

# AGENDA

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

To be held on  
**28 October 2019**  
At 5.30pm

In the  
**Council Chamber, 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 28 October 2019  
in the Council Chamber, 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 23 September 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.

**8. PUBLIC QUESTION TIME**

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**CLOSE**



SUNIL BHALLA  
Chief Executive Officer

## 9. OFFICERS REPORTS

### 9.1 HRCC PROPERTY STRATEGY

<b>Author's Name:</b>	Graeme Harrison	<b>Director:</b>	Graeme Harrison
<b>Author's Title:</b>	Co-ordinator Governance	<b>Directorate:</b>	Corporate Services
<b>Department:</b>	Governance and Information	<b>File Number:</b>	F04/A05/000001

**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 Horsham Rural City Council Property Strategy (**Appendix “9.1A”**)

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#### Purpose

To adopt the Horsham Rural City Council Property Strategy (**Appendix “9.1A”**).

#### Summary

- The Horsham Rural City Council Property Strategy provides a holistic framework for the management of all of Council's property assets.
- The Property Strategy previously went before Council on 22 July 2019, however, its adoption was held over pending an eight-week period for the community to provide feedback.
- No submissions were received, so no changes have been made to the Draft Property Strategy as presented to Council on 22 July 2019.

#### Recommendation

That Council adopt the Draft Horsham Rural City Council Property Strategy.

## REPORT

### Background

Property is a significant, highly valued, and diverse resource that directly impacts the capacity and performance of service delivery within Horsham Rural City Council.

Horsham Rural City Council has a critical role as the caretakers responsible for the management of public land on behalf of the community. It is essential that the portfolio is safe, compliant, economically and environmentally sustainable and, most of all, relevant to and considerate of, our community.

This strategy has been developed based on the approach used by Yarra City Council, and essentially provides a methodology for the management and review of Council's portfolio of properties. It does not seek to set out an overall strategy for individual properties or Council's property portfolio overall, but provides the framework for that to occur.

The draft strategy was considered at the Council meeting held on 22 July 2019, with a resolution passed to receive and note the Horsham Rural City Council Property Strategy and make it available to the community for comment for a period of eight weeks.

### Discussion

The Property Strategy provides a methodology for Council to oversee, manage and review its property portfolio. The approach can be summarised in the following three phases:

1. **CLASSIFICATION AND ASSESSMENT** – This initial phase will consolidate all relevant property information into a property report to support the initial high-level assessment and classification of all properties. The outcome of this initial assessment will be that all Council property will be assigned to one of the categories listed below.
  - a. Identified for further investigation and assessment
  - b. Currently utilised and fit for purpose
  - c. Deferred for potential future consideration.
2. **FURTHER INVESTIGATION AND DUE DILIGENCE** – The objective of this second phase is that each site identified for further investigation in phase one receives a more detailed secondary assessment. This will include physical site inspections to further filter and classify these properties for reporting and decision making in line with all legislative, statutory, condition, capacity, functionality and risk management requirements.
3. **REPORTING AND IMPLEMENTATION** – This third phase will begin with a report to Council confirming the proposed recommendations for properties that will progress through to the final assessment process. This final and detailed phase will include specific strategic investigations that may include commercial property or financial analysis and advice to support decision-making.

The Property Strategy:

- Establishes guiding principles for the alignment of Council's property portfolio with its future community and service delivery requirements

- Provides Councillors and Council Officers with a framework to guide decisions and actions regarding the management of Council properties, in such a way as to maximise community benefit and support financial sustainability
- Provides a consistent and transparent process to enable the evaluation of all Council properties according to their usage, suitability and physical characteristics
- Formalises assessment and evaluation principles
- Ensures properties are “fit for purpose” to deliver services and benefits to the community
- Manages properties that are maintained to a safe, compliant, energy efficient and modern-day standard and generally protected from deterioration.

On 10 April 2019, the Executive Management Team undertook an initial review of Council’s property portfolio in line with the initial phase of the strategy. This review identified 31 properties that required further investigation and assessment and 11 that were deferred for future consideration.

Overall, Council’s vision for asset management is to meet community and service needs through provision and maintenance of infrastructure. Council has engaged a consultant to prepare a Social Infrastructure Plan which, once adopted, will further inform Council’s Property Strategy. Property identified in the initial assessment as “Currently Utilised” will be reviewed through that process.

A detailed Building Asset Management Plan is also under development, which will link in with this approach.

### **Financial Implications**

The draft Property Strategy has been prepared by existing staff, and the initial review has been undertaken by the Executive Management Team.

The next phase of “Investigation and Due Diligence” will likely require a mix of in-house resources and some specialist advice, particularly on the larger more valuable properties. This work will need to be undertaken in a systematic way on some, as yet to be identified priority basis. Any costs associated with this work would be expected to be covered through possible sales.

It is also worth noting that there are high transactional costs when dealing with property, and at times a need for extensive community engagement. These can lead to some significant costs for Council to dispose of property. On the positive side, however, there are also savings for disposal particularly through the savings from the payment of the Fire Services Levy.

Direct costs in the sale of property include surveying, conveyancing, other legal costs and valuations. These costs can often exceed the value of some of these parcels of land in the rural environment.

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

2019-2023 Council Plan

Goal 3 – Asset Management

Four-Year Priority 3.1.02 – Undertake a review of Council infrastructure asset holdings to ensure they meet future community needs and longer term implications for ownership

### Consultation/Communication

- The draft Property Strategy has been reviewed by the Executive Management Team and presented to Council at a Briefing Meeting and the 22 July 2019 Ordinary Council meeting.
- In accordance with the resolution from the 22 July 2019 Ordinary Council meeting, the strategy has been made available to the community for comment for the nominated period of eight weeks.
- The opportunity for comment was publicised via:
  - Inclusion on the “Have Your Say” Section of website
  - Social media channels
  - Print media via the Public Notices sections as follows –  
Wimmera Mail-Times (2 and 16 August 2019)  
The Weekly Advertiser (7 August 2019 and 16 September 2019).
- No submissions were received. As a result, no changes are recommended to the Draft Horsham Rural City Council Property Strategy.

### Risk Implications

There is a financial risk to Council of not giving adequate consideration to its property portfolio and not managing the future requirements in a considered manner.

### 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 Horsham Rural City Council Property Strategy will help provide a consistent methodology for the evaluation of Council’s property portfolio.

## 9.2 COUNCIL ELECTION PERIOD POLICY

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

Revised Council Election Period Policy (**Appendix “9.2A”**)

### Purpose

To seek Council endorsement of the revised Council Election Period Policy in accordance with Section 93A and 93B of the *Local Government Act 1989* (Act), that defines appropriate procedures and practices in the lead-up to the 2020 Horsham Rural City Council elections (this policy is often referred to as the “Caretaker Policy”).

### Summary

- Section 93B (2)(b) of the Act requires Council to amend the Election Period Policy not later than 12 months before commencement of the election period.
- “Caretaker” provisions are intended to assure the community that Councils and Councillors will not use public resources in election campaigning or make major policy decisions that may bind the incoming Council.
- Specific provisions apply to all Councils during the election period.
- The provisions will apply from 22 September 2020.

### Recommendation

That Council adopt the revised Council Election Period Policy.

## REPORT

### Background

Prior to a General Council Election, local government goes into “Caretaker” mode, otherwise known as the election period. The purpose of the election period is to avoid actions and decisions which could be seen to be influencing voters, or which will have a significant impact on the incoming Council.

The purpose of the Council Election Period Policy is to provide an understanding of the procedures that will apply during the election period to ensure fairness of the election, appropriate use of Council resources and prevent inappropriate decision-making.

### Discussion

“Caretaker” provisions, as discussed in the Council Election Period Policy, are intended to give assurance to the community that Councils and Councillors will not use public resources in election campaigning or make major policy decisions that may bind the incoming Council.

Specific “Caretaker” provisions apply to all Councils during the election period. The applicable date of these provisions is from 22 September 2020, concluding at 6pm on 24 October 2020.

- The Act places legislative restrictions on Council’s operations during the election period relating to decision-making and printing, publishing or distributing documents containing “electoral matter”.
- Section 93A of The Act prohibits Council, a Special Committee of Council, or a person acting under delegation by the Council, from making “major policy decisions” during the election period. Major policy decisions are further defined in section 4.1 of the Council Election Period Policy (**Appendix “9.2A”**).
- Electoral matter is broadly defined as any matter “which is intended or likely to affect voting in an election but does not include any electoral material produced by or on behalf of the returning officer for the purpose of conducting the election.” The Act prohibits Council from printing, publishing or distributing certain publications containing electoral matter during the election period, including by another person or body on behalf of Council unless the advertisement, handbill, pamphlet or notice has been certified in writing, by the Chief Executive Officer.
- Council publications that may be affected during the election period include websites, newsletters, media releases, published speeches, brochures on services/facilities, advertisements, and letters to residents. The provisions do not cover newspaper advertisements which simply announce the holding of a meeting, or the election processes itself.

### Financial Implications

There are no financial implications arising from the recommendations contained in this report.

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

2019-2023 Council Plan

Goal 4 – Governance and Business Excellence

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

## **Consultation/Communication**

No external consultation has been undertaken as the election period is governed by legislation. This policy was reviewed at the Council Briefing on 14 October 2019.

## **Risk Implications**

The Council Election Period Policy seeks to clarify the objectives of the legislation around the caretaker obligations, and to set the dates and thresholds applicable for the 2020 elections, thereby reducing the risk for non-compliance by Council and Councillors.

## **Environmental Implications**

There is no significant environmental impact arising from the recommendation in this report.

## **Human Rights Implications**

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

## **Conclusion**

As per the *Local Government Act 1989*, the Council Election Period Policy has been updated and is now tabled for adoption by Council.

### 9.3 ANNUAL REPORT 2018-19

<b>Author's Name:</b>	Lindy Haigh	<b>Director:</b>	Graeme Harrison
<b>Author's Title:</b>	Governance Officer	<b>Directorate:</b>	Corporate Services
<b>Department:</b>	Governance and Information	<b>File Number:</b>	F06/A09/000001

**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

2018-19 Horsham Rural City Council Annual Report (**Appendix “9.3A”**)

#### Purpose

To receive and note the 2018-19 Annual Report for Horsham Rural City Council.

#### Summary

- The 2018-19 Horsham Rural City Council Annual report was provided to the Minister for Local Government on 30 September 2019.
- The printed version of 2018-19 Annual Report has been provided to Councillors.
- The electronic version of the 2018-19 Annual Report is available on Council's website.

