & Outcomes	4 Year Priority - Description	Status	% Comp	Comments
	5.1.04 Support the Natimuk Community Energy Project	Started	10%	AM Mar 19 - Supported through Council loan to lodge application in 2018.
	5.1.05 Establish a sustainability reserve for the ongoing funding of sustainability related projects.	Started	5%	KS Jul 19 - Current funding planned to be used for some solar panel installations currently out to tender.
	5.1.06 Develop and implement a Waste Management Strategy - investigate a waste to energy project	Started	75%	JM Jul 19 - Focus of waste strategy is on introduction of a green waste service by July 2020. Funding for waste to energy project investigation is in 2019-20 budget.
	5.1.07 Explore GWM recycled water use within the community	Started	10%	JM Jul 19 - Government funding received for detailed investigation of reusing Horsham reclaimed sewerage water. Consultants work to commence shortly.
	5.1.08 Optimise use of water basins - capturing storm water	Not Started	0%	
	5.1.09 Investigate and support renewable energy opportunities throughout the municipalities	Started	40%	SP Jul 19 - Working with two separate organisations seeking to place Electric Vehicle charging facilities in Horsham.
	5.1.10 Investigate options for shade at sporting facilities, recreational facilities and public spaces across the municipality.	Started	90%	SJ Jul 19 - As per below. Potential shade at Dudley using Little Aths grant funds. No other shade projects planned.
<p>5.2 Plan for rural and urban land use to create a sustainable municipality for the future</p>				
	5.2.01 Complete the Horsham South Structure Plan	Started	30%	JK Aug 19 - Mesh Planning were engaged by Council in February 2019 to prepare the Horsham South Issues and Opportunities paper, due for completion in December 2019. This background report will direct the final Structure Plan, of which, will be partly funded by the Victorian Planning Authority.
	5.2.02 Complete the Rural Land Use Strategy	Started	30%	JK Aug 19 - A project charter has been drafted with the preparation and appointment of a consultant likely to commence in 2019/20 subject to competing strategic priorities.

Council Plan Half Yearly Report - 30 June 2019

APPENDIX 9.12A

Goal & Outcomes	4 Year Priority - Description	Status	% Comp	Comments
5.2.03	Complete the Public Open Space Strategy	Started	40%	SJ Jul 19 - OSS currently out for Public Comment until 24 July 19.
5.2.04	Complete the Wimmera River Corridor Strategy	Completed	100%	JK Aug 19 - Wimmera River Corridor Strategy completed and use to help inform the draft Open Space Strategy and City to River Background Report.
5.2.05	Review and further develop planning controls for heritage items through the completion of heritage studies	Started	66%	JK Aug 19 - No progress to report.
5.2.06	Encourage the upgrade of heritage facades on shop fronts along key retail strips and investigate possible contributions from Councils commercial property reserve	Started	25%	SP Mar 2019 - Design of CAD is a consideration included in the CAD and Wimmera River strategic planning project. Currently under development with report expected by mid 2019.
5.2.07	Amend the Planning Scheme to implement the recommendations from flood investigations	Started	20%	JK Aug 19 - Consultation with DELWP and WCMA currently in progress, with a decision to run one amendment process for all existing investigations. WCMA are currently consulting with the community on the Horsham/Wartook Flood Investigation in order to finalise the study. Upon finalising, Council will commence preparing the draft amendment documents in collaboration with DELWP and WCMA before seeking a decision from Council to commence the formal amendment process.
5.2.08	Implement selected recommendations from the Wimmera River Project Report	Not Started	0%	



The Hon Michael McCormack MP

Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development
Leader of The Nationals
Federal Member for Riverina

Mr Sunil Bhalla
Chief Executive Officer
Horsham Rural City Council
PO Box 511
HORSHAM VIC 3402

12 AUG 2019

Dear Mr Bhalla

I am writing to confirm the Australian Government's commitment to provide up to \$1.65 million for the Horsham CBD revitalisation project (the Project).

The commitment will be delivered by the Department of Infrastructure, Transport, Cities and Regional Development through the Community Development Grants Programme (CDG).

The Australian Government is committed to supporting local communities to prosper and grow. Local infrastructure projects are critical if we want to boost economic growth and improve local amenities and facilities.

A Departmental Officer will contact you shortly to discuss the next steps. You will be required to provide sufficient information for the Department to undertake an assessment of the project before final funding approval and negotiation of a Deed of Agreement. Whilst this letter confirms the commitment to your project, funding of \$1.65 million is contingent upon the execution of a Deed of Agreement.

I recommend that you do not enter into financial commitments or begin work on the project until such time a Deed of Agreement has been signed with the Australian Government. Please note that the contents of this letter should be kept confidential until a Deed of Agreement is signed with the Australian Government.

I wish you every success and look forward to seeing the project completed.

Yours sincerely

A handwritten signature in blue ink that reads "Michael McCormack".

Michael McCormack

The Hon Michael McCormack MP

Parliament House Canberra | (02) 6277 7520 | minister.mccormack@infrastructure.gov.au
Suite 2, 11-15 Fitzmaurice Street, Wagga Wagga NSW 2650 | michael.mccormack.mp@aph.gov.au



Australian Government

Department of Infrastructure, Regional Development and Cities

Request for Information

Community Development Grants Programme

Before you begin

The Department is asking for information about your project proposal so that we may commence developing a Funding Agreement should the Australian Government decide to approve funding for the project. Missing or unclear information may delay the development of the Funding Agreement.

Please note that information requested in this document may be provided to relevant Commonwealth, State and/or local government agencies, organisations and individuals, including those you identify in this proposal. The purpose of this process is to substantiate your claims and/or statements, and to verify the capacity of your organisation to manage Australian Government funds and deliver the project. It will also seek comment on the viability of the proposal and, if appropriate, identify if the proposal is eligible for funding through an alternative funding stream.

Information relating to individuals will be protected under the Privacy Act 1988. Requests for access to such information, where rejected by proponents, will be dealt with under the provisions of the Freedom of Information Act 1982.

You will need to complete Request for Information and submit with required supporting documentation to support your application.

This information enables the Department to undertake a value with relevant money assessment and provide advice to the Minister prior to an Agreement being negotiated and funding being released. The Department will contact proponents if further information is required.

Should you have any questions on how to answer any part of the Request for Information please submit your query to cdg@infrastructure.gov.au.

How do I submit my Request for Information?

Complete and submit this form and the necessary support documents via email to: cdg@infrastructure.gov.au as soon as possible.

If your response is likely to include documents that cannot be sent electronically, please submit this form and all necessary documents in hard copy to:

Community Development Grants Programme
 Regional Programs Branch
 Department of Infrastructure, Regional Development and Cities
 GPO Box 594
 CANBERRA ACT 2601

REQUEST FOR INFORMATION

Organisation Details

1. Organisation details

Legal Name		ABN	
Trading Name		ACN	
GST Status	Registered / Not Registered		

2. What is your Business Structure?

Local Government	
Incorporated Association	
Sole Trader	
Partnership	
Company	
Trust – provide a copy of the trust deed	
Other, please specify	

3. Your bank account details. Provide details of the bank account where project funding will be deposited

Bank Name	
BSB	
Account Name	
Account Number	

4. Your Organisation's Physical (registered) Address

Street Address Line 1	
Street Address Line 2	
Suburb/Town	
State/Territory	
Postcode	
Organisational Email	
Organisational Website	

5. Your Organisation's Postal Address

Postal Address Line 1	
Postal Address Line 2	
Suburb/Town	
State/Territory	
Postcode	

6. Authorised Person Contact Details
(e.g. CEO or the person authorised to sign Deed of Agreements)

Title (eg. Mr/Mrs/Ms/Dr)			
First Name			
Surname			
Position			
Telephone	(w)	(m)	(f)
Email Address			

7. Project Manager Contact Details
(e.g. the person who will lead the implementation of your project)

Title (eg. Mr/Mrs/Ms/Dr)			
First Name			
Surname			
Position			
Telephone	(w)	(m)	(f)
Email Address			
Additional Details (Relevant to the project, qualifications, experience, and professional memberships, if applicable)			

8. Key Personnel within the Organisation who will be involved in the project delivery, other than the authorised person or project manager

Title (eg. Mr/Mrs/Ms/Dr)			
First Name			
Surname			
Position			
Telephone	(w)	(m)	(f)
Email Address			
Additional Details (Relevant to the project, qualifications, experience, and professional memberships, if applicable)			

9. Within the last five (5) years, has your Organisation been subject to an event such as a Government investigation, liquidation, litigation or significant change of financial position

No	Yes
If Yes , please note which of the following events occurred and provide details below	
Government Investigation on your organisation or related entities	
Litigation or liquidation proceedings	
Significant (adverse) change of financial position not reflected in Financial statements provided	
Any other particulars likely to adversely affect your capacity to undertake this project	

Project Details

10. Project Title – Use the title from the confirmation of the election commitment. If proposing an alternative project title, provide reasons why.

--

11. Project location. If a street number is not known, please provide the Lot number.

Street Address Line 1	
Street Address Line 2	
Suburb/Town	
State/Territory	
Postcode	
Longitude	
Latitude	
Federal Electorate	

12. Detailed Project Description (Describe in less than 150 words what the project is doing, ie construction of sport precinct including two Rugby League fields, six netball courts and amenities block including change rooms, public facilities, meeting rooms and cafeteria; upgrade of swimming pool to include new grandstand and children’s waterpark; or installation of lighting at sports field including purchase and installation of four poles and footings, 16 x 15000W MZ lights and 16 shields and upgrade of existing power supply on site.). **PROJECT BENEFITS ARE TO BE INCLUDED AT Q14 BELOW).**

--

13. If the CDG funded project is part of a larger project, please provide details below (ie CDG is funding one stage of a multi-stage project).

--

14. Detail/list the economic and community benefits of the proposal (and the larger project if applicable), and how it contributes to programme outcomes.
(See Guidelines - Section 1.1 Programme Outcomes).

Economic Benefits:
Community Benefits

15. How do you propose to measure the economic and/or social benefit outcomes which will be achieved as a result of the completed project.

--

16. Has your organisation prepared a Business Case/Plan, or undertaken a Feasibility Study, Market Research or Community Consultation process within the last two years in relation to this project?

No	Yes
If Yes , please supply details below. If documents have been developed please supply as evidence with your proposal.	

17. How many full-time equivalent employee construction jobs and how many full-time equivalent employee ongoing jobs will be created by this project?
Please note a full-time equivalent employee (FTE) is based on an average of 1,800 hours over a 48 week period.

Total number of FTE jobs created during the project period (construction)		Total number of FTE jobs created long term (on-going)	
Number of jobs that are Indigenous		Number of these jobs that are Indigenous	

18. Please provide the following project dates:

Estimated Project Start Date:	
Estimated Project Finish Date:	
Estimated Construction Start Date:	
Estimated Construction Finish Date:	

19. Indicate the current stage of development of your proposal. Provide any supporting documents if available (i.e. concept or preliminary designs, final designs, independent cost estimates, ready to commence tender/procurement process or preferred contractor selected and contracted for the project.)

Document	Stage of development

20. Identify and provide details of who will own the asset on completion. Where land and buildings are owned by a Third Party, have leasing arrangements been confirmed and secured? (Written evidence must be provided).

Organisation			
ABN / ACN			
Street Address Line 1			
Street Address Line 2			
Suburb/Town	(w)	(m)	(f)
State/Territory			
Postcode			
Leasing arrangements			

21. Provide detail of who will manage and maintain the project after completion and who will provide the funding.

--

22. Provide information on at least three projects your organisation has managed in the past five years which have received funds from either the Commonwealth, state government or local government authority (local government authority funded projects do not apply for applicants who are a local government authority).

Jurisdiction and managing Department Name	Project Name	Funding Amount

Financial Details

23. What is the total project cost? (Use GST exclusive amounts) \$ _____
24. What is the amount of funding committed by the Australian Government? (Use GST exclusive amounts) \$ _____
25. Partner funding. Complete the table with details of all confirmed funding to this project, and the status of the funding.

Partner name	ABN	Amount (GST Excl)	Cash / In Kind	Received, Confirmed, To be confirmed

26. Provide details of the arrangements in place to provide for any cost overruns or funding shortfalls on your proposed project.

--

27. Have you completed a tender/procurement process and appointed a preferred contractor or do you have a cost estimate which has been independently developed/assessed?

Please provide details below:

28. Are there any parts of the project that have already commenced?

No	Yes
If Yes, please provide details below:	

29. Budget Table (this is a summary of either the contracted Budget or quantity surveyor cost estimate)

Cost Item	Description of Cost Item	Total Estimated Cost (\$ (GST exclusive)

List of Cost Items

- | | |
|---|-------------------------|
| Planning / Design | Consultants/contractors |
| Construction/Fit-out | Project Management |
| Research and Development | Materials |
| Plant/Equipment Hire | Training |
| Plant/Equipment Purchase | Marketing/Promotion |
| Government Approvals | Legal/accounting |
| Operating Costs (e.g. rent, computers, etc) | Other Costs |
| Wages, salary and superannuation | |

NOTE1: Evidence of these costs are to be provided as a required supporting document (e.g. cost estimate, quotes, market comparisons, valuations, contracted cost, etc)

NOTE2: Australian Government Funding will not be provided for ongoing operation and maintenance costs or for salaries for existing staff members of the funding proponent organisation.

REQUIRED SUPPORTING INFORMATION

- Audited financial statements for the last two (2) years (only required for projects with a total project cost over \$80,000);
- Cash flow forecasts for the next five (5) years (only required for projects with a total project cost in excess of \$1.5 million for state or local government authorities or \$1 million for other organisations);
- Business Plan and/or Feasibility Study (if applicable);
- Project Management Plan (if applicable);
- Market research/community consultation (if applicable)
- Asset Operations Management Plan (if applicable);
- Confirmation of partnership funding including evidence of bank borrowings (if applicable)
- Evidence of third party leasing arrangements (if applicable)
- Designs
- Cost estimate or contracted cost

Legal Authorisation

I		<full name of Authorised Officer>
as		<position/title>
of		<organisation name>
		<postal address> >

confirm that:

- I am a person authorised to make this declaration on behalf of my organisation and all relevant persons have made a full disclosure of information.
- The information provided in this form and all appended documents is complete and correct. I understand that information provided in this *Request for Information* will form the basis of the funding agreement and that giving false or misleading information is a serious offence.
- The Department of Infrastructure, Regional Development and Cities (the Department) is authorised to undertake the necessary steps to assess the proposal from my organisation by checking the information provided in this proposal, or by obtaining additional information from:
 - Departmental databases and records, including information related to previous funding provided to my organisation;
 - Other Australian Government agencies such as the Australian Taxation Office and the Australian Securities and Investments Commission;
 - State, Territory or Local Government agencies;
 - Law enforcement agencies;
 - Credit reference agencies;
 - Courts or Tribunals; and
 - Any other appropriate organisation, information source or person as reasonably required to perform background checks.
- I agree that the Department may arrange for an Independent Viability Assessment (IVA) of my project by an external adviser or consultant to the Department. Where applicable, the Department may request a yearly breakdown of costs for on-going operational and maintenance of the complete project for a minimum of five (5) years.
- To the best of my knowledge, I have disclosed (Part A Declaration of Conflict of Interest) all actual, apparent or potential conflicts of interest that would prevent my organisation from proceeding with the proposal outlined in this *Request for Information* or from entering into a Funding Agreement with the Australian Government to deliver a project which relates to this *Request for Information*.

Signed:.....

Date: / /

Declaration of Conflict of Interest

Please complete either Part I or Part II of the Declaration of Conflict of Interest

Part I – No Known Conflict

I confirm that at the time of signing, to the best of my knowledge I am unaware of any actual, apparent or potential conflicts of interest that would prevent my organisation from proceeding with the proposal outlined in this *Request for Information* or from entering into a Funding Agreement with the Australian Government to deliver a project which relates to this *Request for Information*.

I undertake that if at any time I become aware that I, or any other employees or persons associated with the <INSERT name of proponent organisation> have an actual, apparent or potential conflict of interest, then I will:

- a) immediately notify the Department of Infrastructure, Regional Development and Cities in writing of that Conflict and of the steps the <name of proponent organisation> propose to take to resolve or otherwise deal with the Conflict;
- b) make full disclosure to the Department of Infrastructure, Regional Development and Cities of all relevant information relating to the Conflict; and
- c) take such steps as the Department of Infrastructure, Regional Development and Cities may, if they choose to, reasonably require to resolve or otherwise deal with that Conflict.

I understand that if I fail to notify the Department of any actual, apparent or potential conflicts of interest or am unable or unwilling to resolve or deal with the Conflict as required by the terms noted above, the Department of Infrastructure, Regional Development and Cities may seek to terminate any Funding Agreement established in relation to a project which relates to this *Request for Information*.

.....
 (signature)

.....
 (printed name)

.....
 (date)

.....
 (signature of witness)

.....
 (printed name of witness)

.....
 (date)

Part II - Disclosure of Interests

I disclose the following interests:

.....
.....
.....
.....
.....

I undertake that if at any time I have an actual, apparent or potential conflict of interest, then I will:

- a) immediately notify the Department of Infrastructure, Regional Development and Cities in writing of that Conflict and of the steps the <name of proponent organisation> propose to take to resolve or otherwise deal with the Conflict;
- b) make full disclosure to the Department Infrastructure and Regional Development of all relevant information relating to the Conflict; and
- c) take such steps as the Department of Infrastructure, Regional Development and Cities may, if they choose to, reasonably require to resolve or otherwise deal with that Conflict.

I understand that if I fail to notify the Department of Infrastructure, Regional Development and Cities of any actual, apparent or potential conflicts of interest or am unable or unwilling to resolve or deal with the Conflict as required by the terms noted above, the Department of Infrastructure, Regional Development and Cities may seek to terminate any Funding Agreement established in relation to a project which relates to this *Request for Information*.

.....
(signature)

.....
(printed name)

.....
(date)

.....
(signature of witness)

.....
(printed name of witness)

Any information disclosed in this form will only be used by the Australian Government for the purposes of assessing CDG proposals and will be maintained in accordance with the Privacy Act 1988.