#### Recommendation

That Council receive and note the 2018-19 Annual Report for the Horsham Rural City Council as submitted to the Minister for Local Government on 30 September 2019.

## REPORT

### Background

The 2018-19 Annual Report for Horsham Rural City Council has been prepared in accordance with the requirements of *The Local Government Act 1989*, and was forwarded to the Hon Adem Somyurek, MP, Minister for Local Government, on the due date (as legislated), 30 September 2019. Copies were provided to Councillors via email on 30 September 2019.

### Discussion

Under S.134 of *The Local Government Act 1989*, Council must hold a meeting as soon as practicable after Council has sent the Annual Report to the Minister, and the meeting must be advertised at least 14 days prior in a public notice. Notice of the preparation of the Annual Report was published in the Public Notices section of the Wimmera Mail-Times on Friday 11 October 2019. The notice advised that the public is welcome to attend the Council meeting on 28 October 2019 and copies of the report (which includes the Auditor's Report and Performance Statements for the year ended 30 June 2019) can be inspected at Council's Horsham and Natimuk offices and on the Horsham Rural City Council website.

### Financial Implications

Costs associated with the production of the 2018-19 Annual Report are included in the 2019-20 Budget.

### Links To Council Plans, Strategies, Policies

2019-2023 Council Plan

Goal 4 – Governance and Business Excellence

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

### Consultation/Communication

The 2018-19 Annual Report has been produced with input from all groups within Council.

### Risk Implications

Not applicable

### Environmental Implications

Council encourages the distribution of electronic versions of the Annual Report, but also produces an abridged hardcopy version without the financials for promotional use as required. This reduces paper waste and lessens the environmental impact.

### 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 Annual Report for Horsham Rural City Council has been completed and submitted to the Minister for Local Government in accordance with relevant legislation by the due date of 30 September 2019.

## 9.4 COUNCIL MEETING DATES - 2020

<b>Author's Name:</b>	Diana McDonald	<b>Director:</b>	Graeme Harrison
<b>Author's Title:</b>	Co-ordinator Governance	<b>Directorate:</b>	Corporate Services
<b>Department:</b>	Governance and Information	<b>File Number:</b>	F06/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

Nil

### Purpose

To adopt the Horsham Rural City Council Ordinary Council Meeting dates for the 2020 calendar year.

### Summary

- Setting of meeting dates in advance helps facilitate good planning.

### Recommendation

That Council:

1. Adopt the Ordinary Council Meeting dates to be held at 5.30pm at the Civic Centre, Horsham on the following dates:
  - Tuesday 28 January 2020
  - Monday 24 February 2020
  - Monday 23 March 2020
  - Monday 27 April 2020
  - Monday 25 May 2020
  - Monday 22 June 2020
  - Monday 27 July 2020
  - Monday 24 August 2020
  - Monday 28 September 2020
  - Monday 23 November 2020
  - Monday 14 December 2020
2. Conduct the Statutory Meeting to swear in the new Council and elect the Mayor on Thursday 12 November 2020 at 5.30pm at the Civic Centre, Horsham.
3. Advertise the adopted 2020 Council meeting dates on the Horsham Rural City Council website and in the Public Notices page in the Wimmera Mail-Times and The Weekly Advertiser newspapers.

## REPORT

### Background

In accordance with the *Local Government Act 1989*, Council is required to give public notice of its meeting dates as follows:

- Section 89 – The date, time and place of all Ordinary Council Meetings are to be fixed by Council and at least seven days' notice of such meetings must be provided to the public
- Section 71 (3) – The Mayor is to be elected after the fourth Saturday in October, but not later than 30 November in each year.

### Discussion

Each year Council establishes the Council meeting dates for the following calendar year, with meeting dates generally scheduled on the fourth Monday of the month, except for December, which is scheduled earlier. Setting these meeting dates in advance allows the community, Councillors and Officers to better plan for the year ahead.

Due to Council elections in October 2020, there will be no Ordinary Meeting for that month.

This report sets out the Council meeting dates for 2020, including the annual Statutory Meeting.

### Financial Implications

There are no financial consequences or impacts from this meeting dates update.

### Links To Council Plans, Strategies, Policies

2019-2023 Council Plan

Goal 4 – Governance and Business Excellence

Four-Year Outcomes:

- 4.1 – Continuously improve communication and engagement with the community through effective consultation
- 4.4 – Achieve high standards of organisational performance

### Consultation/Communication

The proposed Council Meeting dates for 2020 were discussed at the Council Briefing on 14 October 2019.

### Risk Implications

It is necessary to have well-functioning meeting procedures and meeting dates planned in advance to support good governance and good democratic processes.

### 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 meeting dates proposed for 2020 are in accordance with the requirements of the *Local Government Act 1989*.

## 9.5 COUNCIL RESOLUTIONS

<b>Author's Name:</b>	Sue Frankham	<b>Director:</b>	Graeme Harrison
<b>Author's Title:</b>	Governance Officer	<b>Directorate:</b>	Corporate Services
<b>Department:</b>	Governance and Information	<b>File Number:</b>	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

Outstanding Council Resolutions Action List (**Appendix “9.5A”**)

Completed Council Resolutions Action List (**Appendix “9.5B”**)

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### Purpose

To receive and note the Outstanding Council Resolutions and Completed Council Resolutions action lists.

### Summary

- Immediately following each Council meeting, all formal resolutions are placed on the Outstanding Council Resolutions Action List.
- The Council Report author is responsible for updating resolutions relating to their report on the Outstanding Council Resolutions Action List in a timely manner.
- The Outstanding Council Resolutions Action List is reviewed by the Executive Management Team and circulated to Councillors quarterly.
- The Outstanding Council Resolutions and Completed Council Resolutions action lists (**Appendix “9.5A” and “9.5B”**) are formally presented to Council annually.

### Recommendation

That Council receive and note the Outstanding Council Resolutions and Completed Council Resolutions action lists.

## REPORT

### Background

Horsham Rural City Council has a Council Resolutions procedure in place to ensure that all resolutions of Council are closely monitored and actioned within the required timeframe.

### Discussion

Resolutions of Council are placed on the Outstanding Council Resolutions Action List and circulated to Directors and Responsible Officers immediately following each Council meeting. The author of the Council Report is responsible for ensuring that their actions are updated in a timely manner. The action list is reviewed quarterly by the Executive Management Team and circulated to Councillors. Completed actions are then transferred to the Completed Council Resolutions Action List.

The Outstanding Council Resolutions and Completed Council Resolutions action lists (**Appendix “9.5A” and “9.5B”**) are formally presented to Council annually.

### Financial Implications

Nil

### Links To Council Plans, Strategies, Policies

2019-2023 Council Plan

Goal 4 – Governance and Business Excellence

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

Horsham Rural City Council Procedure No P04/003 – Council Resolutions

### Consultation/Communication

The Outstanding Council Resolutions Action List is reviewed by the Executive Management Team and circulated to Councillors quarterly.

This report was considered at the Executive Management Team meeting on 8 October 2019 and the Council Briefing meeting on 14 October 2019.

### Risk Implications

There may be risks to Council if Council resolutions are not monitored and actioned in a timely manner.

### 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 Council Resolutions report is presented to Council for information.

## 9.6 QUARTERLY FINANCIAL REPORT – 30 SEPTEMBER 2019

<b>Author's Name:</b>	Zac Gorman	<b>Director:</b>	Graeme Harrison
<b>Author's Title:</b>	Management Accountant	<b>Directorate:</b>	Corporate Services
<b>Department:</b>	Finance	<b>File Number:</b>	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

Quarterly Financial Report – September 2019 (**Appendix “9.6A”**)

### Purpose

To provide Council with the Quarterly Financial Report for the quarter ended 30 September 2019.

### Summary

- The Quarterly Financial Report is provided in accordance with statutory requirements.

### Recommendation

That Council receive and note the Quarterly Financial Report for the period ending 30 September 2019.

## REPORT

### Background

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

### Discussion

The Quarterly Financial Report (**Appendix "9.6A"**) has been prepared to provide Council with an overview of finances for the first quarterly period to 30 September 2019.

The following responses to questions raised at the September Ordinary Council Meeting were provided to the Finance and Performance Committee meeting on the 14 October 2019:

- Agenda Item 9.3 – Cr Grimble asked how the Green Lake water supply will be funded?

Response from John Martin, Director Infrastructure: The savings could come from underspend in 2019-20 operations. Council also has within its operating budget every year a contingency amount of \$70,000. Some of these funds could be utilised if required.

- Agenda Item 9.9 Annual Financial Accounts 2018-19 – Cr Grimble asked for clarification on page 7 of the Performance Statement – Unrestricted cash compared to current liabilities: 2016 77%, 2017 36%, 2019 11%, 2019 32% - What does this mean?

Response from Heather Proctor, Finance Manager: The Performance Statement definition of unrestricted cash, is cash held as a current assets which excludes cash invested in longer term deposits (>90 days) which are required to be shown as "Other Financial Assets". Council, in order to maximise returns has, over recent years been moving more cash into term deposits with >90 day terms. Discussions will be held with Council's external auditors to see if this measure may be calculated so as to include these items in the future, thereby making it a more meaningful and consistent measure.

### Financial Implications

Staff time to compile and prepare this report is included in the 2019-20 budget.

### Links To Council Plans, Strategies, Policies

2019-2023 Council Plan

Goal 4 – Governance and Business excellence

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

### Consultation/Communication

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

### Risk Implications

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

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

**Environmental Implications**

Not applicable

**Human Rights Implications**

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

**Conclusion**

The financial report provides a summary of Council's performance against budget for the quarter ended 30 September 2019.

## 9.7 SUBMISSION TO THE STATE GOVERNMENT REVIEW OF THE LOCAL GOVERNMENT RATING SYSTEM

<b>Author's Name:</b>	Graeme Harrison	<b>Director:</b>	Graeme Harrison
<b>Author's Title:</b>	Director Corporate Services	<b>Directorate:</b>	Corporate Services
<b>Department:</b>	Corporate Services	<b>File Number:</b>	F27/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

Horsham Rural City Council Submission – State Government Rating Review 2019 (**Appendix “9.7A”**)

### Purpose

To approve the draft Council submission for the State Government’s review of the Local Government Rating System.

### Summary

- The State Government appointed a panel for the review of the Local Government Rating System.
- Submissions have been called for from the public and Councils, closing on 1 November 2019.
- A report is expected to be submitted to the Minister in March 2020.

### Recommendation

That Council approve the lodging of the draft submission for the State Government’s review of the Local Government Rating System.

## **REPORT**

### **Background**

In 2018, the State Government announced that they would undertake a review into the Rating System in use by Local Government, in response to the Parliament of Victoria's Inquiry into the Sustainability and Operational Challenges of Victoria's Rural and Regional Councils.

The review is being undertaken by a panel of three members. The review follows the 2018 election commitment by the Government to undertake an inquiry into the Council rating system to identify changes that will improve its fairness and equity and make sure the burden of rates falls fairly amongst all ratepayers.

The panel of three is being led by Dr Kathy Alexander, former City of Melbourne and Royal Children's and Royal Women's Hospitals CEO, with the other members being Mr John Tanner AM, former Shire of Delatite Commissioner, Brimbank City Council Administrator and Commissioner of the Inquiry into Ararat Rural City Council, and Dr Ron Ben-David, former Essential Services Commission Chairperson, with expertise in regulatory frameworks for essential services across Victoria in water, gas, electricity, taxi, freight and local government.

The Terms of Reference cover the entirety of local government rates and charges, however, the rate cap system has been excluded from the scope of the review, noting that it is subject to a separate statutory review by December 2021.

### **Discussion**

In July 2019, a discussion paper was issued and a series of workshops/consultations were planned for across the State. Submissions were called for from both the public and from Councils. More detail of the Rating System Review is contained on the Local Government Victoria website at <https://www.localgovernment.vic.gov.au/Council-governance/victorian-local-government-rating-system-review>

Council's submission responds to a series of set questions on rating generally and provides some general comments on the following items:

1. The high value of farm land and the relative share of rates paid by farming enterprises
2. The setting of the municipal charge
3. State Government exemption from rate payments
4. Charitable exemptions
5. Inequities between urban and rural Councils
6. Fiscal Equalisation – Federal Financial Assistance Grants
7. Significant impact of road construction and maintenance costs
8. Role as a regional city.

Submissions to the review close on Friday 1 November 2019. The review will conclude in March 2020, when the panel provides their recommendations to the Minister.

### **Financial Implications**

The submission to the review has been completed by Council Officers and has had no financial implications. The outcome of the review may impact on the distribution of rates across the municipality but should not impact on the quantum of rates collected.

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

2019-2023 Council Plan

Goal 4 – Governance and Business Excellence

### **Consultation/Communication**

Council discussed the submission at Briefing Meetings on 2 September 2019 and 14 October 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 draft Council submission for the State Government's review of the Local Government Rating System has been prepared for lodging with Local Government Victoria.

## 9.8 DRAFT DOMESTIC ANIMAL MANAGEMENT PLAN AND UPDATE TO DOMESTIC ANIMAL MANAGEMENT ADVISORY GROUP TERMS OF REFERENCE

<b>Author's Name:</b>	Lauren Coman	<b>Director:</b>	Angela Murphy
<b>Author's Title:</b>	Manager Regulatory Services	<b>Directorate:</b>	Development Services
<b>Department:</b>	Regulatory Services	<b>File Number:</b>	F25/A15/000001

### 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

Amended Terms of Reference – Domestic Animal Management Advisory Group (**Appendix “9.8A”**)  
Draft Domestic Animal Management Plan (**Appendix “9.8B”**)

### Purpose

To adopt the proposed amendment to the Terms of Reference (TOR) for the Domestic Animal Management Advisory Group (Advisory Group) and to receive and note the Draft Domestic Animal Management Plan (Draft DAMP) for community consultation.

### Summary

- The proposed changes to the TOR of the Advisory Group are minor and reflect the unanimous position of the current Advisory Group that the new animal rescue group, Phoenix Animal Rescue Horsham, like Horsham PAWS, be represented at Advisory Group meetings.
- The Draft DAMP provides analysis as to areas of the service provided by the Community Safety Unit in relation to animal control that require improvement. It further clarifies, through the development of specific measurable actions, where the Unit needs to focus its activities. Overall, save for some initiatives, it is anticipated that the actions set out in the Draft DAMP be implemented within normal activities and within the current budget.

### Recommendation

That Council:

1. Adopt the amended Terms of Reference for the Domestic Animal Management Advisory Group
2. Receive and note the Draft Domestic Animal Management Plan and make it available for the community to comment for a period of four weeks.

## REPORT

### Background

#### *TOR for the Advisory Group*

Phoenix Animal Rescue Horsham commenced operation earlier this year. Phoenix's founder is Carolyn Stow who previously founded Horsham PAWS. Phoenix is a small animal rescue and rehoming service that fosters animals in private homes and then match them to new owners and homes. While the rehoming model is slightly different to the Horsham PAWS model, all animals are vet checked, vaccinated, de-sexed and microchipped prior to going to new homes, as is required by legislation. In a letter dated 12 July 2019 to the Advisory Group, Carolyn Stow requested Phoenix be represented on the Advisory Group. There was no objection from the Advisory Group members to this request. It was further agreed unanimously by the Advisory Group at the Friday 13 September 2019 meeting that the TOR should be updated to include Phoenix.

#### *Draft DAMP*

Horsham Rural City Council, like all Councils in Victoria, is required by the *Domestic Animals Act 1994 (Act)* to prepare and implement a DAMP every four years. This plan sets out a program of actions which aim to ensure compliance with statutory requirements, and to implement the vision and strategic objectives identified for effective animal management control in the Horsham Rural City Council municipality.

The DAMP:

- Documents Council's current animal management processes and practices
- Evaluates whether animal control services provided by the Council meets strategic objectives, as set by legislative and community standards
- Sets out a program of action Council intends to pursue to meet those strategic objectives
- Provides a benchmark against which progress in meeting the strategic objectives can be evaluated
- Provides for a review of existing orders made by the Council under the Act and local laws regarding the management of dogs and cats in the municipality.

### Discussion

#### *TOR for the Advisory Group*

The proposed changes to the TOR for the Advisory Group are highlighted in red in **Appendix "9.8A"**. The amendments recognise the emergence of Phoenix Animal Rescue Horsham. The amendments afford Phoenix the same representation on the Advisory Group as Horsham PAWS. The amendment increases the Advisory Group membership to nine, however, the quorum of five members remains the same. As noted above, this proposed amendment was unanimously passed by the Advisory Group. This proposed amendment has no financial, consultation, risk, environmental or human rights implications. As such, these elements are not addressed further in this report.

#### *Draft DAMP*

A Draft DAMP (**Appendix "9.8B"**) has been prepared, in consultation and with the assistance of members of the Advisory Group, who developed the Plan's Vision and Strategic Objectives.

*Key issues emerging from Draft DAMP:*

1. Improvements have been made in data capture over the past 10 months, however, it is recommended that a review of the data the Community Safety Unit collects and the method of data capture be conducted.

2. Current data reveals that there is a significantly high number of cats being euthanized. Extracting feral cat data from overall cat data is important to provide a better picture of how the Community Safety Unit is performing in this space.
3. Turnover of staff in the Community Safety Unit has had an impact on service delivery and data capture.

*Actions:*

A number of actions, many suggested by the State in their DAMP template, have been incorporated into Council's Draft DAMP to address the above key issues and other emergent issues. The actions are specific and measurable and include a target of where the Community Safety Unit would like to be by 30 June 2021.

In summary, the actions:

- Have a community education and collaboration focus
- Ensure appropriate training and support of Community Safety Officers
- Look for best practice solutions moving forward, such as investigating the feasibility of a regional pound facility with our neighbouring municipalities.

*Why is the Draft DAMP dated 2017-2021?*

Council's DAMP is overdue. The plans are to cover a period nominated by the State, in this case from 2017-2021, to maintain consistency with other local Councils. Council sought, and was granted, an extension for the submission of the DAMP from the Department Jobs Precincts and Regions (DJPR) because staff turnover prior to 1 July 2017 affected the development of the Draft DAMP.

Since 1 July 2017, there has been a one hundred percent turnover of staff within the Community Safety Unit, with three senior staff retiring, representing a significant loss to a small team. A period of disruption followed, with the need for Council to engage contractors to meet operational needs. Permanent and temporary positions were finally offered from January through to May 2019.

Management of data capture during this disrupted period has also been a significant issue. This has been further exacerbated by a migration from paper-based records to an electronic workflow system in early 2018.

**Financial Implications**

Overall, save for some initiatives, it is anticipated that the actions set out in the Draft DAMP be implemented within normal activities and within the current budget.

What will need to be budgeted for in 2020-21 are initiatives to:

- Leverage technology to improve service delivery and current data capture regarding animal management
- Encourage registrations and identification of domestic animals
- Reduce euthanasia and overpopulation, particularly in relation to cats.

Details of these initiatives are to be provided in December 2019 as part of Council's budget planning process.

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

2019-2023 Council Plan

Goal 1 – Community and Cultural Development

Four-Year Priority 1.4.05 – Review the Domestic Animal Management Plan

### **Consultation/Communication**

As noted above, the Draft DAMP was prepared in consultation with members of the Advisory Group. This Advisory Group to Council comprises a Councillor, a Council Officer, a veterinarian, members of community rehoming associations and two members of the community. The Advisory Group meets monthly. The members themselves formulated the vision and the strategic objectives of the Draft DAMP and, due to the make-up of the group, it is with some confidence that these reflect community standards. Further, the strategic objectives are closely aligned with the purpose and intent of the *Domestic Animal Act 1994*.

It is proposed that the Draft DAMP go out to community consultation for a period of four weeks.

### **Risk Implications**

The ordinary risks involved with Council not meeting its obligations under legislation apply.

### **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**

In relation to the Amended TOR for the Advisory Group, the changes are minor, and reflect the unanimous position of the Advisory Group to include the new animal rescue group, Phoenix Animal Rescue Horsham.

Council's Community Safety Unit endorses the Draft DAMP. It provides analysis as to areas of the service that require improvement and clarifies, through the development of specific measurable actions, where the unit needs to focus its activities. Overall, save for some initiatives, it is anticipated that the actions set out in the Draft DAMP be implemented within normal activities and within the current budget.

## 9.9 MUNICIPAL PUBLIC HEALTH AND WELLBEING PLAN ANNUAL REVIEW

<b>Author's Name:</b>	Michelle Rethus	<b>Director:</b>	Kevin O'Brien
<b>Author's Title:</b>	Community Wellbeing Strategic Projects Officer	<b>Directorate:</b>	Community Wellbeing
<b>Department:</b>	Arts, Culture and Recreation	<b>File Number:</b>	F30/A14/000001

### 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

Health and Wellbeing Plan Action Tool (**Appendix "9.9A"**)

Draft Department of Human and Health Services (DHHS) correspondence (**Appendix "9.9B"**)

### Purpose

To report on the outcome of the review of the 2017-2021 Health and Wellbeing Plan as per legislative requirements, and to seek approval to notify DHHS of the completion of this review.