STATEMENT OF COMPLIANCE

I, *<name>*, *<Title>*, *<organisation>*, make the following statement for the benefit of the Department of Infrastructure, Regional Development and Cities:

Having made diligent inquiries, I have reasonable grounds to believe the organisation itself, and staff working with children on behalf of my organisation in relation to the Department of Infrastructure, Regional Development and Cities grant activity:

- comply with relevant legislation relating to requirements for working with children in the jurisdiction in which they work; and
- have complied with relevant legislation in their jurisdictions relating to mandatory reporting or suspected child abuse and neglect as required or otherwise defined by state or territory legislation.

I undertake to ensure that all staff will continue to comply for the duration of any grant agreement *<organisation>* hold with the Department of Infrastructure, Regional Development and Cities.

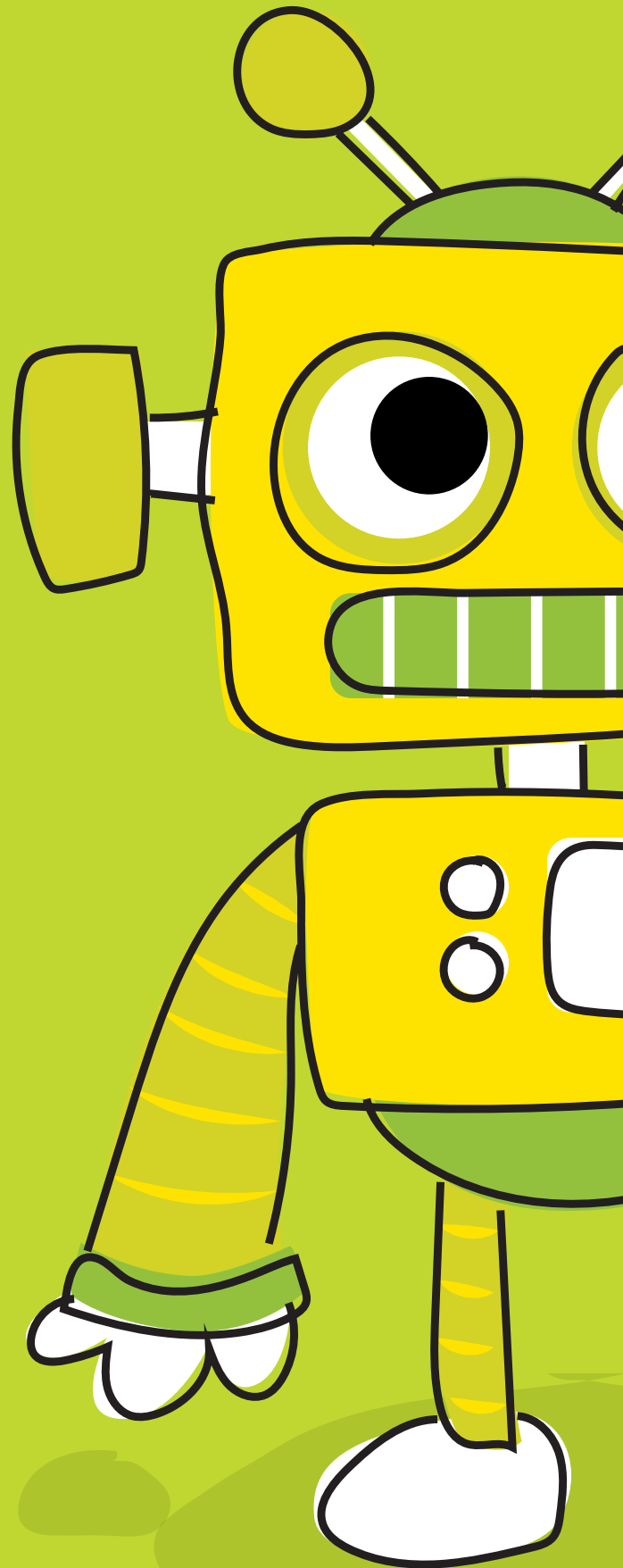
Signed:

Date:



EARLY YEARS PLAN 2019-2023





If you would like to receive this publication in another format, please contact reception at the Civic Centre Municipal Office on telephone (03) 5382 9777 or email council@hrcc.vic.gov.au.

If you require an interpreter service, please contact the Translating and Interpreter Service (TIS National) on 131 450 and ask them to contact Horsham Rural City Council Reception on telephone (03) 5382 9777. Our business hours are 8.30am to 5.00pm Monday to Friday.

Recognition of Our Land's Traditional Owners

Horsham Rural City Council recognises the five Traditional Owner groups of this land: the Wotjobaluk, Wergaia, Jupagulk, Jaadwa and Jadawadjali people.

Horsham Rural City Council

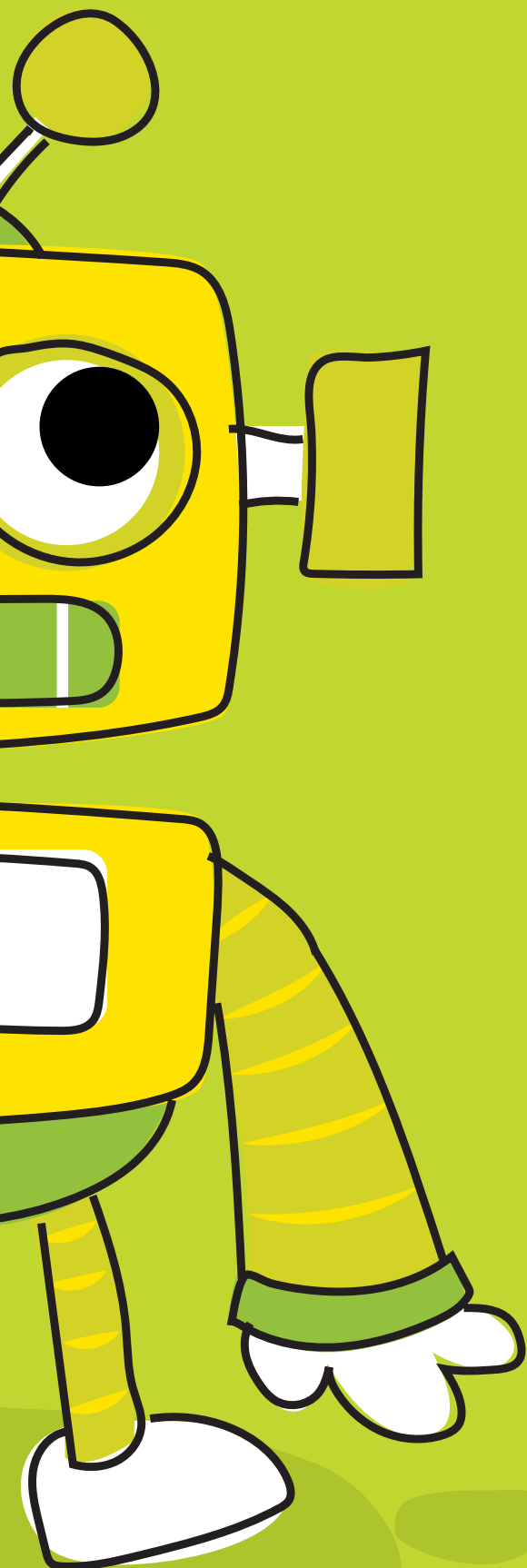
Civic Centre Municipal Office 18 Roberts Avenue
(PO Box 511) Horsham Vic 3402

P: (03) 5382 9777

F: (03) 5382 1111

E: council@hrcc.vic.gov.au

W: www.hrcc.vic.gov.au



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MESSAGE FROM THE MAYOR



Horsham Rural City Council recognises the importance of creating a healthy, safe, learning environment for the development of our children. The Horsham Rural City Council Early Years Plan 2019-2023 demonstrates our commitment and recognition of

our role as a key partner, in the ongoing delivery in the early years sector to enable children and their families to thrive now and in the future.

I believe our region is a great place to raise children and offers many benefits to families. However, I also recognise the challenges that living in a regional city can create for families and it is these challenges that the Horsham Rural City Council Early Years Plan 2019-2023 aims to address.

Council is committed to continuing the good work already underway in the early years sectors including working with key partners to provide kindergarten, after school care, school holiday programs and leisure and recreation facilities, but will work to continually improve and ensure community needs are being met.

Collaboration and partnership is critical to the successful delivery of this Plan and Horsham Rural City Council is dedicated to working with key partners to deliver on the actions within this Plan and ensure our children are provided with the best opportunity for a happy and healthy life.

**Cr Mark Radford
Mayor**



EXECUTIVE SUMMARY

The purpose of the Municipal Early Years Plan is to provide children and their families with the best possible foundation for life success.

Horsham Rural City Council (Council) understands the importance of early years. While the Municipal Early Years Plan is not a statutory requirement, Council fully embraces the Plan and uses it as a key tool in setting the strategic direction for delivery in the early years sector of Horsham Rural City.

As part of the development of the Early Years Plan, comprehensive data analysis was undertaken with a range of sources including assistance from the Murdoch Children's Research Institute. This data was used to create a profile of Horsham's children and can be viewed in the document: **Horsham – Horsham's children 2019 – A Data Snapshot**.

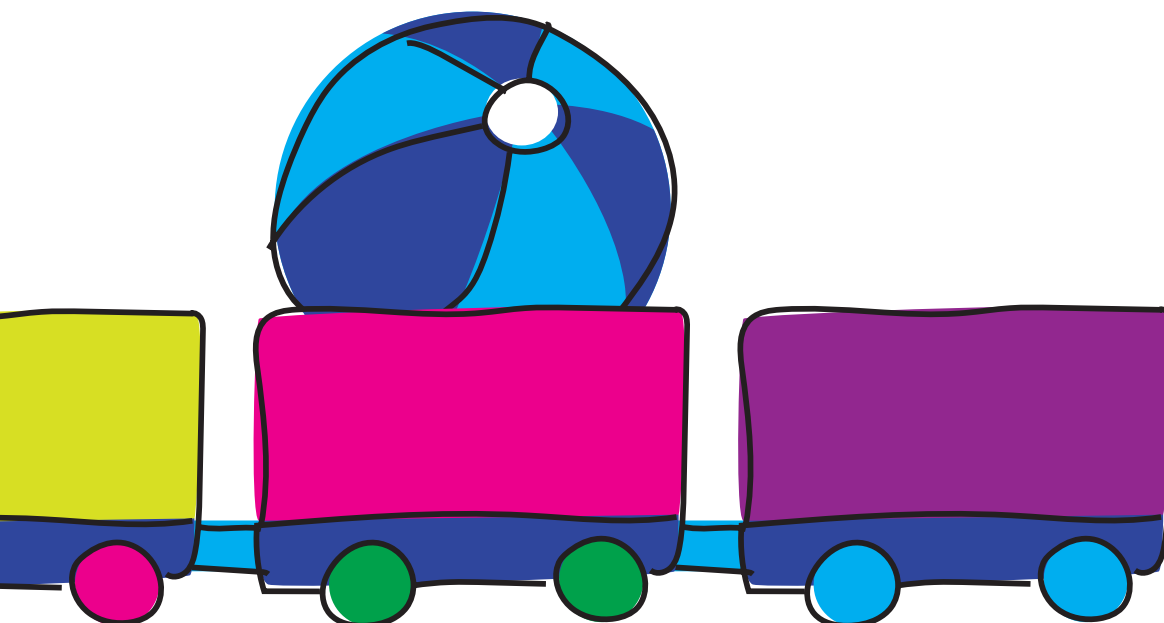
This data was a key component in developing the key themes for action. Stakeholder engagement was also conducted including reconvening the Early Years Network, Stakeholder 1:1 interviews, a community survey and children's competition. As a result from these, the following key themes were identified (in no particular order):

- Creating quality service and support
- Language, literacy and learning
- Advocating for children and families

This plan contains a series of actions for each key theme formulated during the Early Years Network Workshop. These are actions Council will undertake to improve the early years outcomes for our community over the next four years.

Council is committed to working collaboratively with partners and the community to deliver these actions to ensure the most effective and sustainable outcome.

This is a living document and will be reviewed annually and updated as required.



I. PURPOSE OF A MUNICIPAL EARLY YEARS PLAN

The purpose of the Municipal Early Years Plan is to provide children and their families with the best possible foundation for life success.

Horsham Rural City Council (Council) understands the importance of early years. As such, despite a Municipal Early Years Plan not being a statutory requirement, Council full embraces the Plan and uses it as a key tool in setting the strategic direction for delivery in the early years sector of Horsham Rural City.

Early Years, for the purpose of this Plan, is defined as the age group 0-12 years old. Investment at this early stage in life has the greatest opportunity for impact and benefit – delivering social and economic benefits to children, families and the community now and into the future.

The Early Years Plan acknowledges the systems approach, in that each of the social, built, economic and natural environments can influence a child’s development in learning, health and wellbeing.

It sets the strategy for Council for the next four years and is developed and delivered in collaboration with a suite of Partners. For the first time, the HRCC Early Years Plan 2019-2023 will be used in conjunction with a data snapshot, which outlines the profile of a child in, which outlines the profile of a child in **Horsham’s Children 2019 - A Data Snapshot**.



2. COUNCIL'S ROLE IN EARLY YEARS - WHAT WE CURRENTLY DO

Council currently works in partnership with a range of stakeholders to provide the following:

PLANNING AND COORDINATION

Council currently provides:

- Service planning and development
- Funding of roles related to Early Years including: Manager of Community Services and Emergency and Co-Ordinator of Youth and Early Years to oversee early years services, programs and facilities
- Development and delivery of strategic plans that include elements of delivery across the early years sector including the Municipal Early Years Plan and the following:

HRCC Council Plan	GOAL 1.4: Develop the municipality as a desirable place to live, work and enjoy for people of all ages and abilities
HRCC Health and Wellbeing Plan 2017–2021	The Health and Wellbeing Plan greatly influences early years outcomes. Key priorities of this Plan are: Increasing healthy eating and active living, reducing harmful alcohol and drug use, Improving mental health, Preventing family violence, Improving sexual and reproductive health, Strengthening education and economic development. The objectives of Improving early years outcomes are: Objective 1: Improve opportunities for participation and connection with services for parents. Objective 2: Improve learning and development of young children aged 0–6 years.
Youth Strategy	The Youth Strategy targets youth aged 10–25. (By defining early years as 0–12, Council ensures a strategy for all early years and youth)
Open Space Strategy	In development at time of writing but outlines Council's vision regarding provision of open space based on the principles of equity, accessibility, health and wellbeing, sustainability, participation, safety, adaptability, efficiency
Social Infrastructure Plan	A consultant has been appointed at the time of writing to develop this Plan. This Plan will provide evidence-based strategic directions to determine priorities for the planning, provision and development of social infrastructure over the next 20 years.
Community Inclusion Plan	In development at time of writing but demonstrates Council's commitment to being proactive in meeting the needs of people with a disability and their families.
Child Safe Policy	Horsham Rural City Council is committed to the establishment of Council as a child safe organization. It has a Child Safe policy that applies to all Councillors, staff, volunteers, contractors, sub-contractors and individuals involved in HRCC services or activities.
ACT@Work	Act@Work is a comprehensive, organisation-wide, cultural change program challenging sexism, discrimination and violence against women. For the Early Years Plan it reflects that Council is working towards challenging gender stereotypes and building respectful relationships.
Victoria's Charter of Human Rights and Responsibilities Act 2006	Local governments are legally bound under Victoria's Charter of Human Rights and Responsibilities Act 2006 to actively enact, promote and support the human rights of adults and children in service provision, policy, and practice

These plans and policies were used in the development of this Plan.

2. Council’s role in Early Years - what we currently do *continued...*

SERVICE PROVISION

Council, in partnership with state government, currently delivers:

- Maternal and child health services
- The Enhanced Family Connection Officer role and Youth Services Planning & Engagement Officer role
- Library services - which provides early years programs
- Immunisation program

FACILITY PLANNING

Council currently provides:

- Kalkee Road Children and Community Hub
- Kindergarten facilities used by Horsham & District Kindergarten Association (Bennett Road, Natimuk Road, Green Park, Natimuk Preschool)
- Horsham Aquatic Centre Facilities - which provides learn to swim programs, creche, after school care and School Holiday Care
- Sporting facilities, open spaces and playgrounds. This will be shaped by the Open Space Strategy and the importance of Council’s role in this space is highlighted by feedback from the Early Years Community Survey in which ~20% of respondents described better playgrounds for all ages being required.

ADVOCACY

Council is committed to providing quality services and support for children and their families to ensure they achieve the best health, wellbeing and development outcomes. It is imperative that children in Horsham RC are not disadvantaged because of their location and have access to the same services as their metropolitan counterparts. As such, a key role of Council is:

Advocating to State and Federal government for increased resources, services and infrastructure our community needs to improve early years outcomes for all.

STRENGTHENING COMMUNITY CAPACITY

Council is currently involved in:

- Facilitation and support of community events, festivals and community engagement opportunities.
- Kindergarten referrals and supported playgroup referrals through the Maternal Child Health Nurse program.
- Assistance to vulnerable families to access fully funded childcare.
- Continued monitoring of birth locations to assess future demand needs particularly in more remote areas of the municipality. These needs may relate to accessing supported playgroups, early childhood education etc.



3. DEVELOPMENT OF THE HORSHAM EARLY YEARS PLAN

The development process contained a number of elements to ensure the key themes and actions developed were responding to, and relevant to, the community needs as displayed by data but also as outlined by the community and other stakeholders. Given the complexity of the early years sector, it was also necessary to consider the political context that would influence the key themes and actions across the next four years.

DATA REVIEW

The first step in the process was a series of data analysis to determine how children and their families are currently faring in Horsham RC. A number of sources were reviewed and analysed working closely with Murdoch Children's Research Institute.

Analysing relevant data ensured, the development of key themes was data driven. The document - **Horsham's Children 2019 – A DATA SNAPSHOT** outlines key indicators and provides a summary of the data relevant to the Plan.