### Summary

- An annual review of the 2017-2021 Health and Wellbeing Plan was conducted as per the statutory requirement of Council under the *Public Health and Wellbeing Act 2008*.
- Key achievements for 2019 include: completion of a number of key projects including delivery of the Age Friendly Community Project and Implementation Plan, Youth C.A.N delivery and the development of a Youth Strategy.
- A key challenge is ensuring actions from the Health and Wellbeing Plan transition into Council staff work programs.
- Given that the priority areas and objectives of the Health and Wellbeing Plan remain applicable, no changes are recommended but rather, continue with the implementation of the current action plan.
- 2019-20 financial year delivery will focus on a working group actioning the sexual and reproductive health actions and raising a formal recommendation for the Health and Wellbeing Plan to be incorporated into the Council.

### Recommendation

That Council:

1. Receive and note the annual review of the 2017-2021 Health and Wellbeing Plan.
2. Approve the letter to Department of Human and Health Services stating completion of the review of the 2017-2021 Health and Wellbeing Plan.

## REPORT

### Background

Conducting an annual review of the Municipal Public Health and Wellbeing Plan (MPHWP) is a statutory requirement of Council under the *Public Health and Wellbeing Act 2008* (it should be noted, however, the legislation does not prescribe the review process). An annual review was conducted in consultation with Council Officers and some external partners.

### Discussion

2019 has seen a number of key achievements, including:

- Completion of a range of projects including delivery of the Age Friendly Community Project and Implementation Plan, Youth C.A.N project and development of the Youth Strategy and the Early Years Plan (which are now both entering implementation mode). Stage 2 of the Alcohol and Culture Change Project has been selected by VicHealth for replication.
- A number of cultural offerings were delivered as part of Action 32 including: the Karen New Year celebration at Horsham Town Hall, Cultural Diversity Week celebration at Horsham Town Hall, NAIDOC Week art exhibitions at the Horsham Regional Art Gallery and Horsham Town Hall and launch of the Horsham Rural City Council Reconciliation Action Plan as part of Reconciliation Week. Attendance at all events was excellent.
- The Gender Equity Community Engagement Audit Toolkit is nearing completion and will soon be reviewed by all partnering Councils. This resource will assist a diverse range of community members to effectively voice their opinion in municipal decision making.
- The Ride to School program will see pathway decals installed in 2019.

Furthermore, along with the above achievements, feedback has been received during the delivery of projects, which has resulted in changes to methods and programs, thereby ensuring Council continues to deliver to achieve these positive changes.

Two challenges for 2019 were:

- Not meeting the target date for developing and promoting a Healthy Eating Charter within Council (this now has a plan in place to complete by 2020)
- Continued challenge of actions from the plan transitioning to Council Officers' work tasks.

As part of the annual review, the evaluation measures (where the data is available) have been updated, however, as known during the development of the Health and Wellbeing Plan, the data sources for the majority of these measures is only available every four years.

### **2020 delivery**

Given the priority areas and objectives of the plan remain applicable, no changes are recommended but rather, continue with the implementation of the current action plan.

Key items for 2020 are:

- Raise a formal recommendation to incorporate the Health and Wellbeing Plan into the Council Plan – this will need to commence in 2020.
- Working group focusing on Sexual and Reproductive Health through the Youth Strategy Implementation. Women's Health Grampians are on board and commencing these actions.
- Review of advocacy items for Horsham Rural City Council and appropriate leads.

### **Financial Implications**

There are no costs associated with the review of the Health and Wellbeing Plan.

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

2019-2023 Council Plan

Goal 1 – Community and Cultural Development

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

### **Consultation/Communication**

The review of the MPHWP included consultation with Council Officers and select external partners. This consultation took the form of face-to-face discussions and email correspondence.

### **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 annual review of the 2017-2021 Health and Wellbeing Plan has highlighted a number of achievements in the first year. Similarly, a number of challenges were faced, which has shaped the action plan for continued delivery into 2020. However, as the priority areas and objectives as outlined in the Plan remain unchanged and relevant, it is recommended to continue to implement the current Health and Wellbeing Plan unchanged.

## 9.10 HORSHAM RURAL CITY COUNCIL COMMUNITY INCLUSION PLAN 2019-2022

<b>Author's Name:</b>	Maggie Bridgewater	<b>Director:</b>	Kevin O'Brien
<b>Author's Title:</b>	Deaf Access Worker	<b>Directorate:</b>	Community Wellbeing
<b>Department:</b>	Community Services and Emergency	<b>File Number:</b>	F10/A04/000001

### 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

Horsham Rural City Council Community Inclusion Plan 2019-2022 – Draft for Public Feedback (**Appendix "9.10A"**)

### Purpose

To present to Council the Horsham Rural City Council Community Inclusion Plan (CIP) 2019-2022 and recommend the public be invited to comment for a period of four weeks before Council considers the plan for adoption.

### Summary

- The purpose of the CIP 2019-2022 is to enable Council to meet its obligations under Federal and State anti-discrimination legislation, promoting the rights of people with disabilities or access issues.
- The previous 2013-2016 Disability Access and Action Plan (DAP) guided improved access and inclusion across the Horsham municipality, delivering in the process a number of key achievements.

### Recommendation

That Council receive and note the Draft Horsham Rural City Council Community Inclusion Plan 2019-2023 and make it available to the community for comment for a period of four weeks.

## REPORT

### Background

The previous DAP was adopted on 15 July 2013 and guided improved access and inclusion across the Horsham municipality. Some key outcomes and achievements of the DAP are provided below.

#### ***Social Connection***

- Council's Community Grant Guidelines were updated to include improving access as a key outcome.
- Council's public meetings are now held wherever possible in accessible venues.
- Desktop hearing shuttles are located at Customer Service Centres, Horsham Town Hall and Visitor Information Centre, making it easier for those that are hard of hearing to communicate.

#### ***Information on Services***

- Council publications are available in alternative formats.
- Acknowledgement and celebration of Seniors Week, International Day for People with a Disability and Mental Health Week.
- *My Community Directory* has comprehensive information on disability services and accessible facilities.

#### ***Education and Awareness***

- Community Education sessions are held on the use of companion cards.
- Disability Awareness training conducted for staff, volunteers and Councillors.

#### ***Built Environment***

- Installation of Changing Places toilet facility in May Park: allows people with specific requirements to have access to a toilet and appropriate change facilities to enable greater participation in community life.

### Discussion

The preparation of a new DAP or CIP is a requirement of the *Victorian Disability Act 2006*. The CIP therefore assists Council to meet its legislative requirements, promoting the rights of people with disabilities and access issues.

Estimates are that there are approximately 4,000 people living with a disability who are a resident in Horsham, of whom, 1,333 are thought to have a severe or profound disability. As a primary provider of services at a local level, Council plays a key role in building a more accessible community and reducing barriers to inclusion experienced by people with a disability.

As the population increases and the proportion of older people in the population increases, the level of disability in the community is likely to increase significantly, making it vitally important that the access and inclusion of people with a disability into the wider Horsham community is properly considered and planned for.

Data analysis and stakeholder and community engagement were used in forming the key themes and actions in collaboration with information provided from community engagement undertaken in other plans. The key themes are: Participation, Equity, Adaption, Inclusion, Advocacy and Celebrate.

### Financial Implications

There may be a requirement for an increase in project budgets as a result of applying Universal Design principles to projects to ensure we are meeting the Universal Access Design guidelines, therefore ensuring refitting/redesign won't be required in the future. There are a small number of actions that will require funds and will need to be considered by Council in future budgets.

## Links To Council Plans, Strategies, Policies

2019-2023 Council Plan

Goal 1 – Community and Cultural Development

Arts and Cultural Plan 2014-2018

Goal 1 – Cultural Awareness

Health and Wellbeing Plan 2017-2023

Goal 1 – Increasing healthy eating and active living

Goal 3 – Improving Mental Health: Support and promote activities and events that build community resilience and social networks for all groups

## Consultation/Communication

### **Internal Stakeholders:**

Deaf Access Worker, Councillors, Community Wellbeing Directorate, Executive Management Team.

### **External Stakeholders:**

Uniting Wimmera (UW), National Disability Insurance Scheme (NDIS) providers, Latrobe Community Health Service, National Disability Insurance Agency (NDIA), Department of Health and Human Services (DHHS), Woodbine, Wimmera Health Care Group (WHCG) Wimmera Primary Care Partnership (Wimmera PCP), Grampians Community Health (GCH), Rights Information Advocacy Centre (RIAC).

## Risk Implications

There is a risk of non-compliance with legislation if a new CIP is not adopted. There is a similar risk of possible adverse community feedback.

## 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 recommends that Councillors receive and note the Draft Horsham Rural City Council Community Inclusion Plan 2019-2023 and make it available to the community for comment for a period of four weeks.

## 9.11 URBAN ROAD RECONSTRUCTION – CONTRACT 20/009

<b>Author's Name:</b>	Mazen Aldaghstani	<b>Director:</b>	John Martin
<b>Author's Title:</b>	Manager engineering Services	<b>Directorate:</b>	Infrastructure
<b>Department:</b>	Infrastructure	<b>File Number:</b>	F04/A05

### 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 (refer to confidential report on this subject)

### Purpose

To award the Urban Road Reconstruction Contract 20/009 for the reconstruction of sections of three urban roads, being part of Albert Street, Johnson Street and part of Federation Avenue.

### Summary

- The reconstruction of sections of three urban roads have been bundled into one tender process to achieve a better financial outcome.
- The reconstruction work is inclusive of Albert Street, Johnson Street and Federation Avenue.
- Two tenders addressing the specification requirements were received and evaluated in accordance with Council's procedures.
- Both tenders have come in over the budget with the lowest price being \$70,184 over budget.
- It is proposed that Council award the reconstruction works to the preferred tenderer with the budget shortfall being covered from potential savings of \$89,506 made from other recent projects.

### Recommendation

That Council accept the tender submitted by Terfo Pty Ltd T/A Mintern Civil for the sum of \$860,184.64 ex GST for Contract 20/009 Urban Road Reconstruction with the budget shortfall being covered from expected savings from other recently awarded contracts.

**REPORT**

**Background**

The reconstruction of part of Albert Street, Johnson Street and part of Federation Avenue has been scoped and budgeted for in 2019-20, as part of the annual Urban Roads Reconstruction program. These roads have all been assessed as nearing the end of their useful lives through Council’s routine asset condition inspection programs, primarily due to uneven road surfaces due to significant subgrade movement.

The diagrams below shows the sites of the works (hatched in each diagram).

**Albert Street**



**Johnson Street**



**Federation Avenue**



## Discussion

A detailed tender evaluation report is provided in the confidential report on this subject (**Appendix “15.3A”**). Key aspects of the report include:

- Two tenders were received
- A preliminary compliance checking was performed by the procurement team
- The evaluation of tenders was based on the criteria as presented in the evaluation report
- Tenders were assessed on the basis of best value to Council rather than the cheapest price.

Tender returns were received from the following two companies:

- Mintern Civil
- MF and JL Wilmore Contractors.

The tender from Mintern Civil has been considered as the best value to Council, with its tender price being significantly lower than Wilmore Contractors. The recommended tender, however, is \$70,185 over the allocated budget.

## Financial Implications

Recommended tender	\$ 860,185
Allocated budget	<u>\$ 790,000</u>
Budget Shortfall	\$ 70,185

It is proposed that the budget shortfall would be recovered from potential saving from recently awarded/ tendered contracts as follows:

Contract	Project	Budget	Recommended tender	Saving
20/006	Darlot Street Drainage Works	\$300,000	\$234,274	\$65,726
20/008	Reconstruction of Rural Roads	\$634,512	\$610,732	\$23,780
<b>Total Saving</b>				<b>\$89,506</b>

The bulk of funding for this project has been sourced from Council’s infrastructure renewal gap funding.

## Links To Council Plans, Strategies, Policies

2019-2023 Council Plan

Goal 3 – Asset Management

Four-Year Outcome 3.4 – Deliver works to develop and maintain Council’s physical assets for long-term sustainability, amenity and safety

## Consultation/Communication

The key communication aspect with these projects will be the interaction between the appointed contractors, Council’s project supervisor and the adjacent landowners. Council has standard arrangements in place for this communication.

## Risk Implications

Standard construction risks will apply. Supervision of works will be conducted by Council Officers to manage these risks. Detailed work program will be discussed with the successful contractor in a pre-commencement meeting.

### **Environmental Implications**

Standard construction management practices will minimise environmental risks. There are no native vegetation or waterway issues associated with these works.

### **Human Rights Implications**

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

### **Conclusion**

The contract can be awarded to the preferred tenderer with the budget shortfall to be covered from saving from recently awarded/tendered works.

## 9.12 RURAL ROAD NETWORK PLAN

<b>Author's Name:</b>	John Martin	<b>Director:</b>	John Martin
<b>Author's Title:</b>	Director Infrastructure	<b>Directorate:</b>	Infrastructure
<b>Department:</b>	Infrastructure	<b>File Number:</b>	F33/A12/000002

### 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:** Nil

## Appendix

Rural Road Network Plan Consultancy Brief (**Appendix "9.12A"**)

### Purpose

To present the draft consultancy brief for preparation of the proposed Rural Road Network Plan.

### Summary

- The draft Horsham Urban Transport Plan is currently out for public consultation.
- The next phase of Council's strategic road/transport work is the preparation of a Road Network Plan for the rest of the municipality.
- The draft consultancy brief for this purpose was presented at a Council Briefing for review.
- It is proposed to engage a consultant to undertake this work in the latter part of 2019, with a view that the important public consultation phase would commence in February 2020.

### Recommendation

That Council approves the engagement of a consultant to conduct the Rural Road Network Plan based on the brief attached as **Appendix "9.12A"**.

## REPORT

### Background

Preparation of an integrated transport strategy for Horsham was planned to be conducted in three phases, as follows:

- Stage 1 – including consideration of the connection between the three regional highways passing through Horsham, and a potential Bypass on Horsham’s perimeter. This plan was completed in 2016 but not adopted.
- Stage 2 – the Horsham Urban Transport Plan, for the urban/residential areas of Horsham – which is currently out for consultation.
- Stage 3 – a Rural Road Network Plan, for the balance of the municipality.

This report relates to Stage 3 of that planning.

### Discussion

In broad terms, the objectives of the Rural Road Network Plan are to define the future desired standards of service that would apply to each road segment in rural parts of the municipality, and to develop an affordable implementation plan to achieve those standards.

The consultancy brief (**Appendix “9.12A”**) identifies a broad range of issues of relevance to this objective, including:

- Freight links in the municipality’s rural areas, including connections with adjoining municipalities
- 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
- Improvements to provide all weather access to key farming property locations
- Rationalisation of the road network where appropriate
- And many other issues.

At present, a range of service standards including potential upgrades, are listed in Council’s Asset Management Plan for roads. It is intended that this Rural Network Plan will provide a long-term vision for the breadth of upgrades required beyond those identified in the Asset Management Plan.

It should be noted that the focus of this proposed plan is roads, rather than transport in general. For this reason, issues such as passive recreation (walking/cycling trails) do not feature in the scope. Council already has, for example, a Bicycle and Shared Path Plan which extends beyond the Horsham urban area in this regard.

Separate to this work, Council’s Manager Strategic Asset Management will shortly be commencing complementary work on a review of Horsham’s road services provision. This review will look at the processes Council uses to deliver road construction and maintenance services, aiming to improve the efficiency and value of these services. This work contrasts from the Rural Road Network Plan preparation, as the services review is an internal look at “how” we do our work, while the Plan is aimed at determining the service standards sought by our road users.

### Financial Implications

\$50,000 has been budgeted for this work in the 2019-20 budget.

## Links To Council Plans, Strategies, Policies

2019-2023 Council Plan

Goal 2 – Sustaining the Economy

Four-Year Outcome 2.2.07 Horsham Integrated Transport Strategy completed, including:

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

## Consultation/Communication

Community engagement is identified as a critical aspect of the project. This is reflected in the level of detail outlined in the project brief in this regard, including the following aspects (amongst others):

- Focus group workshops
- Area-based and other stakeholder representation on the Project Control Group
- The need for consultation conducted in locations across the municipality.

Note that Robyn Gulline, who chaired the Project Control Group (PCG) for the Horsham Urban Transport Plan has been approached to chair the PCG for the Rural Road Network Plan, and is willing to do so. It is proposed that representatives on the PCG will be enlisted as follows:

- For community members, through advertising, based on eight areas across the municipality. The independent chair of the PCG would select representatives from the nominations where more than one nomination is submitted.
- For stakeholder groups, by invitation to the relevant group to nominate its representative.

The selected consultant would be required to develop a detailed engagement plan in accordance with the brief and Council's engagement procedure.

## Risk Implications

Effective consultation is a key risk to be managed through the project, as described above. The proposed timing of the project avoids the consultation "no-go zone" during harvest/Christmas and summer school holidays.

## Environmental Implications

Nil during the planning phase of the project. Planning for implementation of identified actions from the plan could lead to some environmental issues needing investigation.

## Human Rights Implications

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

## Conclusion

The Rural Road Network Plan will set the objectives for development of the road network across the municipality, other than in the Horsham urban area.

## 9.13 ECONOMIC DEVELOPMENT REPORT

<b>Author's Name:</b>	Stephen Pykett	<b>Director:</b>	Angela Murphy
<b>Author's Title:</b>	Manager Economic Development	<b>Directorate:</b>	Development Services
<b>Department:</b>	Economic Development	<b>File Number:</b>	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

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### Purpose

To receive and note the Economic Development Report for September 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**

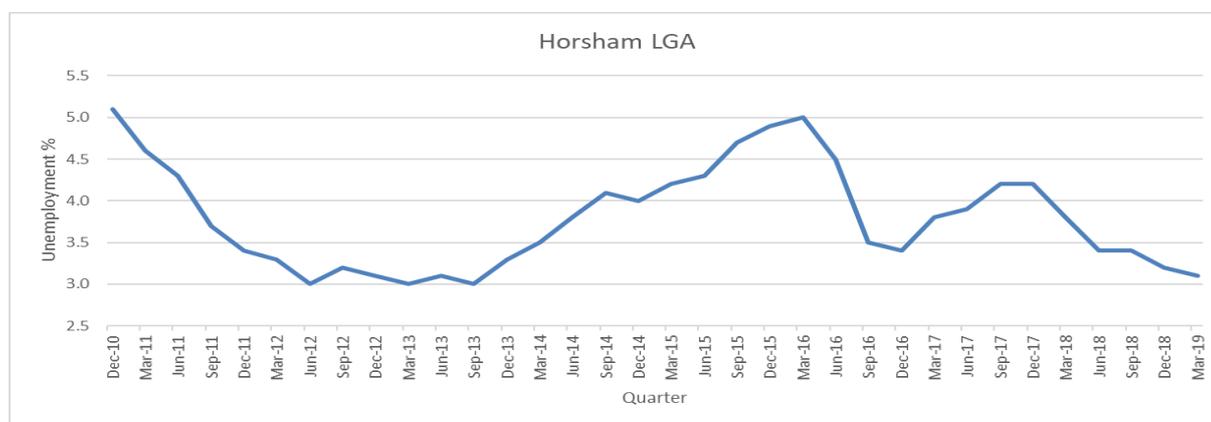
At the Ordinary Meeting of Council on 26 August 2019, it was resolved that a regular Economic Development Report be tabled on the Ordinary Council Meeting agenda.