POLICY CONTEXT

National, State and Local government policies influence how we support our children and families in Horsham Rural City. The following is a summary of key policies that were considered when developing the Plan:

NATIONAL GOVERNMENT POLICY

- Universal access to quality preschool program (including funding of 4yo kinder)
- The Early Years Learning Framework – Belonging, Being and Becoming - part of the National Quality Framework for Early Childhood Education and Care (ECEC)

STATE GOVERNMENT POLICY

- Early Childhood Reform Plan
- Victorian Early Years Learning and Development Framework Early Year Management Framework
- Supporting Children and Families in the Early Years: a Compact between the Department of Education and Training (DET), Department of Health and Human Services (DHHS) and Local Government (represented by the Municipal Association of Victoria). The objective of this Compact is to strengthen the collaborative relationship between these departments and local government in the planning, development and provision of early services.

- Royal Commission into Family Violence – findings and recommendations from the Royal Commission inform the Victorian Government's clear agenda to prevent and respond to family violence in the community.

Some funding directives from state government include:

- School readiness funding will be introduced into the system in 2019.
- Funding development of early childhood facilities to be co-located at government primary schools.
- Reform funding for non-government schools to encourage more to offer a kindergarten program, particularly in low socioeconomic areas
- Funding for Maternal Child Health – expand the enhanced Maternal Child Health service, additional Maternal Child Health visit for those women and children who are at risk of, or are experiencing, family violence, attract new Maternal Child Health nurses into the Service,
- Funding of 3 year old kindergarten for Victorian children. Horsham is nominated for commencement in 2023, to have access to at least 5 hours in a kindergarten program delivered by a teacher. This will then progressively scale up to reach a full 15-hour program by 2029.

LOCAL GOVERNMENT POLICY

Local government have a joint responsibility with the State and Commonwealth to ensure that locally accessible family and children's services are provided to support families in the care, protection, health, development and education of young children.

Councils determine the most effective means of providing a service to the community through such principles as evidence-based practice, responsiveness and accessibility. The full list of Best Value principles and processes are contained in Part 1A of the Local Government Act 1989.

The Local Government policies and plans that were considered in the development of this Plan are outlined in Section 2: Planning and Coordination.

3. Development of the Horsham Early Years Plan *continued...*

INFRASTRUCTURE REVIEW

In the timeframe of this Plan, perhaps the most critical change is the funding for three year old kindergarten. Initially, the Victorian Government has said the program will be introduced as 5 hours and then work up to 15 hours.

As such, an Infrastructure Review was conducted to determine Council's capacity to assist in delivery of this program.

Council currently provides five buildings for use by Horsham and District Kindergarten Association (HDKA) to provide kindergarten to the community. It provides:

- Bennett Road (refurbished in 2016)
- Natimuk Road
- Green Park (refurbished in 2016)
- Natimuk Preschool
- Kalkee Road Children's HUB

In 2014 an audit was conducted that sees all buildings (with the exception of the HUB which was opened in 2018) as in acceptable condition for the duration of this Plan. See below for findings (and see Appendix A for building rating descriptions):

Facility Name	Address	Building rating	Built/ Acquired	Useful remaining life	Year of refurbishment
SESSIONAL KINDERGARTENS					
Bennett Rd	1H Bennett Road, Horsham	4	1959	20	2016
Nati Rd	48 Natimuk Road, Horsham	4	1963	24	N/A
Green Park	20 Williams Road, Horsham	5	2003	64	2016
Kalkee Rd Children's HUB	24/28 Kalkee Road, Horsham	1	2017	80-100	N/A
Nati Rd Preschool	2 Regent Street, Natimuk	3	1977	38	N/A

Two other buildings that have historically been in an early years service include the Maternal Child and Health Nurse building on Bennett Road and the Roberts Avenue Kindergarten. Below are the audit findings for these buildings.

Facility Name	Address	Building rating	Built/ Acquired	Useful remaining life	Year of refurbishment
Unused building previous in early years service					
Roberts Avenue	23 Roberts Avenue	8	1950	1	N/A
Bennett rd MCHN	1J Bennett Road	3	1980	41	N/A

The Roberts Avenue building is not in an acceptable condition for the use of kindergarten services and the Maternal Child and Health Nurse building would require renovation work and an assessment regarding its size and how many children could be educated in the space.

In terms of capacity, there is currently 67 full days available for three year olds at private childcare providers and space for approximately seven (7) single sessions at the Kalkee Rd Children's HUB. This review is set in the context that no major population change is expected across the next 0-10 years. It also assumes

no change in delivery model to 4year old or 3 year old kindergarten programming.

Therefore, a move to delivery of a 15-hour program will require additional infrastructure. In order to outline the specific infrastructure requirements, it is necessary to first perform a review on the delivery model of 3-year-old kindergarten classes and how they will run in regards to timing. This, in turn, will inform the infrastructure requirements regarding the number of class rooms required to deliver this program.



3. Development of the Horsham Early Years Plan *continued...*

SERVICE PROVIDER ENVIRONMENT

Appendix B outlines all childcare, kindergarten and primary school providers in Horsham RC.

Childcare (0-5 years) is delivered by private providers and most offer a kindergarten program in their 4-5 year old room. The affordability of private provider centres is largely dictated by the childcare subsidy program offered by the Federal Government. However, the requirements of this subsidy can mean childcare remains inaccessible to vulnerable families (including those with health care cards and those whose primary caregiver does not work).

Horsham & District Kindergarten Association (HDKA) is the sole provider in Horsham of sessional 3 and 4-year-old kindergarten. It is these sessional programs that are run from the buildings provided by HRCC. An ongoing concern in this service delivery model is that funding is

committed to annually and therefore poses an inherent difficulty in strategic planning in this area. The delivery model of HDKA is more accessible to vulnerable families (with health care cards recognised) however, it can be inaccessible to working families who are unable to accommodate the logistics that a five-hour kindergarten session requires.

It is clear there is currently no one model of delivery that addresses accessibility for all families. Therefore, to realise an inclusive and accessible 3-year-old kinder program, all providers in this space would need to take part. A key action in this Plan will be a working group investigating the delivery model of an inclusive, accessible 3-year-old kindergarten program.

STAKEHOLDER ENGAGEMENT

The key to successful development and delivery of the Plan is collaboration with Stakeholders. A Stakeholder mapping exercise was conducted and an engagement strategy formed around this.

A series of 1:1 stakeholder interviews were conducted and an Early Years Network formed. A Workshop was held to brainstorm the actions in this plan around the key themes.

Stakeholders included:

Horsham & District Kindergarten Association (HDKA)	Department of Education and Training
Goodstart Early Learning	Horsham Library
Community Kids Horsham Early Education Centre	Holy Trinity Lutheran College
GreenLeaves	Ss Michael and John's Primary School
Uniting Wimmera	Wimmera Health Care Group
Murdoch Children's Research Institute	Wimmera Southern Mallee LLEN (Local Learning & Employment Network)
Goolum Goolum Aboriginal Cooperative	Wimmera PCP
Horsham Aquatic Centre	Victoria Police

Stakeholders who were contacted but unable to attend were:

Department of Health and Human Services	Horsham West Primary School
Horsham Primary School (298, Rasmussen)	Laharum Primary School
Natimuk Primary School	Horsham Special School

3. Development of the Horsham Early Years Plan *continued...*

COMMUNITY ENGAGEMENT

Council understands the importance of involving children in decision-making and as such, the Community engagement was two-fold – the use of an Early Years Community Survey and a Children’s Competition.

Children’s Competition

The Competition was centered on two questions, and whilst there were only seven entries, the feedback was used and will be fed into the Open Space Strategy as well as the Early Years Plan. The feedback is outlined below:

What do you enjoy doing in Horsham?

playgrounds · fishing · swimming

football ovals · park · skate park

What could make Horsham better?

lego · better skate park · games room full of computers

harry potter house · paintball · more park

nature playgrounds · stall spots · nerf guns war area

bike track linking key areas · street library

Early Years Community Survey

The Survey was performed electronically and delivered to the early years network for distribution through their network channels and also via the HRCC Facebook page. The Strategic Projects Officer also attended playgroups and an immunisation session. There were 73 responses in total and feedback included:

What are the most important priorities for early years?

1. Families can access health care
2. Ensuring finances and transport are not barriers for families to access services
3. Schools can meet the needs of children and families
4. Children have access to parks and safe spaces to play outdoors

For Professionals working with children and/or their families: What three priorities do you think are most important for improving outcomes for children aged 0-12 in Horsham?

1. Parental/Family support
2. Availability and access to health services
3. Social connection opportunities

4. KEY THEMES AND ACTIONS

Data analysis, stakeholder engagement and policy context were all taken into account to develop the key themes and actions. The key themes have been identified as:

- Creating quality service and support
- Language, literacy and learning
- Advocating for children and families

Council undertakes a number of different roles in the delivery of actions. These include delivery, facilitating, partnering or advocating. These roles are outlined in the actions, as are the relevant Partners. Collaborating with Partners is an integral part of success in this Plan’s delivery as no one agency is responsible for early years outcomes.



I. CREATING QUALITY SERVICE AND SUPPORT

Why is this a priority?

The community says:

- 53% of survey respondents (professionals working with children &/or families) identified parental/family support as a key priority for early years in Horsham.
- Majority of survey respondents stated lack of services and/or information (regarding services and activities) as a key area for improvement.
- Majority of 1:1 meetings saw early years staffing as a key issue in the Wimmera.

What is already being actioned this space?

<p>Health and Wellbeing Plan</p>	<p>Action 25: Utilise the KRCCH setup to strengthen link between Maternal Child and Health Nurses (MCHN) with other service providers and supporting transition between service providers</p> <p>Action 26: Provide and promote a range of spaces for parents to meet and provide info that supports and connects parents (HUB and open spaces)</p>
<p>By Five WSM Early Years Project</p>	<p>Young parents group: A Horsham working group has commenced around the priority to action innovate approaches to engaging with young parents.</p>

4. Key Themes and Actions *continued...*

Actions:

Objective	Action	Role of Council	Partners	Indicator	Timing
1.1 To better support parents, particularly those experiencing vulnerability.	1.1.1 Implement parent support programs with focus on new delivery approaches.	Partner	Centre for Participation, Library, Uniting Wimmera, Goolum Goolum	Annual parent program delivered and effectiveness measured.	2019–2023
	1.1.2 Support different approaches to increase parents knowledge of the Early Childhood Education and Care models available including relevant government subsidies	Partner	Childcare private providers, Horsham & District Kindergarten Association, Early Years Network	Program delivered	2020
1.2 To better inform parents on services and support available	1.2.1 Deliver a collaborative early years communication strategy utilising My Community Directory	Deliver / Partner		Communication Strategy developed	2021
	1.2.2 Investigate establishing a Parent Advisory Group to engage parents in consultation and planning processes	Deliver	Early Years Network	Decision made by Early Years Network	2019
1.3 Streamline processes to make it easier for families	1.3.1 Deliver a Central Enrolment service for kindergarten (Subject to funding).	Deliver	Maternal Child Health, Kinder, Playgroup, Schools	Central Enrolment Process in place and being used as the sole source of enrolment	2020
1.4 To attract and retain quality staff for the early years sector.	1.4.1 Establish working group to look at innovative ways to increase and retain quality staff in the early years sector and relevant health services in Horsham	Partner	Early Years Network	Working group established. Careers expo annually (Early Years Speaker) careers people at schools engaged.	2020
	1.4.2 Increase awareness in secondary schools of early years as a career option.	Partner	By Five	Careers Expo attended	2019–2023
1.5 Strengthen partnerships and collaboration in the early years sector	1.5.1 Establish ongoing Early Years Network to enhance collaborative approach to Early Years Plan actions and promotions	Deliver	All / By Five	Early Years Network meets regularly	2019
	1.5.2 Support families to access and navigate early years services	Facilitate	Early Years Network	Website information up to date	2020

4. Key Themes and Actions *continued...*



2. LANGUAGE, LITERACY AND LEARNING

Why is this a priority?

The data says:

- Speech and language concerns on school entry 2017 (%)21.4 vs VIC 14
- 38 children are deemed vulnerable regarding social competence domain “responsibility, respect, approach to learning” (AEDC 2018)
- Horsham had an 88.3% kindergarten participation rate in 2017.
- The state government will be funding up to 15hours of 3 year old kindergarten in a roll out from 2023 – 2029.

The community says:

- 37% of survey respondents saw “Schools can meet the needs of children and families” as a key priority for early years.
- Affordable and accessible childcare and kindergarten options was in the top four themes identified by survey respondents as an area for improvement.

What is already being actioned this space?

Health and Wellbeing Plan	<p>Action 27: Develop principles of 0–6years programs within council operated areas e.g. KRCCH, Town Hall, Aquatic Centre, Indoor Stadium, Library</p> <p>Action 28: Partner with organisations to conduct a review of outcomes/benefits/relevance of current services.</p>
BY FIVE WSM Early Years project	Early Years Transition: A Horsham working group has commenced work to action the priority of development of strong relationships between school and ECEC in order to facilitate improvement in transition.

Actions:

Objective	Action	Role of Council	Partners	Indicator	Timing
2.1 To equip parents with the necessary tools to participate in their children’s learning	2.1.1 Deliver education programs for parents with focus on new delivery approaches.	Partner	Early Years Network	A program targeted at parents delivered annually	2020
	2.1.2 Increase parents engagements in literacy programs (e.g. 1000 books, Let’s Read) and develop their skills and confidence to read more to their children	Partner	Early Years Network	A literacy program targeted at parents delivered	2020
2.2 To ensure children in Horsham have access to funded 3 year old kinder.	2.2.1 Establish Working Group to investigate 3yo Kinder by 2023 with focus on universal access.	Deliver / Partner	Horsham & District Kindergarten Association, Childcare providers, Department Education & Training, Horsham Aquatic Centre	Working Group established and operational	2019
	2.2.2 Gather data for kindergarten including attendance/participation to ensure kinder is accessible to all.	Deliver / Partner	Horsham & District Kindergarten Association, Department Education & Training, Childcare providers	Data gathered annually	2019–2023
	2.2.3 Upon proposal from 3yo kinder working group - Conduct infrastructure Review	Deliver	Department Education & Training, Horsham & District Kindergarten Association, Childcare providers, HRCC Building group	Infrastructure Proposal completed	2021

4. Key Themes and Actions *continued...*



3. ADVOCATING FOR CHILDREN AND FAMILIES

Why is this a priority?

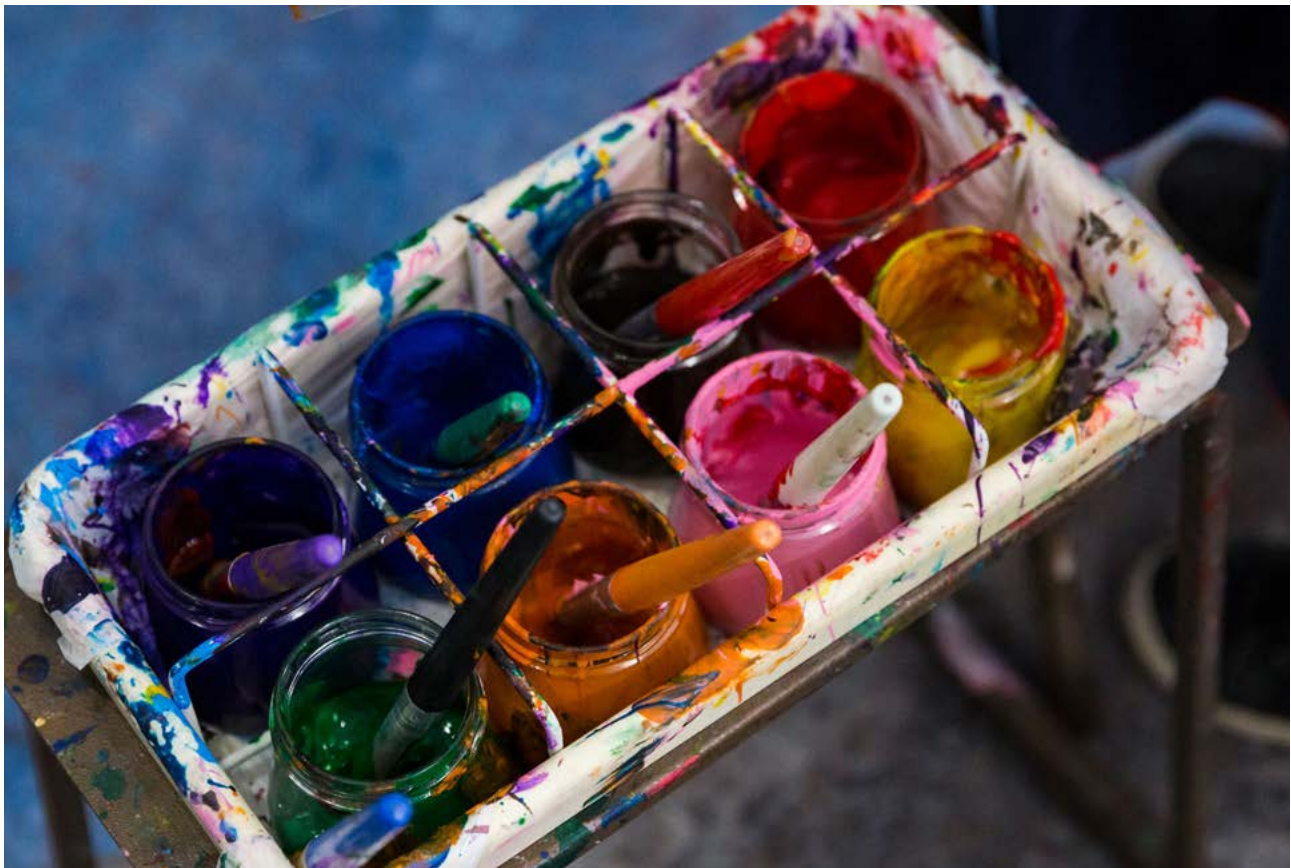
The data says:

- A recent national survey showed regional Australia was in desperate need of investment to improve staff levels and hospital facilities
- The Australian Medical Association Rural Health Issues Survey 2019 revealed rural doctors believed more staff and workable rosters was the most critical priority for improving rural-health outcomes.

The community says:

- Majority of survey respondents stated a lack of services and difficulty in accessing services as key areas for improvement.
- The equal top priorities identified in the survey were; “Families can access health care” and “Ensuring finances and transport are not barriers for families to access services”.

Objective	Action	Role of Council	Partners	Indicator	Timing
3.1 To ensure Horsham children are not disadvantaged because of their location	3.1.1 Create an Early Years Advocacy Paper	Deliver / Partner	Department of Education & Training, Early Years Network	Advocacy Paper developed	2020
	3.1.2 Act as TeleHealth Early Years Champion	Deliver	Wimmera PCP	Championed TeleHealth in a range of arenas.	Ongoing
	3.1.3 Advocate for health screening to occur earlier	Deliver	Early Years Network	Advocated for health screening in a range of mediums.	Ongoing



5. IMPLEMENTATION AND REVIEW

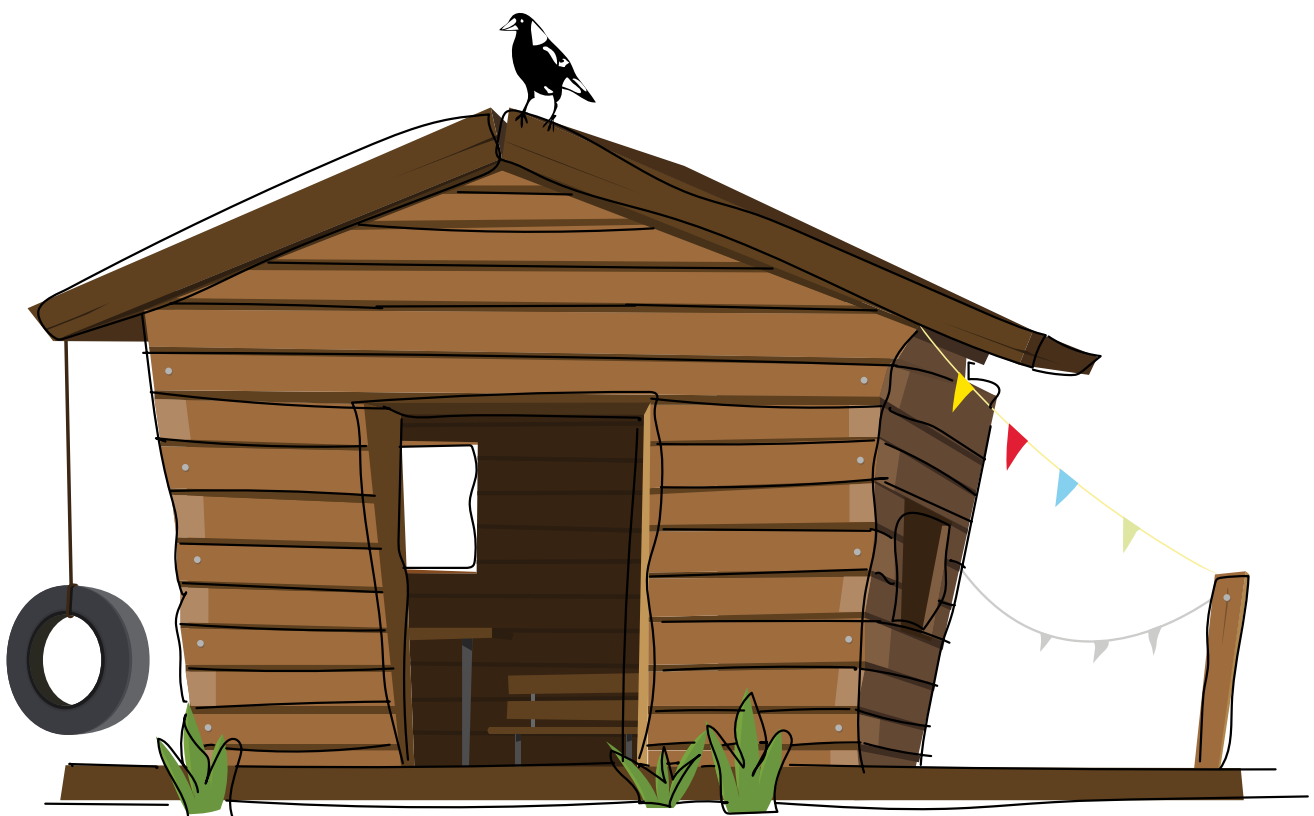
Council will work collaboratively with partners to deliver the Early Years Plan and thereby, the best possible outcomes for the children of Horsham RC and their families.

The Early Years Network will meet a minimum of twice a year and be used as the key forum to report on progress and align priorities. (Sub working groups will be developed as required to focus on particular areas of action).

An annual review will occur for the duration of the Plan reporting into the Executive Management Team and the Early Years Network.

In addition to the Indicators outlined for each action, the HRCC Early Years Plan 2019-2023 will be monitored and evaluated by the data and sources contained in **Horsham’s Children 2019 – A DATA SNAPSHOT**. Final evaluation measures include (but are not limited to):

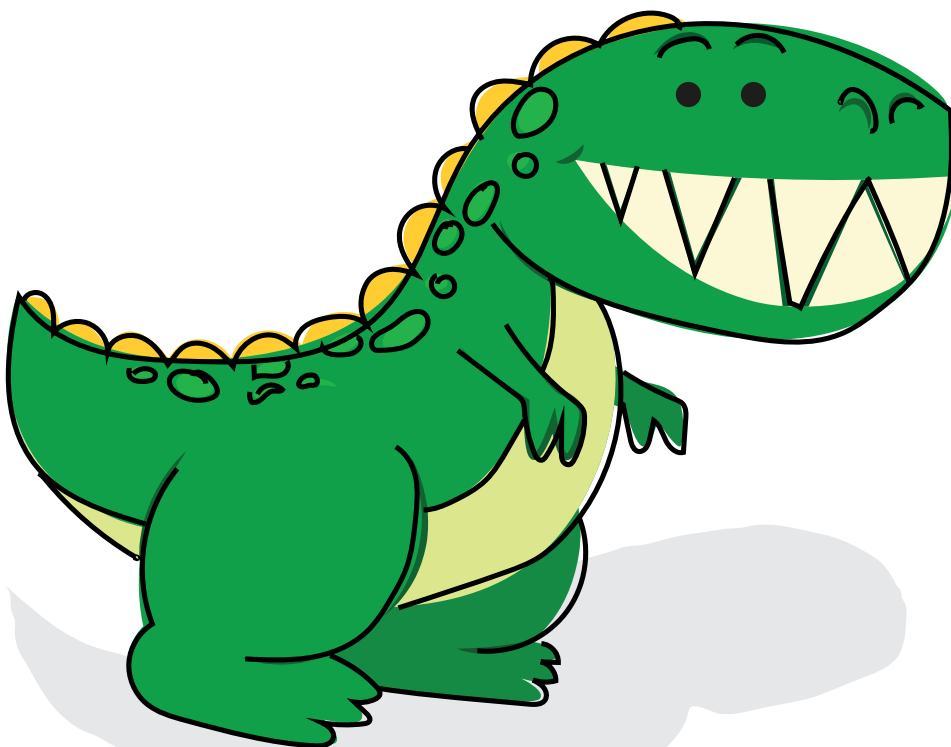
Indicator	Source	Target	Available
Percentage of Children vulnerable in each AEDC domain	AEDC	Downward trend	2021
Percentage of Children vulnerable in one and two or more domains	AEDC	Downward trend	2021
4 year old kindergarten participation rate	LGA Profile - DET	100%	Annually
MCHN Attendance for children aged 2 years	MCHN Annual Report	90%	Annually



APPENDIX A

Appendix A: Explanation of Building Condition Rates used by HRCC

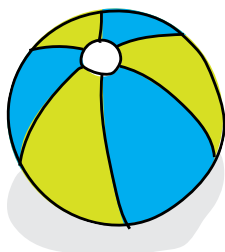
Condition Rating	Description
0	New building or component recently rehabilitated to new condition
1	As new condition, no visible signs of wear and tear or defects
2	In excellent condition with only very slight condition decline (obviously no longer new)
3	In very good condition with some early signs of wear and tear commensurate with age and use
4	In good condition with some obvious signs of wear and tear but no evidence of deterioration
5	In fair condition, minor evidence of deterioration of the elements which could potentially shorten life
6	In fair to poor condition with evidence of minor isolated failure in an element which will reduce future life, maintenance costs high
7	In poor condition with evidence of minor isolated failure in an element which will reduce future life, maintenance costs high
8	In very poor condition with evidence of multiple failures and the inability of the element to continue to satisfactorily provide the original intended purpose
9	In extremely poor condition with significant evidence of failure of the element and failure to provide design and purpose
10	Total failure of the element, extreme risk in leaving asset in service



APPENDIX B

Appendix B: Map and Summary of Early Years – Childcare Centres, Kindergartens and Primary Schools

Facility Name	Address	Service Description	Service Operator	Age group	Operating Hours
CHILDCARE CENTRES					
A Horsham Community Childcare Centre	9 Roberts Ave, Horsham	LDC with integrated 4yo kinder	Uniting Care Wimmera	0-5	Mon - Fri 8am - 6pm
B Goodstart Early Learning Horsham	10 Madden Street, Horsham	LDC with integrated 4yo kinder	Goodstart	0-5	Mon - Fri 6.30-6.30
C Green Leaves Early Learning Horsham	44 Hillary Street, Horsham	LDC with integrated 4yo kinder	Green Leaves	0-5	Mon - Fri 6.30-6.30
D Community Kids Horsham Early Education Centre	138 Baille St, Horsham	LDC with integrated 4yo kinder	Community Kids	0-5	Mon - Fri 6.30-6.30
SESSIONAL KINDERGARTENS					
A Natimuk Rd	48 Natimuk Road	4yo sessional kinder	HDKA	4-5	Mon-Fri 8.50-1.50
B Bennett Rd	1H Bennett Road	4yo sessional kinder	HDKA	4-5	Mon-Fri 8.50-1.50
C Kalkee Rd Children's HUB	24/28 Kalkee Road	<u>4 & 3yo sessional kinder</u>	HDKA	4-5	Refer to service description
– Wombat Room		4yo Mon-Fri 9am-2pm			
– Possum Room		4yo Mon, Tues, Thurs 8.30-1.30pm;			
– Possum Room		3yo Tues 9am-2pm, Fri 9-midday or 9am-2pm			
– Wallaby Room		LDC Mon, Wed, Thurs			
D Green Park	20 Williams Road	<u>4 & 3yo sessional kinder</u>	HDKA	4-5	Refer to service description
– Casuarina Room		4yo Mon-Fri 8.30-1.30			
– Acacia Room		4yo Tues-Fri 9am-2pm			
– Acacia Room		3yo kinder mon 9am-2pm			
E Natimuk Preschool	2 Regent Street	4yo Sessional kinder	HDKA	4-5	Refer to service description
Laharum Preschool	1574 Northern Grampians Road, Wartook		Not in use as of 2019		



APPENDIX B *continued...*

Appendix B: Map and Summary of Early Years – Childcare Centres, Kindergartens and Primary Schools

Facility Name	Address	Service Description
PRIMARY SCHOOLS		
A Horsham West Primary School - West Campus	24 Hillary Street, Horsham VIC 3400	Primary School
B Horsham Primary School, Rasmussen Campus	2B Rasmussen Rd, Horsham VIC 3400	Primary School
C Horsham Primary School, 298 Campus	38 Baillie St, Horsham VIC 3400	Primary School
D Holy Trinity Luthran College	25 Trinity Drive, Horsham	P-12
E Horsham West Primary School - Haven Campus	4362 Henty Hwy, Haven VIC 3401	Primary School
F Ss Michael and John's Primary School	7 McLachlan St, Horsham VIC 3400	Primary School
G Horsham Special School	17 High St N, Horsham VIC 3400	P-12
H Natimuk Primary School	38 Old Noradjuha Rd, Natimuk VIC 3409	Primary School
I Laharum Primary School	1574 Northern Grampians Rd, Laharum VIC 3401	Primary School

Occasional Care

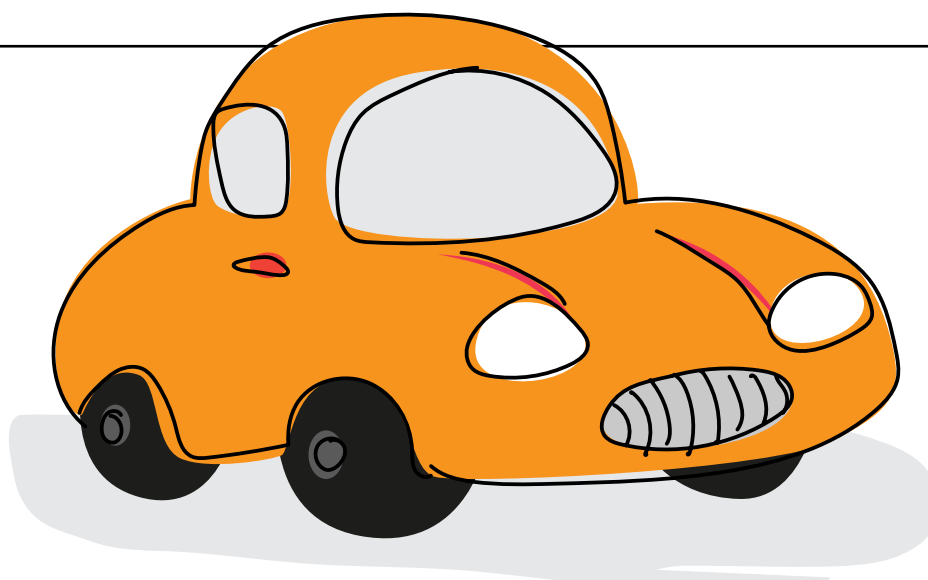
Horsham Aquatic Centre

After School Care

Horsham Aquatic Centre

School Holiday Program

Horsham Aquatic Centre



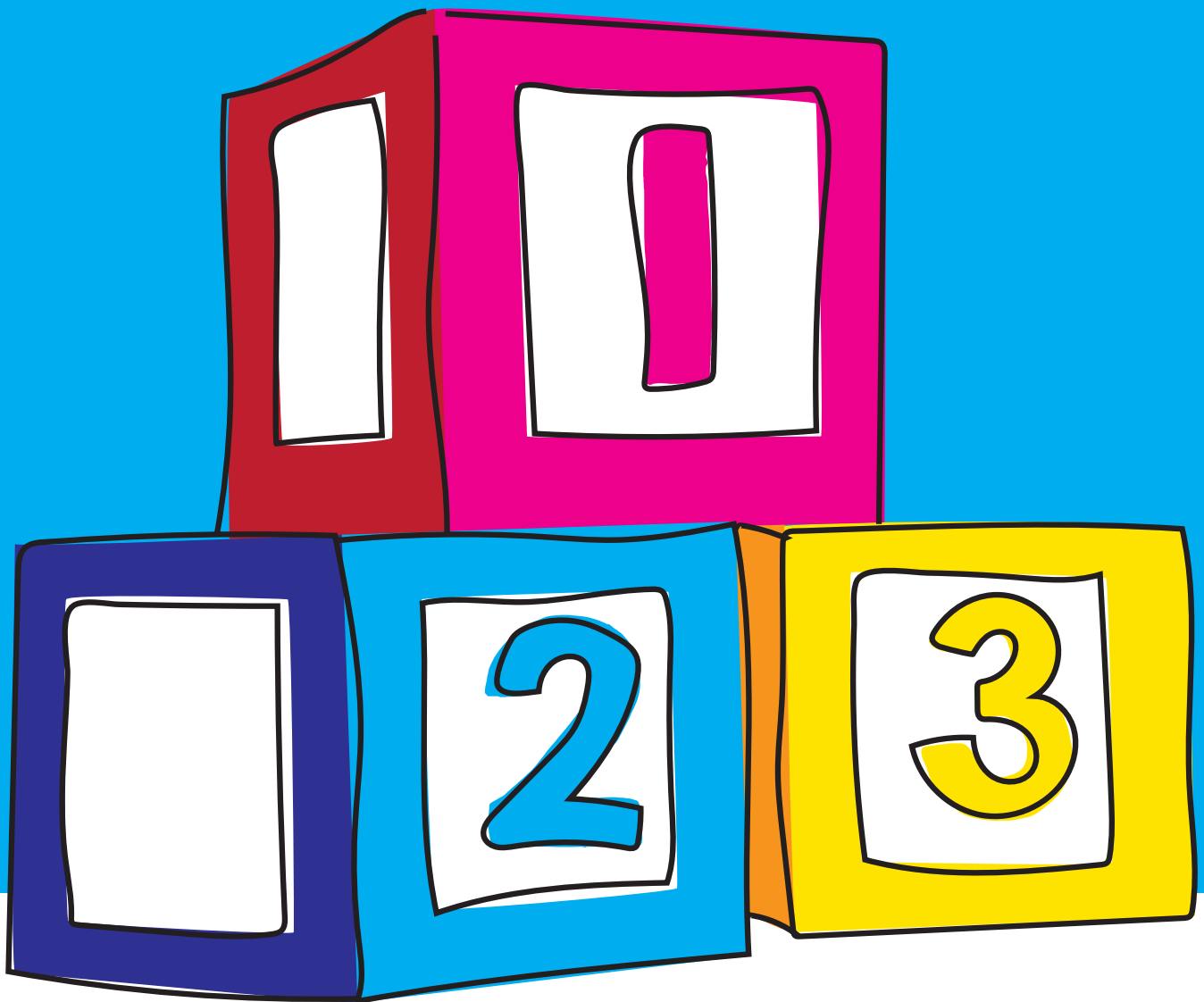
APPENDIX B *continued...*

Appendix B: Map and Summary of Early Years – Childcare Centres, Kindergartens and Primary Schools









Council Offices

Horsham:

Civic Centre, 18 Roberts Avenue, Horsham 3400

P: (03) 5382 9777

F: (03) 5382 1111

E: council@hrcc.vic.gov.au

W: www.hrcc.vic.gov.au

Monday to Friday
8.30am to 5pm

Postal Address:

PO Box 511, Horsham 3402

Depot:

Selkirk Drive,
Horsham 3400

P: (03) 5382 9600

F: (03) 5382 5358

Monday to Friday
7.30am to 4.30pm

Natimuk:

Natimuk
Community Centre,
62 Main Street,
Natimuk 3402

P: (03) 5387 1304

Thursdays only
9am to 12pm

Kalkee Road Children's and Community Hub:

28 Kalkee Road,
Horsham 3400

P: (03) 5382 9531





HORSHAM'S CHILDREN 2019 A DATA SNAPSHOT

Horsham Rural City Council understands the importance of early years in establishing the foundation for life success. Investment at this early stage in life has the greatest opportunity for impact and benefit for, not only the child, but to the community in general.