**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
September 2019	12	\$2,649,800	42	\$7,108,277
September 2018	6	\$50,000	27	\$7,819,936
<b>Change</b>	<b>+6</b>	<b>+\$2,599,800</b>	<b>+15</b>	<b>-\$711,659</b>

### Building Permits Issued

	Number	Total cost of development	YTD	YTD cost of development
Council	9	\$596,476	24	\$2,306,184
Private surveyors	13	\$4,174,606	44	\$15,306,778
<b>Total</b>	<b>22</b>	<b>\$4,771,082</b>	<b>68</b>	<b>\$17,612,962</b>

### Summary of building permits issued YTD

	Number	Total Value	Commercial		Domestic	
			No	Value	No	Value
Council	24	\$2,306,184	4	\$1,083,343	20	\$1,222,841
Private surveyor	44	\$15,306,778	17	\$7,587,812	27	\$7,718,966
<b>Total</b>	<b>68</b>	<b>\$17,612,962</b>	<b>21</b>	<b>\$8,671,155</b>	<b>47</b>	<b>\$8,941,807</b>

### Business Engagement

#### Direct business engagement

	Number	YTD
General business	11	58
New or expanding business	3	12
Event organisers	4	9
<b>Total</b>	<b>18</b>	<b>79</b>

#### Networking and business event breakdown

	Number	YTD
Networking & business events	3	14

Networking attended	Attendees	Details
Bendigo Invention Innovation Festival	150	Showcasing Horsham to business and government
Environmental Water Forum	20	Information session and report launch
Creative Horsham SRG	20	Creative Horsham workshop
<b>Total</b>	<b>190</b>	

Facilitated business events	Attendees	Details
<b>Total</b>	<b>0</b>	

## Tourism and Events

	Number	YTD
Notice of intention to hold an event applications	10	32
Visitor information Centre visits	1187	3007
Visithorsham.com web visits	3617	9463

## Strategic Planning

Horsham South Structure Plan	<ul style="list-style-type: none"> <li>The project is needed in order to ensure that South Horsham develops in a coordinated 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.</li> <li>Horsham South Key Strategic Directions Report is currently under review by the PCG, in preparation for targeted landholder engagement.</li> </ul>
Horsham Aerodrome Business Plan review	<ul style="list-style-type: none"> <li>Council has appointed a consultant to begin development of the Horsham Aerodrome Masterplan.</li> <li>An assessment of both the previous Aerodrome Business Plan and Aerodrome Masterplan has been undertaken along with stakeholder engagement.</li> <li>On 20 June 2019 further engagement took place with the Aerodrome user group to discuss the draft findings.</li> <li>More engagement is planned.</li> </ul>
City to River	<ul style="list-style-type: none"> <li>Wider community engagement process commenced 4 July 2019 and closed 30 August 2019.</li> <li>All submissions were summarised further targeted engagement is planned.</li> </ul>

## Infrastructure Development

Enhanced Broadband Project (Connecting Regional Communities Program)	<ul style="list-style-type: none"> <li>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.</li> <li>Construction has begun and services are expected to be available for businesses in the second half of 2019.</li> <li>Spirit Telecom has begun advertising services to businesses.</li> </ul>
Horsham Regional Livestock Exchange roofing	<ul style="list-style-type: none"> <li>Has successfully received funding under the Building Better Regions Fund to roof the Livestock Exchange for \$1.49million 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.</li> <li>A tender process has been completed and construction planning is underway.</li> </ul>

## Projects and Programs

Environmental Upgrade agreements	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Initial interest has been positive with applications progressing through the system.</li> <li>• Community interest remains positive and further agreements are expected.</li> </ul>
Wimmera Business Centre	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Engagement through this process has quantified a level of interest in a co-working space in Horsham.</li> <li>• Further workshops with small and home based businesses are being arranged.</li> </ul>
Horsham Visitor Information Centre	<ul style="list-style-type: none"> <li>• The VIC review is continuing in association with Grampians Tourism who are undertaking a Grampians wide Visitor Servicing review.</li> <li>• The final report has now been received and is being evaluated.</li> </ul>

## Business Development, Tourism and Events

Major Sporting Events	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>
Localised	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
Tourism	<ul style="list-style-type: none"> <li>• The Visit Victoria tourism review workshop and information session was held in Horsham on 15 August 2019 with approximately 80 people attending.</li> <li>• The review is expected to provide recommendations in early 2020.</li> </ul>
Better Approvals	<ul style="list-style-type: none"> <li>• 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.</li> <li>• An official launch will be held 8 October 2019.</li> </ul>

## 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 September 2019 is provided for the information of Councillors.

## 9.14 ACTING CHIEF EXECUTIVE OFFICER'S OPERATIONAL REPORT

<b>Author's Name:</b>	Graeme Harrison	<b>Director:</b>	Not applicable
<b>Author's Title:</b>	Acting Chief Executive Officer	<b>Directorate:</b>	Not applicable
<b>Department:</b>	Chief Executive Office	<b>File Number:</b>	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

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### Purpose

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

### Summary

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

### Recommendation

That Council receive and note the Acting Chief Executive Officer's Operational Report for October 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.

#### **1. Advocacy/Funding Announcements**

**Gender Equity (Pilot):** Council has received a grant of \$50,000 to assist the Victorian Government's development of a Gender Equality Bill. The grant will support Council in piloting the implementation of gender impact analysis and workplace gender auditing tools, which will later be mandatory for all Councils. The purpose of the pilot is to test guidance materials developed by the Victorian Government and provide advice on any refinement needed in tailoring to the needs of the local government sector.

#### **2. Community Engagement**

**Civic Reception:** The Order of Australia Association Horsham Branch, Student Citizenship Awards were held at Council on 9 October 2019. Four young people received an award for contributing to their school and community. The awards are not for academic or sporting achievements.

**Local Government Rating System Review:** The Victorian Government held two forums in Horsham on Tuesday 15 October 2019 at Federation University Australia and forms part of the rating review. One forum was specifically for Councillors and staff and the other for members of the public. Each session was well attended.

#### **3. Projects and Events**

**Municipal Association of Victoria (MAV) Annual Conference:** The Mayor, Cr Mark Radford, attended the MAV Annual Conference on 17 October 2019. The Hon Adem Somyurek, Minister for Local Government and Small Business addressed the forum. Other presenters included Sarah Marker, Head of Climate Risk Governance of Minter Ellison Lawyers, Amanda Sinclair, Christine Young the Director community development at City of Melville, Samantha Ratnam, Leader of the Victorian Greens and the Hon Michael O'Brien, Leader of the Opposition. Presentations and panel discussions were held on Waste and Recycling and Reconciliation and Treaty.

**MAV State Council Meeting:** The Mayor attended the MAV State Council Meeting on 18 October 2019. Council's motion in relation to Rural Cemeteries was not voted upon as it was deemed to not be of State-wide significance even though Council lodged it as such. Other avenues will need to be investigated for advocating for support in this area.

**Regional Cities Victoria (RCV) Meeting:** The Mayor, Cr Mark Radford, and Acting Chief Executive Officer, Graeme Harrison, attended the RCV meeting in Melbourne on 17 October 2019. The agenda included the following –

- Cr Samantha McIntosh provided an update on Regional Capitals Australia
- Anne Cronin, Commissioner for Better Regulations provided an update on Better Planning and Building Approvals
- Draft RCV State Budget submission, media and communications strategy and RCV election process discussions were held
- Inquiry into Regional Australia discussions

- Simon Phemister, Secretary, Department of Jobs, Precincts and Regions provided an update.
- Update from Rural Councils Victoria.

#### **4. Staff Matters**

**Conflict of Interest and Good Complaints Handling Workshops:** The Victorian Ombudsman provided training for local government staff on Conflict of Interest and Good Complaints Handling. The two workshops were held on 15 and 16 October 2019 at the Civic Centre. These workshops were attended by Horsham Rural City Council staff and neighbouring Councils.

**Victorian Electoral Commission's (VEC) Draft Service Plan:** The VEC held an information session at Council on 15 October 2019 on their draft service plan for 2020 local government elections.

#### **Financial Implications**

Not applicable

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

2019-2023 Council Plan  
Goal 4 – Governance and Business Excellence

#### **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 Acting Chief Executive Officer's Operational Report for October 2019.

## 10. COUNCILLOR REPORTS AND ACKNOWLEDGEMENTS

### Cr Mark Radford, Mayor

- 22 September 2019 – Scouts Victoria, Wimmera District Awards
- 23 September 2019 – Citizenship Ceremony
- 23 September 2019 – Council Ordinary Meeting
- 24 September 2019 – ABC Radio Interview
- 25 September 2019 – Wimmera Health Care Group Ladies Auxiliary Fashion Parade
- 25 September 2019 – Meeting with Phil McFarlane (EAT Group)
- 25 September 2019 – Ambulance Staff Service Awards
- 30 September 2019 – Letter of Congratulations to Bennett Road Milk Bar Owners
- 1 October 2019 – National and Victorian Police Service Medal Presentations
- 1 October 2019 – National Police Remembrance Day Service
- 3 October 2019 – Wimmera Mail Times 60<sup>th</sup> Anniversary Function
- 4 October 2019 – Leadership Wimmera Business Leaders Presentations
- 6 October 2019 – Horsham Western Open Golf Tournament
- 7 October 2019 – Launch of Seniors Week
- 7 October 2019 – Aboriginal Advisory Committee
- 7 October 2019 – Council Briefing Meeting
- 8 October 2019 – Headspace Horsham Meeting and Tour
- 8 October 2019 – Tourism Advisory Committee Meeting
- 8 October 2019 – Launch of the “Better Approvals” Program
- 9 October 2019 – Tidy Towns, Presentation of Local Awards
- 10 October 2019 – Meeting with Peter Hutchesson
- 10 October 2019 – Order of Australia Student Citizenship Awards
- 11 October 2019 – Horsham Arts Council “Mama Mia” Production
- 12 October 2019 – Apex Club 15 Hand-Over Dinner and Ceremony
- 13 October 2019 – Re-dedication of the War Memorial Avenue in Dimboola
- 14 October 2019 – Horsham “Friends a breast” Field of Women Ceremony and Lunch
- 14 October 2019 – Council Briefing Meeting
- 15 October 2019 – Farewell to Sally Pymmer from the Wimmera Drug Action Taskforce
- 15 October 2019 – Local Government Rating System Review Consultation
- 16 October 2019 – Letter of encouragement to “Black Pepper” (new shop in Firebrace Street)
- 16 October 2019 – National Pulse Conference Panel Discussion guest
- 17 October 2019 – Municipal Association of Victoria Annual Conference
- 17 October 2019 – Regional Cities Victoria Meeting #5
- 18 October 2019 – Municipal Association of Victoria State Council
- 23 October 2019 – ABC and 3WM Radio Interviews
- 23 October 2019 – Australia Day Planning Meeting
- 23 October 2019 – Wimmera River Improvement Committee Meeting and Annual General Meeting
- 24 October 2019 – Christian Emergency Food Bank Annual General Meeting
- 25 October 2019 – Launch of the Great Wimmera River Duck Race
- 25 October 2019 – Seasonal Conditions Meeting
- 25 October 2019 – Tour of the Avonbank Exploration Test Pit

**11. URGENT BUSINESS**

## **12. PETITIONS AND JOINT LETTERS**

Nil

## **13. PROCEDURAL BUSINESS**

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

Council Briefing held on Monday 7 October 2019 at 5.30pm in the Council Chamber, Civic Centre, Horsham

Council Briefing held on Monday 14 October 2019 at 5.30pm in the Council Chamber, Civic Centre, Horsham

Refer to **Appendix “13.1A”**

### **13.2 SEALING OF DOCUMENTS**

Renewal of Lease of Real Estate – Specsavers Pty Ltd, 51-53 Firebrace Street, Horsham

### **13.3 INWARD CORRESPONDENCE**

Nil

### **13.4 COUNCIL COMMITTEE MINUTES**

Dudley W Cornell Advisory Committee Meeting held on Thursday 18 July 2019 at 6.00pm at the Kalkee Road Children’s and Community Hub

Refer to **Appendix “13.4A”**

#### **Recommendation**

That Council receive and note agenda items:

- 13.1 Assembly of Councillors – Record of Meetings
- 13.2 Sealing of Documents
- 13.3 Inward Correspondence
- 13.4 Council Committee Minutes.