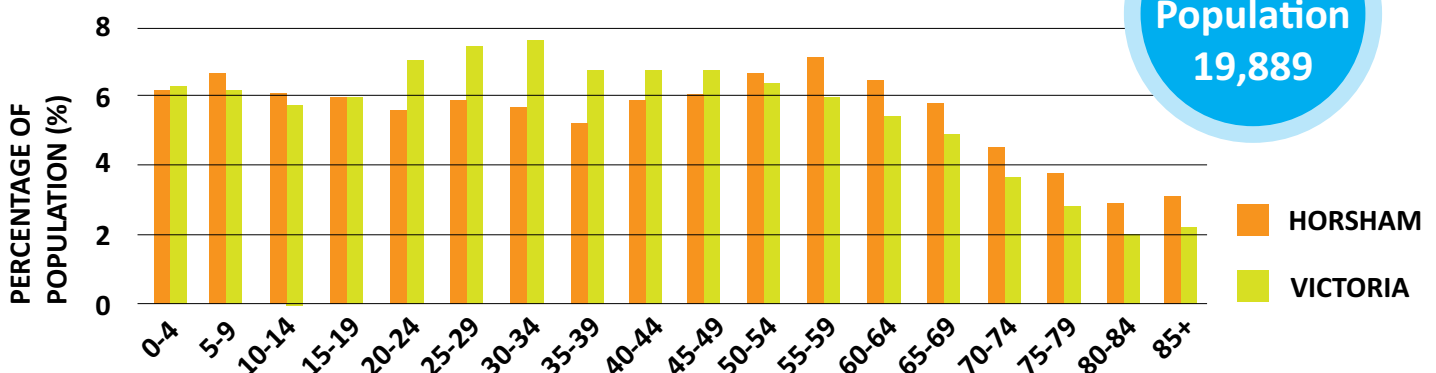
Horsham's Children 2019 – A DATA SNAPSHOT, provides an insight into how children are faring in Horsham RC. Municipal Early Years Plans (EYP) are place-based and acknowledge the importance of being data driven to ensure the EYP is responsive to the individual municipality needs. This snapshot acknowledges the systems approach, in that each of the social, built, economic and natural environments can influence a child's development in learning, health

and wellbeing. As Council has an oversight into each of these areas, it can play a unique role in facilitating partnerships to achieve the best outcomes for the community. As such, data across these areas has been compiled to outline the profile of children in Horsham.

This Snapshot has been used to inform HRCC's EYP to ensure it is data based and best positioned to support Horsham's children to succeed in life.

Horsham rural city population

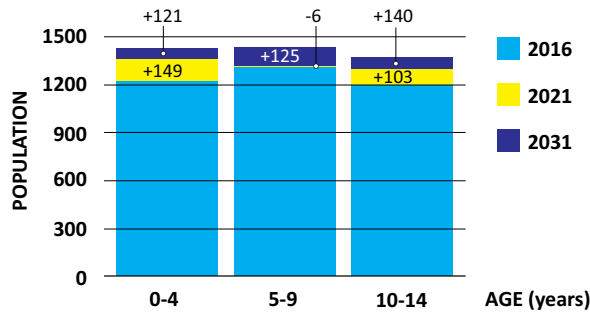
HORSHAM AGE PROFILE – 2017^A



Horsham rural city population continued...

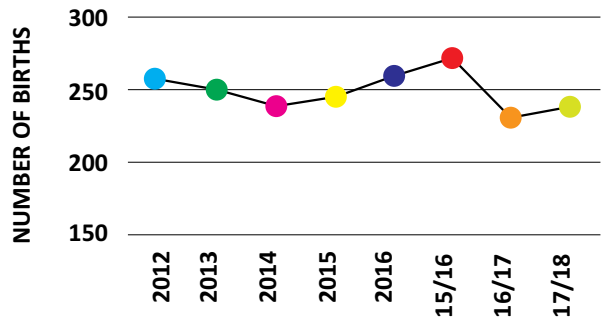
Total Population of Horsham RC in 2031 - 21,793.
 Estimated population change to be 9.6%^B

NUMBER OF POPULATION PER AGE GROUP (CHANGE IN POPULATION)



Birth rates in Horsham have fluctuated between the years 2000 and 2017 as seen to the right. However there has been an increase of 12% across this period vs the birth rate in non-metro Victoria of 28%.

BIRTH RATES IN HORSHAM RC^J



Birthrate in age group 15–19 years – 2017

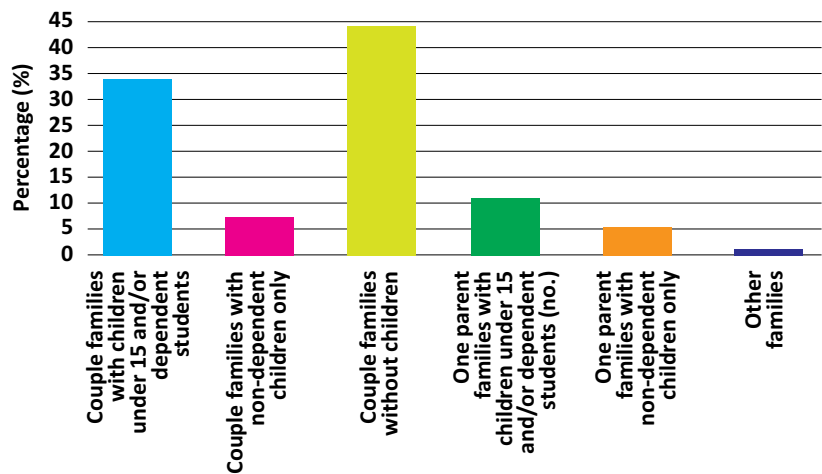


This birthrate has decreased by 14% since 2000. However Horsham remains third highest local government area in the state for teenage pregnancy.

What do Horsham families look like?

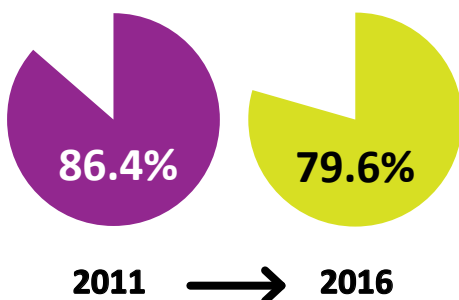
Horsham family composition has remained relatively constant from 2011 to 2016 with an approximate 2% increase of families with children (both couple and one parent). The family composition is quite similar to the Victorian average, however, there is slightly more one parent with children under 15 years old in Horsham.^A

FAMILY COMPOSITION – HORSHAM RC 2016

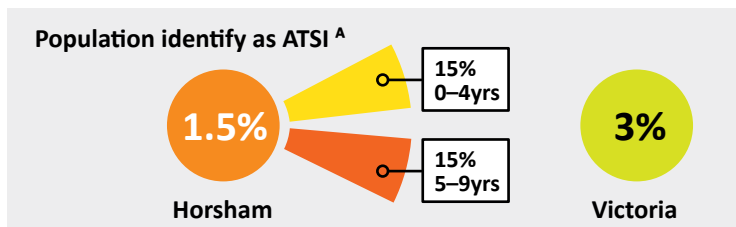


Culturally and linguistically diverse communities

Percentage of children in Horsham with both parents born in Australia.^A



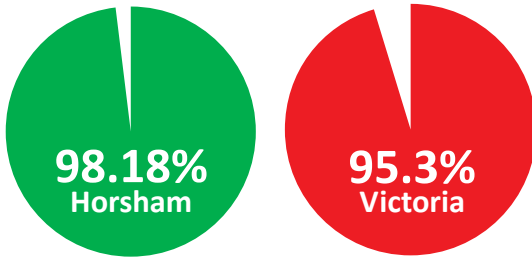
The cultural and linguistic diversity in Horsham is significantly less than the Victorian average. However, Horsham has continued to see a steady increase in population cultural diversity that live and/or work here since the last Census. This signifies the importance for social connection opportunities as it can be isolating for families new to the area. Evidence shows social isolation can lead to or exacerbate poor health, including mental health.



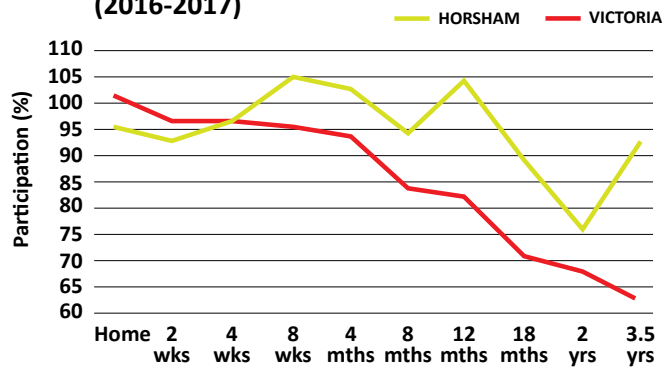
How healthy are our children?

The health and wellbeing of children is critical in their development and establishing the foundation to succeed in life.

Immunisation Rates at 5 years^C

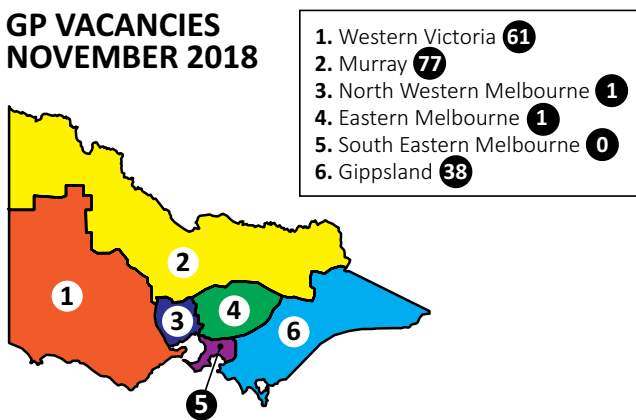


MCHN KEY AGE/STAGE VISIT PARTICIPATION (2016-2017)



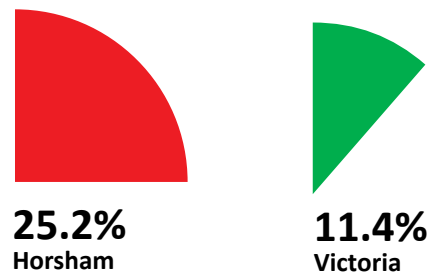
MCHN Key age/stage visit participation: Horsham is above 90% for the first 12 months and above 75% 18 months to 3.5 years. There is a general downward trend of participation as age increases (also reflected in Victorian average figures).

GP VACANCIES NOVEMBER 2018



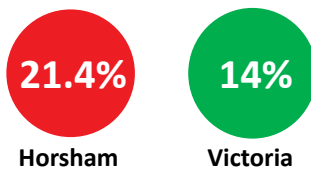
The Wimmera has experienced a significant issue in GPs. This remains an issue and is a key advocacy item for HRCC.

Women who smoked during pregnancy^D



Education Readiness

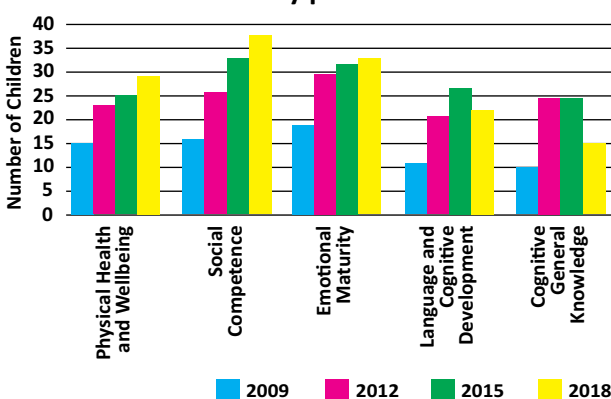
Speech and language concerns on school entry 2017^A



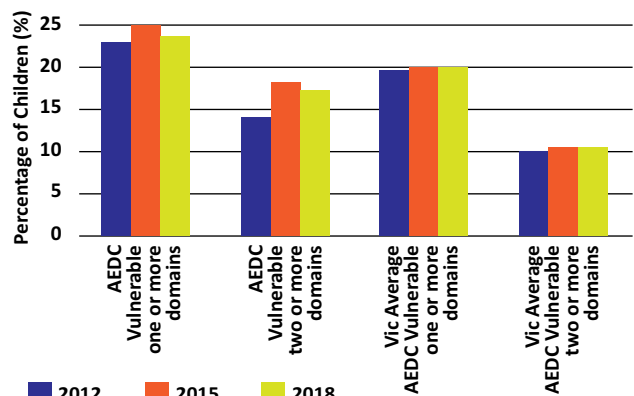
31 Children identified by teachers as requiring further assessment in 2018 (e.g. medical and physical, behavior management, emotional and cognitive development). This is the same number as in 2015 and almost double that in 2012.^E

The development of Horsham children:

AEDC Vulnerability per domain 2009–2018



AEDC Vulnerability 2012–2018 Horsham Vs Vic Average



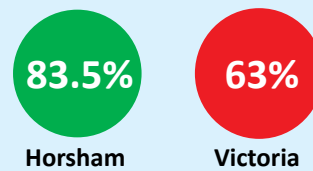


Community

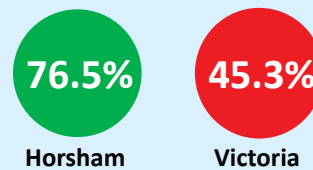
Being part of a community can have a positive effect on mental health and emotional wellbeing. This in turn influences positive parenting and child development leading to more positive outcomes for families. Horsham Rural City Council has a strong commitment to social connection and open space and priorities are outlined in the Horsham Rural City Health and Wellbeing Plan.

It is increasingly recognized that a person's health may be affected by where they live. Living in neighbourhoods with low levels of pollution and with easy access to shopping facilities, basic services, good parks, play spaces and affordable transport can have a positive influence on the lives of family.

People are willing to help each other – Horsham 2015^J



This is a close-knit neighbourhood – Horsham 2015^J



Family experience

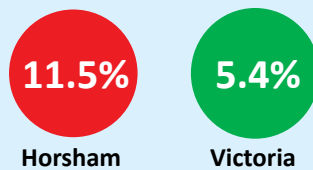
Family experiences, living conditions and the sociodemographic experiences of the family all heavily influence a child's health, wellbeing and learning throughout life.

Some environmental factors:

Horsham has consistently had the highest rate of family violence incidents in the Grampians Region (2011 to 2016). Since 2012, Horsham has consistently been the top 10 worst performing Local Government Areas across the state.^F

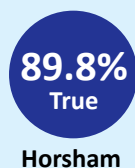
In general, children are present in **1 out of every 3** family violence cases reported to police^G

Children subject to care and protection orders^I
(Rate per 1,000 children aged 0–17 years)



27 children whose parents reported having high levels of family stress in past month.^I

This child is regularly read to/encouraged in his/her reading at home:^E (Response by teacher)



Data References for Early Years Plan

- A – ABS Census
https://itt.abs.gov.au/itt/r.jsp?RegionSummary®ion=23190&dataset=ABS_REGIONAL_LGA2017&geoconcept=LGA_2017&dataset=ASGS=ABS_REGIONAL_ASGS2016&datasetLGA=ABS_REGIONAL_LGA2017®ionLGA=LGA_2017®ionASGS=ASGS_2016
https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/LGA23190
- B – Victoria in Future
<https://www.planning.vic.gov.au/land-use-and-population-research/victoria-in-future-2016>
- C – Australian Immunisation Register – Coverage Report LGA by age group (Age calculated as at 30SEP17)
- D – (2009–2011) *Social Health Atlas of Australia, Victorian Local Government Areas, May 2016 Release, PHIDU 2016*
- E – AEDC Data
- F – Women's Health Grampians
- G – Victoria Police 2015, 'Crime statistics 2013/14', Victorian Government, retrieved 3rd September 2015,
https://www.police.vic.gov.au/content.asp?Document_ID=782
- H – Victorian Child and Adolescent Monitoring System (VCAMS), accessed via the VCAMS Portal online August 2016 at
<http://www.education.vic.gov.au/about/research/Pages/vcamstableau.aspx p133 PCP profile>.
- I – Vichealth Survey – 2015
- J – Child Development Information System

HRCC EARLY YEARS PLAN 2019-2023 PUBLIC FEEDBACK SUBMISSIONS

Sent: Friday, 26 July 2019 5:56 PM
To: Council Support <council@hrcc.vic.gov.au>
Subject: Feedback to Draft Early Years Plan

Hi there,

The plan does not include any reference to the inclusion of the respectful relationships framework: *The Royal Commission into Family Violence identified the critical role that schools and early childhood education have in creating a culture of respect to change the story of family violence for future generations.*

<https://www.education.vic.gov.au/about/programs/Pages/respectfulrelationships.aspx>

Cheers

Sent: Thursday, 8 August 2019 3:18 PM
To: Council Support <council@hrcc.vic.gov.au>
Subject: Draft early years plan response.

Hi

I just read the plan and have the following comments

1. The plan needs to positively encourage participation in early years education and be more proactive in ways to support this. Please don't just look at slow development of facilities or just catering for those that can participate.
2. The plan needs to cater for all children in the municipality, not just those that presently have facilities available, and for the future.
3. The plan should also be about providing for the future through education for all, especially for children who may not have the opportunity due to distance, parent work, ethnicity and language, or income. Funding may need to be sought through Council or HDKA or immigrant programs, or maybe arts, environment and physical activity funds.
4. Laharum PreSchool had considerable funding for upgrades recently and should therefore be used, perhaps not just by local preschool children but also by children from a larger area. This may mean transport arrangements need to be made. There is also an opportunity here for a 'Bush Kinder' project.

Thanks

Submission

Senate Enquiry on Jobs for the Future in Regional areas

Introduction

Horsham Rural City Council is pleased to submit to the Senate Enquiry on Jobs for the Future in Regional areas

Background – Horsham Rural City Council

Horsham Rural City Council (population 20,000) is the regional centre of the Wimmera Southern Mallee and services a regional population of 55,000. Horsham is strategically located on the Western Highway and National Freight Route 300km west of Melbourne and 400km east of Adelaide.

Population projections for Horsham indicate growth of around 0.5 per cent can be expected over the next 20 years. Projected dwelling demand for Horsham Rural City Council is 80 to 100 per annum. There is a need for high quality housing to attract skilled professionals to the region.

There is vacant residential zoned land available in the city with the largest area being to the west and south of the city centre. It is projected that Horsham has a supply of greenfield residential land for the next 10 to 15 years.

A range of available industrial land is located in and around the city and data indicates a supply of 15 years, with current capacity at the Burnt Creek Industrial Estate, the Wimmera Intermodal Freight Terminal precinct and private industrial developed land.

New Industries and Employment Opportunities

Council's Economic Development Strategy adopted in 2018 summarises Horsham's priorities and opportunities for new industries and employment

The priority objectives for economic development in Horsham and the broader Wimmera Southern Mallee are focussed around supporting major industry such as Agriculture and Manufacturing, improving liveability, fostering growth opportunities in new and emerging industries that capitalise on the region's competitive advantages and attracting new business and residents.

A key strength of the region is the considerable agriculture production and the opportunity to leverage further from value-add production, advancements and development of farming technology, consolidation of land holdings and capitalising on water security as a result of the Wimmera-Mallee pipeline.

There is, however, an objective to further diversify the local economy to create greater resilience. Horsham's role as a regional City in the broader Wimmera sees it well-placed to accommodate growth in public service industries such as health and education, as well as industries that develop more organically through an increase in population and activity such as retail, food and accommodation, entertainment and recreation, construction and professional services.

Some of the key strategic economic development opportunities identified for Horsham Rural City include:

- Expand the investment in renewable energy sectors and small towns, including wind, solar and biomass;
- Mineral sands mining and the significant economic impact that would be generated (expenditure, employment, wages and salaries, exports), including the current Stavely release for Western Victoria which could potentially offer the region other earth resources such as gold, copper or other metals for exploration and mining
- Develop tourism product with a focus on food and wine, nature based, indigenous, sport and recreation, and arts and cultural tourism;
- Facilitate a critical mass of industrial activity in existing industrial precincts;
- Encourage the clustering of industry to promote synergy. For example, intensify health care, social assistance and medical services in proximity to the existing hospital precinct;
- Build on the Rural City's liveability through the promotion of social cohesion,
- and the sustainable development of public infrastructure and services;
- Attract and accommodate new residents in locations that provide access to infrastructure and services, and does not adversely affect productive agricultural land; and
- Continue to encourage the Central Activity District of Horsham as a vibrant hub that supports a mix of retail, office, food and beverage, entertainment, community and cultural activity. State tourism strategies such as Victoria's Tourism 2020 Strategy and the Visitor Economy Strategy identify the need to improve destinations through investment in attractions, experiences and accommodation. This is particularly relevant for Horsham in terms of regional strengths in nature based tourism, food and wine, and arts and culture.

Other key strategies include growing events, improving marketing and branding, and more effective coordination and collaboration between regions.

A key strength of the Horsham and Wimmera region is agricultural production and the opportunity to leverage further from value-add production, advancements and development of farming technology (research), mineral sands mining and processing, and capitalising on water security via the Wimmera-Mallee pipeline.

Horsham Rural City Council strongly supports Government policy that helps to take the service and infrastructure pressure away from Melbourne which is struggling with: increasingly congested road and rail infrastructure; declining housing affordability; rapid growth in outer fringe suburbs; and the loss of valuable agricultural land on the urban fringe.

In recent years, our municipality has attracted substantial international investment and national strategic focus through grains research. Recent examples showing the high level of interest and activity in the agricultural research sector include:

- the establishment of the Australian Grains Genebank in Horsham (a joint initiative of the Victorian Department of Environment and Primary Industries and the Grains Research and Development Corporation) has capacity to store up to 200,000 grains samples, and is designed to acquire, conserve, characterise and distribute grain crop genetic resources globally for plant breeding research;
- the construction of a phenomics glasshouse by DEPI;
- the \$14million wheat breeding station established by BASF in 2013 (one of seven global sites); and
- the investment of \$3 million in glasshouse upgrades by Nuseed.

As a result of these initiatives, the region hosts a significant number of national and international researchers. Research personnel are generally more highly qualified than the regional community as a whole. A number of them have international backgrounds – living and working (often with their families) in countries around the world before settling in Australia. This strength presents a further opportunity to build on grain research capability in the Wimmera, through decentralization and relocation of Government Departments with a focus on agriculture.

Council has recently granted planning approval for establishment of a protein powder factory for Horsham that will value add to faba beans produced in the region to generate protein powder in response to international markets. This proposed industry will require specialist skills in science and technology to produce the output, and will require recruitment of specialists from outside of the Wimmera region. This is a great example of value adding to agriculture produced in the region, and reinforces the need for quality community, recreational and cultural infrastructure to attract skilled labour force.

The current recycling crisis presents an opportunity for regional areas to consider waste processing as an industry to value add and generate employment opportunities locally.

It is important to note that discussion and planning for new jobs and industries should include continued investments in connectivity (high speed internet and mobile coverage), power infrastructure capacity in terms of transmission lines (to support development of the renewable energy sector) and transportation (particularly the return of passenger rail to the western part of Victoria and the duplication of the Western Highway) will be required to maximise the success of sustained employment into western Victoria over the next decade. In addition, continued investment in innovation in manufacturing industries through clustering, training and education will facilitate efficiencies and competitiveness to improve productivity and support further job opportunities.

Development of creative industries are emerging and important to communities. In particular, arts and culture facilities and programs can collectively enrich residents' quality of life by providing vital social and community connections, as well as employment and learning opportunities. This is particularly relevant for the Wimmera with the Horsham Town Hall's successful performing arts centre and regional art gallery together with major cultural events such as the Art Is Festival and Nati Fringe. There is further opportunity to develop employment opportunities in cultural tourism and events, with the ongoing support of government and other partners.

Arts and cultural projects also support longer-term economic growth for our regions by creating local jobs and destination tourism experiences. As well as creating regional jobs during the construction of multiple projects, once they are complete permanent jobs will further boost local economies, regional tourism and the liveability of communities.

Community Infrastructure to attract investment and job creation

Regional cities such as Horsham, have the capacity to absorb a larger population, but requires the support of Government to develop quality community infrastructure in parity with cities to attract, recruit and retain professionals to fill skills shortages in the regional areas. Promoting 'liveability' needs to be an important strategy for future development of sustainable regional centres. Regional cities have a distinct competitive advantage in terms of factors such as: housing affordability, visitor attractions (visual appeal), and easy access to quality health and education services. It is important that Government policy continues to support liveability infrastructure improvements such as cultural, recreation and sporting infrastructure. High quality community infrastructure facilities and services are key considerations for families and businesses in making decisions to relocate to regional centres like Horsham.

Freight

Provision of access to the port is critical for agribusiness to transport produce for export. Continuation of and ongoing access to the mode shift incentive scheme to encourage business to utilise rail freight facilitates efficient and easy access to the port, and less heavy vehicles on the roads. More recently, the road versus rail issue has reached a critical point for rail providers with approval for heavier vehicles on the highways, making it less competitive for producers to use rail. In terms of the Wimmera region, this could see a further 40,000 trucks on the Western Highway between Horsham and Melbourne which could be detrimental for road safety.

The Wimmera Intermodal Freight Terminal located at Dooen in Horsham Rural City Council was constructed and opened for business in 2012. The container throughput has gradually increased since commencement of operation, due to improved seasonal conditions and developing markets. Annual container throughput from 2012/13 started at 8916 and for the 2016/17 season totalled 23,567. This demonstrates the need for continued support for incentives to use rail freight, but at the same time has highlighted that the Wimmera Intermodal freight Terminal has already exceeded the business plan throughput which was expected to be reach 20,000 annual containers in 2021.

The successful 2016/17 year throughput has identified that the site is operating at capacity and has highlighted inefficiencies in logistics, traffic flow and insufficient pad capacity for loading and unloading. Ongoing Federal and State Government support for capital funds for expansion and redevelopment of intermodal freight terminals is critical to meet the needs of agribusiness and exporters and their viability.

Transportation

Improving transport in all forms is the key to sustainable transition to regional cities. Horsham's role as the regional centre of the Wimmera is based firmly upon the national road and rail links between Melbourne and Adelaide. These links provide access to markets for our regional industries and tourism. The development of the Wimmera Intermodal Freight Terminal (WIFT) in 2012 was a collaborative project between local, state and federal governments, and private industry. Horsham Rural City Council was the key driver of this project which has created a strong logistics chain for the Wimmera region for the next 10-20 years.

Strong commitment at State and National level is needed to maintain and improve transport networks and regional connectivity to capital cities and major ports.

An improvement in public transport is also required. The eight Councils of the South West of Victoria and the Wimmera believe that the return of passenger rail to the western part of the state is a significant economic driver, a key factor in providing increased employment opportunities and has an important social aspect for our communities to provide access to services in Melbourne and Ballarat. Connectivity to regional centres improves the attractiveness of our regions to live, work and invest. The recent Grampians and Barwon South West Regions Passenger Services Cost and Feasibility Study identified the return of passenger rail to the regional centres of Horsham and Hamilton as a key economic and social imperative at a cost of \$369million.

Strong government policy and funding for major and minor road networks in regional Victoria is also essential to ensure easy and safe travel within rural areas and linking regional centres to Melbourne.

Education and Training

State and Federal Government need to support regional centres through the development and implementation of policies (and funding) to support further education and job creation that will attract and retain professional workers in regional areas. Access to high quality education at all levels is essential to attract and retain people in our region. Strong government support of tertiary institutions (i.e. Federation University in Horsham) is essential to ensure that people can undertake undergraduate tertiary studies in key workforce shortage areas i.e. nursing and education. Promotion of work placements in regional centres as part of tertiary studies is another policy and funding area that needs to be developed by all levels of government. Sampling rural living and showcasing the benefits of our lifestyle is a key factor in people choosing to live and work in regional Victoria on a permanent basis.

There is also a need for continuing focus on vocational training in regional areas, in particular, VET in schools programs and post-secondary vocational training. The success of Longerenong College in providing an Advanced Diploma in Agriculture showcases the potential and need for increased vocational education training and degree level agricultural courses which can feed into the strong agricultural research industry that exists in the Wimmera.

Information and computer technology (ICT)

The availability of high speed internet and mobile coverage to regional areas is crucial. The current roll-out of the NBN offers significant opportunities to regional communities in terms of increased speed and capacity for business. Ongoing investment in communications is needed, particularly linked to advancements in technology related to the agricultural industry. Horsham is one of the first regional centres in Victoria to have access to high speed internet, through the State Government's Enhanced Broadband program (5G) which will provide opportunities to improved connectivity for existing businesses and new business development.

Renewable energy

The Wimmera Southern Mallee has been identified as a primary area for the development of renewable energy. The area has natural assets of wind and sunshine on largely flat land, ideally suited to these renewable options.

The area has limited electricity grid capacity and that needs to be upgraded to capitalise on the natural assets and the opportunities to use the wind and solar to generate alternative energy. The current transmission system in North West Victoria is currently restricting investment into the region.

Investment in regional infrastructure is a key to supporting the 'liveability' of regional capitals that will attract business investment through the provision of high standard health/education/social services.

Critical infrastructure projects identified for our region include:

- Western Highway duplication and upgrades
- Return of passenger rail services to Horsham (Western Victoria)
- Improvement in mobile phone coverage
- Improvement in power transmission capacity

**COUNCIL BRIEFING HELD IN THE RECEPTION ROOM
ON MONDAY 2 SEPTEMBER 2019 AT 5.00PM**

Present: Cr MA Radford, Mayor; Cr DA Grimble, Cr A Gulvin (from 5.40pm), Cr J Koenig, Cr L Power, Cr J Robinson; Sunil Bhalla, Chief Executive Officer; Graeme Harrison, Director Corporate Services; John Martin, Director Infrastructure; Kevin O'Brien, Director Community Wellbeing; Angela Murphy, Director Development Services; Cameron Gerlach, IT Co-ordinator (item 3.1 only); Deepen Dutta, IT Systems Administrator (item 3.1 only); Justine Kingan, Co-ordinator Strategic Planning (item 3.3 only)

Apologies: Cr P Clarke

1. WELCOME AND INTRODUCTION

Cr Radford welcomed everyone.

2. DISCLOSURE OF CONFLICT OF INTEREST SEC 79, LOCAL GOVERNMENT ACT, 1989 (AS AMENDED)

Nil.

3. PRESENTATIONS

3.1 Councillors Laptop Handover / Instructions

3.2 SayNO2Family Violence – Rotary Club of Horsham East

In attendance: Steve Holmes, Peter Robertson, Joanne Bates, Geoff Eagles, Don Perry, Tom Gallagher; apology – Simone O'Brien

Discussed.

3.3 City to River

Justine Kingan briefed Councillors on the number of submissions received, planned next steps and future reporting back to Council.

4. COUNCIL MEETING REPORTS FOR DISCUSSION

4.1 Council Plan Six Monthly Report

Discussed.

Meeting adjourned for dinner 7.50pm

Meeting Reconvened: 8.15pm

4.1 Council Plan Six Monthly Report (continued)

Discussed.

4.2 Local Government Performance Reporting Framework (LGPRF)

Discussed.

4.3 Local Government Rating System Review – Submission

Discussed.

4.4 Horsham Regional Livestock Exchange (HRLE) Roof

Discussed.

4.5 Wimmera Regional Library Corporation (WRLC)

Discussed.

5. GENERAL DISCUSSION

John Martin, Kevin O’Brien and Angela Murphy left the meeting at 9.40pm.

6. CHIEF EXECUTIVE OFFICER (CEO) PERFORMANCE REVIEW

Councillors, Chief Executive Officer and Director Corporate Services only in attendance.

Discussed.

7. CLOSE

Meeting closed at 9.55pm

**COUNCIL BRIEFING HELD IN THE RECEPTION ROOM
ON MONDAY 9 SEPTEMBER 2019 AT 5.00PM**

Present: Cr MA Radford, Mayor; Cr DA Grimble, Cr A Gulvin, Cr J Koenig, Cr L Power (until 5.55pm), Cr J Robinson; Sunil Bhalla, Chief Executive Officer; Graeme Harrison, Director Corporate Services; John Martin, Director Infrastructure; Kevin O'Brien, Director Community Wellbeing; Angela Murphy, Director Development Services; Mandi Stewart, Manager Community Services and Emergency (item 4.4 only); Michelle Rethus, Community Wellbeing Strategic Projects Officer (item 4.4 only); Shana Miatke, Acting Manager Arts, Culture and Recreation (item 4.5 only); Stefanie Jones, Co-ordinator Recreation and Open Space Planning (item 4.5 only)

Apologies: Cr P Clarke

1. WELCOME AND INTRODUCTION

Cr Radford welcomed everyone.

2. DISCLOSURE OF CONFLICT OF INTEREST SEC 79, LOCAL GOVERNMENT ACT, 1989 (AS AMENDED)

Item 4.8 Green Lake Water Supply – Cr Robinson lives near lake's edge

3. PRESENTATION

3.1 Federation University TAFE

In attendance: Prof Helen Bartlett (Chancellor), Andy Smith (Vice Chancellor), Barry Ryan (Executive Director TAFE)

Discussed activities in Horsham and west, and future plans.

4. COUNCIL MEETING REPORTS FOR DISCUSSION

4.1 Complaints Resolution Policy

Discussed.

4.2 Kerbside Organics Service Consultation

Discussed.

4.3 Horsham Regional Livestock Exchange (HRLE) Roof

Discussed.

Meeting adjourned for dinner 7.35pm

Meeting Reconvened: 8.00pm

4.4 Early Years Plan

Discussed.

4.5 Dogs in Botanical Gardens

Discussed.

4.6 Horsham Urban Transport Plan Draft Report

Discussed.

4.7 Wimmera Intermodal Freight Terminal (WIFT) Tender (Roads and Drains)

Discussed.

4.8 Fuel Supply Tender

Discussed.

4.9 Cleaning Contract

Discussed.

4.10 Green Lake Water Supply

Discussed.

5. INFORMATION ONLY

5.1 HRCC Email Newsletter Report

6. GENERAL DISCUSSION

7. CLOSE

Meeting closed at 9.33pm

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www.mav.asn.au

MUNICIPAL ASSOCIATION OF VICTORIA

13 September 2019

The Hon. Jacinta Allan MP
Minister for Transport Infrastructure
Level 20, 1 Spring Street
Melbourne VIC 3000

Dear Minister

Dedicated Minister for Rail

In May 2019, the Municipal Association of Victoria (MAV) State Council supported a motion moved by Horsham rural city council and resolved that the MAV advocates for a dedicated Rail Minister in both Federal and State Government.

The rationale for this motion from Horsham Rural City Council was that a Minister for Rail within the State Government would provide focused capacity to represent rail infrastructure and service needs of communities, which are key considerations for the prosperity of regional areas. Increasing the productivity of freight on rail, investment in mode shift and port access initiatives could be better supported to meet the needs of regional communities.