**14. NOTICE OF MOTION**

Nil

## INTRODUCTION

Property is a significant, highly valued, and diverse resource that directly impacts the capacity and performance of service delivery within Horsham Rural City Council.

Horsham Rural City Council has a critical role as the caretakers responsible for the management of public land on behalf of the community. It is essential that the portfolio is safe, compliant, economically and environmentally sustainable and most of all relevant to and considerate of our community.

## PURPOSE

This Property Strategy has been developed to provide a holistic framework for the management of all property assets and establishes guiding principles for the alignment of Council's property portfolio with its future community and service delivery requirements.

Council's vision for asset management is to meet community and service needs through provision and maintenance of infrastructure. Council has engaged a consultant to prepare a social infrastructure plan which, once adopted, will further inform Council's Property Strategy.

## KEY PRINCIPLES/ GUIDELINES

The Property Strategy identifies the following principles that should drive Council's approach to managing the property portfolio. This process will also consider the various ways in which property can or could be managed now and into the future, and:

- Strategically manage the property portfolio for the long term in the best interest of the community and service level requirements;
- Provide Councillors and Council Officers with a framework to guide decisions and actions regarding the management of Council properties, in such a way as to maximise community benefit and support financial sustainability;
- Provide a consistent and transparent process to enable the evaluation of all Council properties according to their usage, suitability and physical characteristics;
- Formalise assessment and evaluation principles, thus ensuring due consideration of social, cultural, economic, environmental and risk implications;
- Ensure properties are 'fit for purpose' to deliver services and benefits to the community;
- Manage properties that are maintained to a safe, compliant, energy efficient and modern-day standard and generally protected from deterioration;
- Enable new and ongoing partnerships with community organisations to maximise the community benefit arising from facility use; and
- Ensure best practice and compliance with legislative requirements and consistency with existing strategy, process and policy positions.

## PROPERTY CLASSES

Council currently catalogues properties into three primary assets classes.

### Open Space

This class of land refers to the parks, gardens and other reserves that make up Horsham Rural City's open space network. Horsham Rural City Council is in the process of developing an Open Space Strategy which will provide strategic directions to determine priorities for the planning, provision and development of open space across the municipality. The Open Space Strategy will establish a vision for Council for the provision of open space based on the principles of equity, accessibility, health and wellbeing, sustainability, participation, safety, adaptability and efficiency.



## Roads

As the Coordinating Road Authority, Council manages both Local and Government roads. The management of Council Roads – those contained on the Road Register – from an asset renewal, and sustainable traffic viewpoint are addressed in Council's Road Management Plan. Arterial Roads within the municipality are managed by Vic Roads in accordance with the Road Management Act 2004.

## Land and Buildings

This class of asset groups together all Council owned and managed land and buildings and Crown buildings.

This includes the following property types:

- Town Halls
- Grandstands
- Libraries
- Childcare, MCHC & Youth
- Arts & Cultural Services
- Community Halls
- Neighbourhood Houses
- Aged & Disability Services
- Pavilions & Sporting Clubs
- Leisure centres
- Offices
- Depots
- Carparks
- Commercial
- Miscellaneous

## PROPERTY TYPES

As caretakers of Public Land, Horsham Rural City City Council has an involvement with a diverse range of property and property-based assets.

Council's property portfolio consists of land which is:

- **Owned by Council in freehold** – the Horsham Rural City Council is the registered proprietor of the land on the Certificate of Title. Council manages this land in accordance with its powers under the Local Government Act 1989.
- Owned by the Crown and for which the Council is appointed as the Committee of Management in accordance the Crown Land (Reserves) Act 1978.
- **Owned by the Crown and for which the Council is the Coordinating Road Authority.** Councils manage this land in accordance with the Local Government Act 1989 and with reference to the Road Management Act 2004.
- **Land which Vests in Council** - whilst the Certificate of Title might show a registered proprietor other than Council, the land is deemed to vest in Council as its use is deemed for public purposes.
- **Council as Lessee** – Council has number of properties for which it is the Lessee. The majority of these properties are leased from statutory authorities or Government.

## CLASSIFICATION & ASSESSMENT FRAMEWORK

The classification and assessment of all properties is essential to support the effectiveness of the Property Strategy. This framework is designed to provide a consistent and transparent process for the classification of all properties to support informed analysis, reporting and decision making.



This framework contains three key phases (1, 2 and 3). In addition, a series of key assessment principles will be established that will support the evaluation process in conjunction with the Legislative, Statutory, Asset and Risk Management requirements.

The Executive Management Team (EMT) will be responsible for the strategic and systematic assessment of all property to ensure a timely, comprehensive and coordinated approach. EMT will provide briefings and advice to Council to facilitate support with the various phases of the process.

### Assessment Criteria

As part of the assessment process all Council owned, and managed properties will be evaluated considering the Economic, Environmental, Climate Adaption and Financial requirements, commonly known as the “Quadruple Bottom Line”. In addition, there are a number of additional factors that will be considered as part of the assessment framework.

This will include but not limited to:

- |                                       |   |
|---------------------------------------|---|
| • Social Impacts                      | • Capacity & Current Usage                  |
| • Suitability -Fit for purpose        | • Condition & Functionality                 |
| • Sustainability & Environment        | • Risk Management                           |
| • Community Infrastructure Framework  | • Service Delivery Options                  |
| • Community Requirements and Feedback | • Cultural Aspects & Needs of the Community |

### PHASE 1 – CLASSIFICATION & ASSESSMENT

This initial phase will consolidate all relevant property information into a property report to support the initial high-level assessment and classification of all properties.

The outcome of this initial assessment, will be that all Council property will be assigned to one of the categories listed below.

- Identified for further investigation and assessment
- Currently utilised and fit for purpose
- Deferred for potential future consideration

To allow for flexibility within the framework process a property may be re-assigned if circumstances or conditions change at the discretion of EMT. At the conclusion of this initial phase a detailed briefing will be provided to the Councillors for review.

### PHASE 2 – FURTHER INVESTIGATION & DUE DILIGENCE

The objective of this second phase is that each site identified for further investigation in phase one receive a more detailed secondary assessment. This will include physical site inspections to further filter and classify these properties for reporting and decision making in line with all legislative, statutory, condition, capacity, functionality and risk management requirements. This process will endeavour to categorise these remaining properties into the following descriptions.

- **Operational / Service Delivery**

This relates to Councils role in delivering quality services and the key facilities that support this. Given the changing nature in the way we will provide services for the future there is the opportunity to review the way similar or enhanced community services can be provided.

- **Lease / Licence**

This relates to Council's role as landlord (lessor) in either leasing properties to third parties to deliver community services, or concessions leasing to not-for profit or community associations.

- **Maintain / Hold**

This refers to properties that are currently vacant or not utilised for various reasons (condition, capacity useability) and require further assessment or consideration to determine their future. These sites must be responsibly managed regardless of occupation or use as they are a liability to the organisation if not maintained to minimum safety, environmental and security standard.

- **Generate Income / Commercial**

This relates to the classification of property where the maximisation of the income stream is considered to be the primary objective. Property in this area will be developed to the highest and best use of the site in line with market rates.

- **Develop / Partner**

This refers to the potential opportunities to increase the value of land and buildings through alliances or partnerships with third parties. Interested parties can range from Statutory Authorities, to Not-for-Profit organisations, to Public Companies to Private Organisations and take various forms from Public - Private Partnerships (PPP), 173 Agreements, Joint Ventures or land swaps/ transfers.

- **Acquisition**

This function relates to an identified need or opportunity to strategically acquire a property to support or deliver a service for council or the community. This would involve detailed commercial due diligence for the assessment of options and evaluation / analysis of purchase and life cycle costs, community benefits and long term financial impacts.

- **Dispose / Discontinuance**

This function relates to the assessment of property for which there is no ongoing service need or where the delivery approach has altered, and the property is no longer required to supply services to or for the community and is surplus to council's needs. This would consider all disposal options; testing alternative uses of capital and the timing to maximise returns.

At the conclusion of this phase a detailed briefing will be provided to EMT outlining the status and recommended classifications. Once confirmed a subject specific Councillor briefing will be scheduled to summarise the background and outcomes at this stage of the process.

### PHASE 3- REPORTING & IMPLEMENTATION

This third phase will begin with a report to Council confirming the proposed recommendations for properties that will progress through to the final assessment process. This final and detailed phase will include specific strategic investigations that may include commercial property or financial analysis and advice to support decision making.

Following the completion of the assessment process undertaken in this final phase a detailed briefing will be provided to EMT outlining and interrogating the outcomes of the process to date and confirming recommendations for Council consideration.



Given there may be several properties for discussion and consideration in this phase reports may be staged and presented to a Council meeting on a “case by case” basis (unless there is a rationale for presenting reports on related properties together as a package) or further Council briefings scheduled if required.

### **ASSOCIATED STRATEGIES POLICIES & PROCEDURES**

The Property Strategy will be administered with reference to the existing internal strategies, policies and procedures:

- Council Plan
- Long Term Financial Plan
- Service Plans
- Risk Management Plan
- Service Level Agreements

### **LEGISLATIVE AND STATUTORY REQUIREMENTS**

Council’s property portfolio will be managed within the necessary legislative and statutory requirements including those enacted in the following.

- |                                   |                              |
|-----------------------------------|------------------------------|
| • Local Government Act 1989       | • Retail Leases Act 2003     |
| • Crown Land (Reserves) Act 1978  | • Road Management Act 2004   |
| • Land Act 1958                   | • Valuation of Land Act 1960 |
| • Planning & Environment Act 1987 | • Subdivision Act 1988       |

### **RISK MANAGEMENT**

Whatever opportunities are developed for consideration as part of the Property Strategy process is it essential that the identification and management of risk is made a priority. Risk is currently coordinated through a formally established Risk Committee.

### **COMMUNITY ENGAGEMENT**

As a minimum, Council will meet all statutory obligations for notification and community consultation as part of the implementation phase of the Property Strategy process. Community engagement will be sought as early as possible in the process.