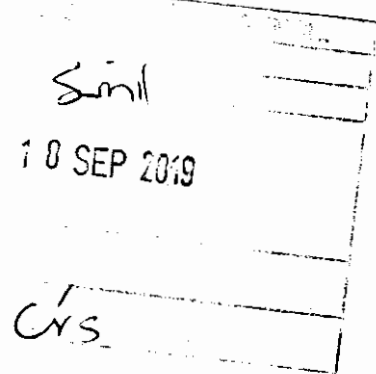
Should you have any queries about this matter, please have your office contact MAV Senior Policy Officer, Emma Lindsay on 03 9667 5595.

Yours sincerely



KERRY THOMPSON
Chief Executive Officer

cc: CEO and MAV Representative Horsham Rural City Council





Horsham Community & Police Consultative Committee (HCPCC)



Chairman:

David Eltringham

P.O. Box 1012
Horsham 3400

0418 147 482

djelt@bigpond.com

Secretariat:

Horsham Rural City Council

Cr. Mark Radford

mark.radford@hrcc.vic.gov.au



Horsham Community & Police Network

MINUTES

Thursday the 15th. August 2019
Uniting Wimmera Board Room

Meeting commenced: 9.03am

Welcome: David welcomed everyone, especially Inspector Dianne Thompson (VicPol) and Steve Wickes (RRV)

Present:

Chairman: (Community)	David Eltringham	DJE
Victoria Police	Insp. Dianne Thompson	DT
Victoria Police	Senior Sgt. Leigh Creasy	LC
Regional Roads Victoria	Steve Wickes	SW
Wimmera Mobility Group	Geoff Baker	GB
State Emergency Service	Nola Smith	NS
Horsham Rural City Council	Keith Emmerson	KE
Wimmera River Improvement	Gary Aitken	GA
Horsham Rural City Council	Cr. Mark Radford	MR

Apologies:

Glenn Carroll HSCClub, Tim Shaw LLEN, Geoff Lord Fed.Uni., Craig Brittain CFA, Michael Gelligen AV.

Minutes of the Previous Meeting: 18th April were circulated and tabled. GB/GA
(Noting that there was no June Meeting)

Correspondence:

- Regional Roads Victoria (formally VicRoads) re name change and the new Delegate

Reports:

****Victoria Police Insp. Dianne Thompson reported:**

Introduced herself and her background in 'crime prevention' and her responsibilities in a large area of the State. She spoke about the new Police Assistance Line and its purpose when 'Lights & Sirens' are not required. She also talked about a Breast Cancer Awareness Campaign..."Pink up the Town"...encouraging people to get involved..

Sen. Serg. Leigh Creasy reported:

Leigh discussed the recent Jewelry Shop robbery and subsequent Arrest, a recent Drugs haul and the discovery of a 'drug lab' in Horsham. He also mentioned the Eye Watch App. He raised the recent Bus/Truck crash on the Western Highway and the resulting 12 hour Road Closure. Some drivers ignored the Detour and followed their GPS....this led to trouble. The Police Station building was discussed with building works happening to cater for a Family Violence Unit. Noting that the building was opened in 1987 with 33 Staff. 109 people now work there.

An additional Night Shift car is being rostered on.

LC also mentioned the Courthouse Improvements that will be happening soon.

****AV Discussion:** Noting that the AED machines are tested and maintained by HRCCouncil.

The prospect of installing an AED at Mount Arapiles was discussed. (There is already one in Natimuk) Peter Hawker is the Parks Victoria Ranger. **Action:** David to contact Peter Hawker PV

****State Emergency Service Nola Smith reported:**

Advertising for a new Controller. Some storm damage recently

****Regional Roads Victoria (formally VicRoads) Steve Wickes reported:**

Introduced his role in regards to Road Safety, Traffic Management and Planning.

Re-structure happening, new Regional Director (Michael Bailey), Mal Kirsting has retired after 47 years....a good man who served the community well. Discussion about Road Maintenance Funding and accident diversions. This issue of Flashing Lights at School Crossings was raised with Steven. This is particularly an issue in Natimuk Road. (LC commented that some drivers are not slowing down) and McPherson Street. Also the issue of heavy vehicles running Red Lights in Horsham was raised with Steven. **Action:** David to write a Letter to Mal Kirsting.

****Wimmera Mobility Group Geoff Baker reported:**

On a recent accident in Horsham with a Mobility Scooter. Concerns raised about 'Gophers on the road'. Mentioned the relationship with Council is working well.

****Horsham Rural City Council Keith Emmerson reported:**

Talked about the Merit System of reporting 'issues' around Horsham. DJE is a regular Merit user. Graffiti around Horsham was again raised.

****Wimmera River Improvement Committee Gary Aitken reported:**

Gary mentioned that improved signage for dog owners is now along the River. Gary asked about road line marking and what he has seen in other States while on tour.

****Community Rep. David Eltringham reported:**

He has a regular spot on 3HHH local radio. David also raised the issue of motorized bikes along the River using the Cycling tracks.

Discussion about Neighbourhood Watch. DT spoke about new ways of thinking about Community Engagement including Social Media

****Horsham Rural City Council Cr. Mark Radford reported:**

Was part of a Community Forum with VicPol to discuss the local Police and 'how things are going' and 'how they can be improved'. The selected participants, overall were very complimentary of our local Police. The VicPol staff were very interested in our HC&PCC Group and Minutes of a Meeting was provided. MR mentioned the Consultation work being done on the 'City To River' project. MR also praised the work of all involved with the recent Highway Crash (making National news) where, sadly a long serving Coach Driver, Emil Pich, 60 was killed.

Public Lighting Improvement List:

- Top of the Town Car Park -Roberts Place -Burnt Creek Ped. Bridge

NEXT MEETINGS:	October	Thursday	17th
	December	Thursday	19th
	February	Thursday	20th

NEXT MEETING

9.00am Thursday October 17th. at the United Wimmera Board Room, Baillie St

Meeting Closed: 10.20am

*Confirmed Correct

Chairman

Secretariat

ACTION LIST

Referred	Issue	Responsible	Status
18/4/19	AED at Mt.Arapiles Peter Hawker PV	DJE	ongoing
18/4/19	Community Safety Unit @ HRCC	DJE	invited
15/8/19	Letter of thanks to Mal Kirsting	DJE	
13/12/18	Media Support		Ongoing
18/04/19	"Dark Spots" Public Lighting	ALL	Ongoing

MINUTES

Seasonal Conditions Meeting

Friday 30 August 2019 at 12noon

Reception Room, Horsham Rural City Council

18 Roberts Avenue, Horsham

PRESENT

Austin Luke (Wimmera CMA)

Clapham Phil (DHS)

Curtis Melanie (DJPR)

Dodds Ken (RFCS)

Fischer Krista (Wimmera PCP)

Fletcher Mark (WDA)

Kendrigan Rachel (Mildura RCC – via skype)

Knights Bridgette (Northern Grampians Shire)

Lacey Paul (Northern District Comm Health)

Leahy David (West Wimmera Shire)

Melgren Ngareta (Rural Outreach Program)

Newton Kathy (HRCC – minutes)

O'Brien Kevin (HRCC)

O'Shannessy Rob (DJPR)

Radford Cr Mark (HRCC)

Remnant Mark (Buloke Shire)

Rethus Tim (Farmer – guest)

Saunders Andrew (Edenhope Dist Mem Hosp)

Shrestha Praphulla (HRRCC)

Sounness Chris (WDA)

Stewart Mandi (HRCC)

Timmons Pat (RFCS)

White Patrick (RFCS)

Williams Mark (GWMWater)

APOLOGIES

Bailey Michael (Northern Grampians Shire)

Bales Richard (RDV)

Benjamin Stuart (Elmstone Property Group)

Bhalla Sunil (HRCC)

Brennan David (Wimmera CMA)

Brittain Craig (CFA)

Brumby Sue (National Centre Farmer Health)

Business Horsham

Cook Jacinta (Centacare)

Dalton Simone (DHHS)

Davies Ray (Pyrenees Shire Council)

Drendel Heather (DJPR)

Fitzgerald Cecilia (WDHS)

Hateley Rachel (WDA) (*include???*)

Hutchinson Mandy (Northern DCH)

Jochinke David (VFF)

Judd Anthony (Buloke Shire)

Kealy Emma (Member for Lowan)

Kemp Colin (RDV)

Koenig Josh (Uniting Wimmera)

Little Greg (Grampians Community Health)

Massey Cr Graeme (Yarriambiack Shire)

Pritchard Belinda (DJPR)

Risson Simon (Christian Min Assoc) (*include??*)

Rosebery Ambulance

Ryan Brendan (DEET)

Severin Justine (DJPR)

Simons Julie (DJRP)

Stewart Cr Carolyn (Buloke Shire)

Tepper David (DHHS)

Thomas Chantal (Northern Grampians Shire)

White Michael (RFCS)

Whitfield Barbara (DJPR)

Witmitz Geoff (PCP)

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.

1. Welcome and Introduction

Cr Mark Radford, Mayor welcomed everyone to the meeting. *Note: item 5.1 (Regenerative Communities Road Trip presentation) was provided via skype immediately after item 3.*

2. Disclosure of Conflict of Interest – nil

3. Minutes of the previous meeting

On the motion of Rob O’Shannessy, seconded Mark Fletcher, the minutes of meeting held 21 June 2019 as circulated with the agenda were received.

4. Business arising from previous minutes

4.1 Circulation of Minutes

Pat Timmons provided a handout ‘Seasonal Conditions Notice Board’. He advised that he had looked at the possibility of an information bank or resource where information is raised at forums (like this one). There are several places where stakeholders get together. A lot of information is tabled in one place, but not another. He mentioned the opportunity of sharing good news too. He looked at getting resource (ie at PCP as an option), this has gone all the way around. He suggested it is a very simple process for the Rural Financial Counselling Service to have a seasonal conditions noticeboard on their website. He said his organisation is happy to screen submissions, the idea is to create a link to this information and publicly promote. Pat would like to go away and build this and lobby different groups like this one to put information up, so anyone with a website can invite others. He’s happy to build that into the RFCS website and bring back as a live tool, so people can link in. Pat will present a *fait accompli* next meeting. Kevin asked if Pat is looking at Facebook too, and the number of followers. The key thing is to get the information out there. Pat replied that he should be able to get data. The noticeboard would become an archive over the years.

On the motion of Pat Timmons, seconded Rob O’Shannessy, it was agreed to set up a seasonal conditions noticeboard. **Carried**

4.2 Initiatives for Federal Government Future Farming Fund (standing agenda item)

Rob O’Shannessy advised he has been working with Pat Timmons and Geoff Witmitz. The future drought fund has been passed by both houses of parliament, funding will commence from 1 July 2020. He advised it is proposed that we will write a submission on behalf of all north-west councils (after checking with councils they are prepared to be signatory), then he will submit that. Submission will be around trying to garner some ongoing support, and supporting our mental health initiatives across the north-west. Chris Sounness asked for confirmation this has been passed, and Rob replied that funding opens 1 July 2020 but submissions are being called for now; we thought if we put submission now, we’ll have time to work on that and will form basis of submission for NW, with view that we know funding won’t be allocated until July 2020. Rob added that once submissions are able to be submitted we’ll have our submission ready to go. We also need to have an application regarding how we think the money should be spent. Rob advised that supporting mental health services in rural areas was on the list, that’s the line we’d be taking. **Action:** Rob will provide an update at the next meeting. There’s a link on website: <http://www.agriculture.gov.au/ag-farm-food/drought/future-drought-fund>

4.3 Evaluation Committee Process

Rob O'Shannessy recapped – a meeting or two ago we proposed this process, to look at what the original purpose of meetings was and whether we're achieving it; to celebrate successes and improve things as required. One of the challenges has been finding a facilitator. He advised that Pat Timmons has offered to do this at no cost, so today we need to decide if we wish to take up that offer; and if we do, to work out when we want to do this. Rob said we could nominate next meeting (in October) to do this, allocating perhaps 1½ hours, or it could be done separately.

At Cr Radford's request, Pat left the room at this point for the ensuing discussion.

Rob provided background information. He advised that part of Pat's role is employment at the Rural Financial Counselling Service, he is currently CEO of Northern Rural Financial Counselling Services. Andrew Saunders advised he doesn't see any conflict, so it's about the process. Rob mentioned he spoke to an internal facilitator at his department (DJPR); some things she suggested were to look at whether we want to discuss together or form a sub-committee – relooking at our purpose, looking at what we have achieved, how important, what improvements could be made and how we operate. We could incorporate whether we go in and out of recess on as-needs basis, whether that is working well, what's the legacy of the committee, who is the keeper of the key (HRCC have kindly been host in that role). Rob said – then as a facilitator, could work towards those questions we would provide. Cr Radford asked about value in sub-committee re continuous improvement. Rob replied – yes, more people providing input. Rob said the first question is, when do we want to do this? If in October, need sub-committee now; if not today, we could do a ring-around or send EOI process. Kevin suggested getting interest today and sending out EOI. Kevin said he's happy to represent HRCC.

On the motion of Andrew Saunders, seconded Mark Remnant, it was agreed that Kevin O'Brien and Rob O'Shannessy will put together an Evaluation Sub-committee. **Carried**

On the motion of Rob O'Shannessy, seconded Kevin O'Brien, it was agreed Pat Timmons be appointed as facilitator of the Evaluation Sub-committee. **Carried**

Pat Timmons returned to the meeting.

Kevin added – for the next meeting, two hours will be allocated to include evaluation, we may need to extend the allocated meeting time.

5. Presentations

5.1 Regenerative Communities Road Trip

Rob O'Shannessy introduced Rachel Kendrigan from Mildura Rural City Council (attending via skype). Rob advised Rachel has worked at Mildura Rural City Council since February and has a background in event and project management. He advised that this presentation and another three presentations today have all been funded or partly funded through the mental health component of the State government Department of Health and Human Services (DHHS). The program is focused on providing inspiring stories and practical tools for rural communities to build resilience.

Rachel sent through a handout which was tabled at the meeting. She discussed a working group which Rob is on. She discussed challenges and feedback brought back to the group. The issue of talking about mental health being a barrier came up, a lot of providers are already providing support and training in

farming sector; so it was decided to do a broader community program including all sectors (ie schools, businesses etc). From there four themes were pulled out (four panels, twelve speakers):

- People Power – knowledge and skills as a shared community asset. Rachel said a lot of volunteers have been working there a long time, skill bases are not always there, and it can be difficult to engage young people in volunteering. The Centre for Participation is involved here, she mentioned a local photographer working on stations and farming communities.
- Inviting Diversity – injecting new life into community by embracing new migrants. Rachel spoke of amazing success stories with micro-communities introduced to small towns. She mentioned migrant families being matched with vacant farming land; matching with inspiring and retiring farmers.
- Own Your Story – successful and authentic engagement in our Mallee country life.
- Rewrite the System – a fresh perspective on innovative farming models and food systems.

Rachel mentioned the communities have been consulted; travelling out to those communities and running workshops; guest speakers; projects to run in those communities; experiment running a project across municipality; better connect communities with each other, show support of Council. She said the events are all free and available to the public, can take people from SA and NSW as well as Victoria.

5.2 Tactics for Tough Times

Rob O'Shannessy introduced Paul Lacy from Northern District Community Health. He advised Paul, as program co-ordinator, would discuss the joint program with Buloke, Swan Hill, Gannawarra and Loddon local government areas. This program is aimed at increasing the capacity of communities to support each other through tough times. Rob advised Paul has been working in this role since April, having previously worked for Goulburn-Murray Water.

Paul handed around fridge magnets. He advised that Rob O'Shannessy, Pat Timmons and Mark Remnant are on a steering group for this program which receives DHHS funding. Paul said the dairy industry in his area has taken massive hit – lots of stories and a lot of stress; with high water prices impacting the dairy industry. He is working with the four shires mentioned above. The idea of the program is to upskill people in the community. Service providers sometimes don't feel equipped to have the conversation with people. Paul rolls out a 30 minute presentation, they talk about their own wellbeing as well as how to have the conversation and link into referral options. The sessions have been deliberately cut down to 30 minutes. Paul started doing presentations in July/August with about 16 sessions and 380 attendees so far (mostly around Cohuna dairy industry); now moving out into Buloke and Loddon for cropping area. Paul has talked to other people rolling out this funding, some were around counselling role, a bit hard to engage, the PCP co-ordinators couldn't really do anything so Paul said this program provides for both sides, a lot like RUOK, getting it out in the regional community.

Cr Radford asked if it was more than just a rain issue for the dairy industry, to which Paul replied – yes, a lot of dairy farmers have sold their water rights to pay down debt. The downturn in the dairy industry has also had large impact. Water prices have increased massively, a lot of dairy farmers have exited the industry. All those service providers are struggling because there are less farmers now.

5.3 Rural Outreach Program

Rob O'Shannessy introduced Ngareta Melgren, Rural Outreach Program Co-ordinator who is working under the Edenhope and District Memorial Hospital. Her background includes working at Rural North-West Health in Warracknabeal, and previously as a physiotherapist.

With her background of caring for people, Ngareta knows the mental health statistics are terrible. She said this is a complex issue that has been going on for years which no one single program or organisation can address. She said the Rural Outreach Program are our partners and without the partnership we can be working in silos. Ngareta said we need to understand where the person interacts in the community. Part of the program is an education role, more a one-on-one support system. She advised they have three outreach workers who live across the region, covering four shires in the Wimmera and Southern Mallee. Drought funding was provided to secure those workers. Initially the program was to support people whilst suffering psychological stress and stigma attached. Ngareta advised they are trying to break down the barriers of stigma (situational distress), also relationship breakdowns; anything in anybody's life can create situational distress and they talk to people from that point of view. Some people need clinical services to help navigate, rural outreach workers will have that conversation, co-ordinating and navigating (but driven by the person). Sometimes clinicians think they know best for people, but they do need to listen; it costs nothing to talk. Research shows 85% of benefit from clinical services is talking about it and having someone to talk to. Waiting lists can be a problem. Regarding issues of clinical services – recruitment etc, Ngareta advised they try to make it simple (mental health services are very complicated); they like to say 'we don't have any boundaries'. There are some clients outside the region, the Rural Outreach Program are that navigation co-ordination. She said this is an exciting space to work in, dealing with vulnerable people. Ngareta referred to folders Krista Fischer has put together and reminded everyone we need to remember when dealing with people, it's not just the numbers.

Andrew Saunders advised of a meeting being held on 9 September at West Wimmera Shire Council with Rural Outreach staff to give overview of the first nine months of the program. This will be a celebration of the first body of work achieved, with a meeting after that with State and Federal funding bodies. He said he'd like to see those present there, without whom we wouldn't have got to this point.

Cr Radford asked about waiting times for Grampians Community Health (10-12 weeks).

David Leahy mentioned the service the Royal Flying Doctors Service doctors who are very helpful for the Edenhope community. Feedback from wider community shows this is hitting the mark, however, crisis level remains. Mandi Stewart added – numbers on waiting lists are not new, in 2000-2010, nothing had changed (known from her experience in previous roles). She said now there is an important place keeping people safe and connected; this situation has been with us for a long time. What we have now is building the system.

Cr Radford said we should get a representative from DHHS to hear these stories. Rob O'Shannessy added – Primary Health Network had a launch recently growing rural health. Andrew Saunders mentioned the pathway via GPs is bogged down, outreach workers are getting onto it. Minister the Hon Martin Foley has been invited to the 9 September meeting (as mentioned above), the ask is approximately \$1.8m over three years.

It was suggested we could write a letter of support at the appropriate time.

Andrew Saunders advised that over 1,000 people have been through Mental Health first aid program, which also plugs into rural outreach program.

5.4 Resilience Project

Rob introduced Bridgette Knights, Business Engagement Officer, Northern Grampians Shire Council. The Resilience Project aims to build resilience from children to adults, building overall community resilience.

Bridgette advised this project came to NGSC last year, run through a facilitator bringing in mental health awareness and providing understanding on how important this is from a young age. This is a school based program and Bridgette has a presentation available and if anyone would like to see this, she can be contacted at Northern Grampians Shire Council. Working within a rural community, there are quite a few opportunities where people come up to you and have a discussion re how they're coping/feeling. Building resilience from a young age is essential in having our kids growing up as whole beings. One in seven primary school age children experience mental health illness; identifying that it is not just adults.

The reason local government got involved in this project has a lot to do with our municipal health and wellbeing; delivering in a way that's practical provided tangible skills. Our long-term aim is to increase protective factors. When facilitators come they initially discuss with teachers, coaches and business owners who have most contact with these people, then follow on with community forum. Bridgette mentioned the St Arnaud event was pretty full – parents, partners, carers and child care workers who identified a need for this in the community; then work facilitators at the schools for two days. This is ongoing, we keep in touch with the schools, work into classroom schedule. Main vehicle is a six month journal (ie 'what made you feel happy today'). A lot of sporting clubs are taking this up (ie AFL). Dustin Martin is a supporter of this project. A Resilience Project mobile app has since been developed, that is an interactive way to work through the day. It's made a lot of people sit up and think about how they're feeling, how they can work through things, be aware of conversations with kids.

Kevin O'Brien asked if this has increased demand for services (ie counselling, community-based agencies); Bridgette replied she isn't sure, but in terms of more conversations happening – absolutely. This has opened up childrens' eyes into conversations they can have with teachers/parents. The main aim was to get people talking about it; previously there was so much stigma around it.

Mark Remnant added – those conversations are really important, it's great to hear things are starting at that young age.

6. Correspondence

Nil

7. Updates

Mark Remnant (Buloke Shire): This year Buloke is the centre of good things. For Paul Lacy and his project coming down, a bit of a battle as things are looking good. Getting feedback from farmers north needing rain, eight frosts in a row last week, lentils looking shaky. Early barley crops about to be cut; message is not particularly positive for the rest of the season. Thinking around mental health (preventive), really important for this group to support.

Rob O'Shannessy (DJPR): Supports Mark's comments above. In Rachel Kendrigan's area the Millewa is in drought, crops have failed already. Our first watch area (north of the Mallee Highway across to north of Manangatang) is showing signs of moisture stress in crops. Another watch area (just north of

Hopetoun) we believe without significant rain by the end of September, crops will be showing signs of moisture stress; several frosts in a row. We haven't heard of damage in the north. Crops in northern part of the Mallee may be vulnerable over the last week. Rob provided a Rural Aid handout from Suzie Jacobs (see appendix).

Ngaretta Melgren (Rural Outreach Program): Thanks for the invitation, it's been great to come along. If anyone has communications people, she's very keen to share across that platform.

Ken Dodds (RFCS): Supports recommendations made today. Outstanding seasonal conditions Ouyen way, and parts of West Wimmera. Eight inches rainfall west of the State, then down to Ballarat 17 inches since May. Dams from Stawell on are full. Our role with the banks continues. Lots going on behind the scenes.

Andrew Saunders (Edenhope Hospital): Update on meeting to be held 9 September, for those wanting to come – Minister the Hon Martin Foley has been invited (as mentioned in 5.3 above).

Bridgette Knights (Northern Grampians Shire): Have appointed an Agricultural Engagement Officer at NGSC. Will be looking at ways of providing additional support.

Mark Williams (GWM Water): 43% water consumptive water holding, 3 – 4 years supply, security good.

Mark Fletcher (WDA): The works on radar tower at Rainbow are progressing well.

Mandi Stewart (HRCC): Promoting Lessons on Disaster training day 25 October in Horsham and encourages anyone who is interested to register online (free). If you know emergency volunteers, get them to go. Funding provided by Office of Women. Also Leading Change lunch, similar theme, we have gender and disaster pod here. Lunch is 24 October. **Action:** Mandi will circulate.

Phil Clapham (DHS): Noted it's coming up four years for a lot of people on the Farmhouse Allowance, will run out of funding and there is no other funding; that will cause additional stress. People may have a few months where they don't have access to money. We have exit interviews and offer referrals.

Tim Rethus (guest – local farmer, board member Birchip Cropping Group): Had a few events, had 'wheat smartly' at town hall recently. Farmers like to learn something new. Had a conference in Bendigo last month, further events coming up. Locally rainfall has been enough, farmers are feeling comfortable, a lot of optimism. Running an average year rainfall-wise.

Paul Lacy (Northern District Community Health): Thanks for the opportunity to present today, enjoyed the other presentations too. There's a lot going on. Have been working closely with people in rural agriculture. If you have people struggling financially, register them.

Cr Mark Radford (HRCC): Attended Sheepvention in Hamilton a couple of weeks ago. Went to Rainbow last week and toured the radar site, looking good.

8. General Business

Nil.

9. Next Meeting – Friday 25 October

Meeting closed 1.30pm

APPENDIX**Rural Aid**

Suzie Jacobs has recently been appointed Rural Aid Community Representative for Victoria.

- Rural Aid, a charity based out of QLD that runs the **Buy-a-bale** program as well as **Farm Army, Farm Rescue, Counselling, Gift of Music and Corporate Involvement**.
- Australia has 80,000 farmers.
- 9,000 farmers are registered for support with Rural Aid.
- Rural Aid has 15,000 volunteers, registered with the Farm Army program.
- Rural last year has distributed over 30mil in Public Donations, 60,000 tons of fodder and financial assistance.
- Rural Aid is not Government Funded
- The Immediate Support for farmers includes a one off \$1,500 bill payment (need to be a primary producer to register for this payment).
- Farmers can also register for fodder, fuel and food vouchers and Domestic water deliveries.
- Rural Aid understands Dairy is in crisis and support farmers through, dry conditions, drought, fire and flood or crisis.

IN Briefly:**Farm/ Community Rescues involve all programs of Rural Aid.**

This involves fix/ repair 4 farms and 4-6 community project. The Idea is to give farmers and the town a boost during hard times.

Projects Range from:

- Fencing
- Gardening
- Painting
- Water Tank Insulations
- Laying pipe for water to building or troughs
- Lining Buildings, fixing Sheds.
- Basically, helping a farmer get some jobs done.

Community projects have involved:

- Gardening
- Fencing Schools
- Painting town halls
- Kitchen replace at show grounds
- Community gardens

These tasks are limited to volunteer skill sets.

The farm army are the volunteers that help with the rescue (they are Travelling Grey nomads or Travelers). They usually camp at the show grounds and are feed by Rural Aid through organisations in the town.

Footy Club

Parents and Friends

CWA

Lions

Rotary

Whoever wants to be involved? Its helps with their fundraising for the year.

Corporate Partners are involved with funds and labor as a team building exercise.

Example:

At Trundle Rescue the Corporate sponsor were Forsights Recruiting. They donated \$20k and sent 30 employees over 3 days to help with projects in the community and on farms.

At Kyabram Rescue..... Honda was the sponsor and they donated 100K brought 35 workers to service equipment and assist with the community rescue.

Volunteers are encouraged to spend money in the community and stay in the area to experience what the area has to offer.

All materials are purchased in the town or nearest town. Food is also purchase in the town.

A **Counsellor** is usually at a Recuse for both farmers and volunteers.

The **Gift of Music** is donated Instruments that are given to the schools to give the children the opportunities other city schools have access to. The Gift of Music can be accessed by schools at any time.

Nominations are now open for Farm and Community Rescues for next year and they are looking to do 2 Farm/ Community Rescues in Victoria. Ten in total for next year throughout Australia.

Rural Aid also distrusted fodder to Farmers in need around Australia, through the **Buy a Bale** program.

Farm Arm is a program designed for farms to list jobs/ tasks they need help with around the farm, on the Farm Army web site.

This can be house sitting/ Farm sitting. Feeding animals, cleaning troughs, watering the garden, etc.

Fencing: the farmer may have the materials and just needs a hand to do the fencing.



MINUTES

Horsham Regional Livestock Exchange Board of Management Meeting
 To be held on Thursday, 5 September 2019 at 5.00pm
 Horsham Regional Livestock Exchange, Western Highway, Horsham

Attendees:	Cr David Grimble – Chairman	DG
	Dale Dridan – Horsham Stock Agents Association	DD
	Gordon Fischer – Livestock Transporters Association of Victoria	GF
	Kevin Pymmer – Victorian Farmers Federation Representative	KP
	Ray Zippel – Community Representative	RZ
	Cr Mark Radford – Mayor HRCC	MR
	Sunil Bhalla – CEO HRCC	SB
	John Martin – Director Infrastructure, HRCC	JM
	Angela Murphy – Director Development Services, HRCC	AM
	Stephen Pykett – Manager Economic Development, HRCC	SP
	Paul Christopher – HRLE Superintendent, HRCC	PC

Apologies:

Graeme Astbury - Livestock Buyers Representative
 Brittaney Price -Ireland - DEDJTR

Also Present:

Cr John Robinson	JR
Neville McIntyre	NM

Agenda Items:

1. Welcome

2. Disclosure of Conflicts of Interest

None

DG gave a verbal Chairs report (Document 1).

DG asked for a motion to accept the report.

RZ / GF [carried]

DG tabled a motion document (Document 2).

DG asked the board to comment, accept or amend the motion tabled.

RZ agree with all points in the document.

RZ / DD [carried]

3. Roofing Project update JM

3.1 Onscreen presentation

- Outline of the tender process including evaluations.

- Information relating to all tender submissions having a higher value than the current budget allowance – Steel prices have increased between cost estimates for funding purposes and tender submissions.
- Discussions regarding operations of the HRLE during construction period; communication with user groups and contractors.

DG & JR steel prices indicated their research showed decreasing prices between cost estimates obtained and quotes received.

DD & JR left the meeting 17:54

4. Additional Funding

4.1 JM tabled a proposal a longer payback period of the current loan from 16 to 23 years as an option to fund any shortfall

DG discussed the competitive neutrality document [policy]

AM clarified the purpose of that policy (acknowledging that the subsidy covers all council corporate costs such as overheads, depreciation etc that are not included in the total cost of the HRLE)

MR left the meeting 18:20

SB agreed that during the construction period council will provide the HRLE Board with Monthly reports (at meetings) initially with exceptions communicated as necessary. This can be adjusted if necessary.

5. Next Meeting

Tentative date – 17 October 2019

6. Meeting Close

18:54

Cr David Grimble

Chairman

Horsham Regional Livestock Exchange Board of Management

5 September 2019

HRLE Board Meeting

5th September 2019

Chairman Report

A roof of the HRLE saleyards complex is a priority for the board and delivering a successful project has involved longterm planning including development of a Masterplan, advocacy and media coverage.

This project will deliver significant benefits that have been well documented whilst maintaining our strong reputation in the sector.

It is important to stress the importance of the Board including its role and responsibility in providing strategic advice and recommendations to Council established under the framework of the local government act.

The board membership is made up of a maximum of 7 people with ranging skillsets well qualified in the advice it provides.

Historically the advice of the board has been actively sought and accepted.

The involvement of the board to date regarding the roof project has been seriously lacking with very little or no engagement.

- Advice on pre tender documentation, design & Budget (Including artistic)
- Funding applications
- Tender Evaluation

A special Council meeting has been placed in the councillor's diary and several reports prepared with recommendations. It is only my intervention calling this meeting tonight that has put Council on notice to update the Board,

This process is counterproductive to the role of the board and is unacceptable.

The board should establish its formal position regarding the roof project in particular its role and responsibility and reinforce this to the Council.

To assist this process I have prepared for consideration of the board a paper with a recommendation for its endorsement, amendment or rejection.

Recommendation The HRLE Board endorse the report as tabled below and attached as its formal position in relation to the Livestock roof project and Tender No 19/038.

FORMAL POSITION OF THE HRLE BOARD--LIVESTOCK ROOF PROJECT

Council will inform, consult and seek advice, direction or recommendations to any matters of significance in relation to the awarding of the contract and construction of the Livestock Exchange (HRLE) roof. Tender No 19/038 with the HRLE board.

Matters of significance as listed but not limiting include;

- Recommendation of a Principal Contractor and awarding Contract 19/038.
- Project Budget
- Change in project scope
- Change in project functionality and key criteria
- Change in project elements not limited to facility development Ventilation, Lighting, Height Clearance and Water capture harvesting and storage.
- Impact on future commercial operations and viability.
- Impact on pre-sale, post-sale, and sale-day operations.
- Impact on stock movement through Exchange efficiency and functionality.
- Rescheduling of sale day or postponement of sale-days.
- Introduction of any sale day restrictions eg Consignment Quota
- Project Financials including running sheet availability of contingency
- Variations in excess of \$5k
- Change in risk, new or emerging
- Savings or Cost Management
- Environmental factors
- Project works scheduling, staging and security of work site including storage.
- Contractual disputes including resolution procedures with project delivery including the key stakeholders.(Agents, Buyers, DWLEP, Transport operators & Livestock producers)
- Any other matters relevant to the board as or identified by the board.

The HRLE board request Council provides the following;

- Identify Project Management Personnel and Principal contact details
- Advise Principal Contractor of HRLE Board role in project
- Weekly on site meetings including project update and financial reporting
- Opportunity to raise and address concerns of the Board and the Exchange Key stakeholders including liaison with HRLE Exchange Superintendent/Manager.
- To date Work flow and Gant chart.

Rationale

Council respect the role, purpose and responsibilities of the HRLE board as endorsed in its terms or reference (5th Sept 2016) and National Competition policy (16th Sept 2002)

Purpose

The HRLE board has been established to provide advice and recommendations to Council in respect to; (HRLE Terms of Reference)

- **Opportunities to maximise usage of the Livestock Exchange.**
- **Planning and supporting the development of the exchange to improve its operation and viability.**
- **User arrangements: scheduling, use of resources and access to the Exchange.**
- **Improvements to the safety of users of the exchange.**
- **Improvement to the welfare of animals.**
- **Quality assurance, pricing structures and fees;**
- **Promotion of the HRLE.**

Responsibilities

The Board is an advisory board of Council and has been established under the framework of Sections 3 (1) and 86 of the Local Government Act 1989 to advise and recommend to Council on:

- **The strategic direction for the Exchange, including in the preparation of master plans, business plans and related policies and programs.**
- **Identifying opportunities to improve the functioning of the exchange, in relation to productivity for all users, quality and safety processes and animal welfare.**
- **Encouraging all users of the exchange to participate in the improvement of the functioning of the exchange.**
- **Identify opportunities and projects.**
- **Recommend the strategic direction.**

HRLE National Competition Policy

- **Efficient and cost effective saleyards operations which are aligned with local community and industry needs.**
- **Continuous improvement of the operation of the saleyards**
- **A mechanism for local input into the future direction of the facility through the HRLE Board of Management**

The Horsham Regional Livestock Exchange has been a self-funding, discrete financial entity not funded from general rate revenue which is in contradiction to the adopted National Competition policy which highlights the maintenance of a Council subsidy to the facility to recognise public interest of providing affordable access to saleyard facilities within the Horsham region to enhance the economic and social wellbeing of the community.

Council historically has demonstrated a strong acceptance of the advice of the Board.

KEY STAKEHOLDERS.

HRLE Board members.

Voting

- **Chair** **Cr David Grimble**
- **Community Rep** **Ray Zippel**
- **Buyers Representative** **Graeme Astbury**
- **Horsham Stock Agents Association** **Dale Dridan**
- **Livestock Transporter Association** **Gordon Fischer**
- **Victorian Farmers Federation** **Kevin Pymer, substitute Neville McIntyre**

Non-Voting

- **DELWP Delegate** **Nicole Decourcy-Ireland**
- **HRLE Superintendent** **Paul Christopher**
- **Council Officers**

Agents Representatives

- **Rodwells.**
- **DMD.**
- **Elders.**
- **Landmark.**

Other

- **Federal Government (key funding partner)**
- **DWLEP State Government**
- **Buyers**
- **Transport Representatives**
- **Livestock Producers (key funding partner)**