## 1. PURPOSE

This policy provides a framework for the conduct of Council business during the ~~2016~~ 2020 general election period. It establishes a series of caretaker practices, which aim to ensure that major decisions and actions of the current Council do not bind the incoming Council and limit its freedom of action, and ensure the use of Council resources and information throughout the election period is in accordance with the caretaker provisions of the *Local Government Act 1989*. This policy is designed to prevent the Council from making inappropriate decisions or using resources inappropriately during the election period before the general election.

## 2. INTRODUCTION

Victorian Councils are required to observe special “caretaker arrangements” during a general election period. Caretaker arrangements aim to avoid the use of public resources in a way that may unduly affect the election result and minimise decisions that may unduly limit the decision-making ability of the incoming council. Section 93B of the *Local Government Act 1989* requires that Council prepare, adopt and maintain an election period policy in relation to procedures to be applied by Council during the election period for a general election.

## 3. SCOPE

This policy applies to individual Councillors, the Council as a Body Corporate, Special Committees of the Council, the Chief Executive Officer, Executive Managers, all Council staff and any person acting on behalf of the organisation under a delegation.

## 4. PRINCIPLES

Councillors and staff are committed to the lawful, transparent, fair and un-biased conduct of Council elections and will ensure that the terms, conditions and arrangements provided for under this policy will be adhered to. In addition, the reporting requirements contained in the Council’s Protected Disclosure Guidelines and the Management of Protected Disclosures Procedure will be followed where disclosures of improper or corrupt conduct or detrimental action by Councillors or employees, in regard to election-related matters, are made.

### 4.1 Major Policy Decisions

4.1.1 Section 93A of the Local Government Act prohibits a council, a special committee or a person acting under delegation from making major policy decisions during the election caretaker period as follows:

- Decisions relating to the employment or remuneration of a permanent Chief Executive Officer of the Council
- Decisions to enter into contracts that are valued at more than \$~~221,206~~266,850 (for purchases of goods or services) or \$200,000 (for carrying out of works). The amount of \$~~221,206~~266,850 refers to 1% of Council’s revenue from rates levied for ~~2014/15~~18/19.



- Decisions to enter into entrepreneurial ventures that are valued at more than \$~~221,206~~266,850, which is 1% of Council's revenue from rates levied for 20~~14/15~~18/19.

4.1.2 In accordance with the requirements under the Local Government Act, Council is mindful that it should not make major policy decisions during the election caretaker period which would not, in the normal course of business, be reversible by a future Council.

4.1.3 At the point of adopting this policy, Horsham Rural City Council does not believe there are any significant decisions that should be carried over to the new Council. -Council will ensure that any significant contracts for normal Council business which have been included in the Council budget can be entered into prior to the caretaker period or delayed until the incoming Council is in place.

4.1.4 If Council considers that there are extraordinary circumstances where the municipality or local community would be significantly disadvantaged by not making a particular Major Policy Decision, Council will, by resolution, request an exemption from the Minister for Local Government in accordance with section 93A(2) of the Local Government Act.

## 4.2 Council Publications and Communications

Section 55D of the Local Government Act prohibits Council from printing, publishing and distributing material that is electoral matter during an election period. -Electoral matter is broadly defined to be matter which is intended or likely to affect voting in an election. -This limitation does not apply to electoral material that is only about the election process.

There is a requirement that the Chief Executive Officer is familiar with the requirements of the Local Government Act, and any other requirements, with respect to the printing, publishing and/or distribution of electoral publications.

The Chief Executive Officer will review and certify all publications throughout the election period prior to publication, to ensure that they comply with the requirements of Section 55D. -This includes Council newsletters, handbills, pamphlets, advertisements and notices, media releases, brochures, leaflets and mail-outs (whether electronic or otherwise). -This also applies to publication of material on Council's website and the social media.

In accordance with the Local Government Act:

- the Chief Executive Officer must not intentionally or recklessly certify an electoral advertisement, handbill, pamphlet or notice during the election period unless it only contains information about the election process
- the Chief Executive Officer must not delegate the power to certify any advertisement, handbill, pamphlet or notice under this section to a member of Council staff
- a Councillor or member of Council staff must not intentionally or recklessly print, publish or distribute or cause, permit or authorise to be printed, published or distributed an electoral advertisement, handbill,



pamphlet or notice during the election period on behalf of, or in the name of, the Council or on behalf of, or in the name of, a Councillor using Council resources if the electoral advertisement, handbill, pamphlet or notice has not been certified by the Chief Executive Officer under this section.

The requirements, above, do not apply to the publication of any document published before the commencement of the election period and to publication of any document required to be published in accordance with, or under, any Act or regulation.

Official media statements will only be made by the Chief Executive Officer during the election period, including radio and television interviews. -In as much as it is possible throughout the election period, Council publicity and communications will be restricted to promoting normal Council activities and services and informing residents about the election process.

### 4.3 Council and Special Committee meetings

The Chief Executive Officer will ensure that arrangements are in place so that papers prepared for council or special committee meetings during the election period do not include any agenda matter that could potentially influence voters' intentions at the forthcoming election or could encourage councillor candidates to use the matter as part of their campaign platform.

During the election period, Councillors will refrain from moving motions on or raise matters at a meeting that could potentially influence voting at the election. -Council will not consider decisions relating to the following matters during the election period:

- allocation of community grants or other direct funding to community organisations
- major planning scheme amendments
- changes to strategic objectives and strategies in the council plan.

### 4.4 Use of Public Resources

Public resources must not be used in any way that may influence the way people vote in the general election or give Councillors any inappropriate real or perceived electoral advantage. -The following guidelines during the election period will apply:

- Council resources, including offices, support staff, hospitality, equipment, email, mobile phones and stationery will be used exclusively for normal Council business and will not be used in connection with election campaigning.
- Any resource provided to a Councillor which has an expressly permitted private-use component (e.g. the mayoral vehicle) may still be used for private purposes, but nothing in connection with election campaigning.
- Reimbursement of out-of-pocket expenses for sitting Councillors during the election period will only apply to costs that have been incurred in the performance of normal Council duties and not for expenses that could be perceived as supporting, or being connected with, a candidate's election campaign.

- The council logo, letterhead or other Horsham Rural City Council branding will not be used for, or linked in any way to, a candidate's election campaign.
- Council officers will not be asked to undertake any tasks connected with a candidate's election campaign.
- Any requests for provision of information or advice held by Council, made by a sitting Councillor or candidate, should be directed to the Chief Executive Officer or appropriate senior management member. There shall be complete transparency in the provision of all information and advice and any information or advice provided to a sitting Councillor or candidate as part of the conduct of the Council election will be provided equally to all candidates and made available in an accessible format if requested.

Councillors will continue to automatically access council-held documents during the election period, but only as is necessary for them to perform their current role and functions.

#### 4.5 Public Consultation, Council Events and other activities

Consultation forms an integral part of policy development and operations; however, consultation undertaken close to a general election may become an election issue in itself and influence voting. Issues raised through the consultation and decisions that follow may also unreasonably bind the incoming council.

##### Events

The scheduling of council events in the lead-up to elections also frequently raises concerns over their potential use by sitting councillors for electioneering purposes. Events and functions can take many forms including conferences, workshops, forums, launches/openings, promotional activities, and social occasions (such as dinners, receptions and balls).

Any public consultation or scheduling of council events during the election period will be reviewed by the Chief Executive Officer who may determine that an individual activity or event is:

- not permitted to proceed; or
- is permitted to proceed but subject to any restrictions which the Chief Executive Officer may impose.

##### Consultation

If the Chief Executive Officer determines that consultation must be undertaken or an event held during this time, the Chief Executive Officer (on behalf of the Council) must justify to the community the special circumstances making it necessary and how risks over influencing the election will be mitigated or prevented.

Public consultation must be undertaken during an election period if the consultation is mandated by legislation.

Where consultation is discretionary then the consultation can occur during the election period but only after the Chief Executive Officer determines whether or not the consultation will influence the outcome of the election. If the matter subject to the consultation is likely to be closely associated in the minds of voters with



a particular candidate or group of candidates then it may be prudent for the Chief Executive Officer to delay the consultation until after the election period.

### **Councillor attendance at events and functions**

Councillors can continue to attend events and functions during an election period provided that their attendance is consistent with the ordinary course of their Council duties.

If a Councillor is asked to give a speech at an event or function during an election period then they should take particular care to only use or provide information that would generally be the nature of a speech to the relevant audience.

### **Council staff activities during an election period**

Council staff should not undertake any activity that may influence the outcome of an election, except where the activity relates to the election process and is authorised by the Chief Executive Officer.

Council staff should not authorise, use or allocate a Council resource for any purpose which may influence voting in the election, except where it relates to the election process and is authorised by the Chief Executive Officer. This includes making Council resources available to Councillors for campaign purposes.

Council staff must not assist any Councillor with their election campaign at any time, including outside working hours.

Where the use of Council resources could be construed as being related to a candidate's election campaign, the incident must be reported to the Chief Executive Officer.

## **4.6 Record keeping**

The Chief Executive Officer shall keep a documented record of all:

- documentation reviewed
- documentation approved
- media or other statements released
- information or advice provided on request to a sitting Councillor or candidate
- information relating to events and consultation permitted to proceed,

under this policy during the election period.

## **5. COMMUNICATION**

Individual Councillors, Reception (Civic Centre and Natimuk), Website, Intranet

## 6. RESPONSIBILITY

**Policy Owner:** Director Corporate Services

## 7. DEFINITIONS

Definition	Meaning
Council as a Body Corporate	Refers to decisions and actions arising from a meeting of the Horsham Rural City Council.
Delegation	Principally a formal document issued by the Council or the Chief Executive Officer which empowers another officer or officers to undertake an action, duty or responsibility, but an individual may have authority arising from an informal or implied direction or instruction (delegation) from a body or senior person.
Election period (also known as Caretaker Period)	Is defined in the Local Government Act to be the period from the last day of nominations until the election day (a 32 day period). In conjunction with Section 44(1) of the Interpretation of Legislation Act, the first day of the period for the 20 <del>2016</del> general election will therefore be <del>Tuesday</del> <u>Wednesday</u> , <del>22nd</del> <u>1st</u> September 20 <del>2016</del> .
Inappropriate decision/s	Is a decision or decisions made during the election period that would affect voting in the election or one that could reasonably be deferred until after the election.
Special Committee	A committee established by a Council under Section 86 of the Local Government Act or a committee that exercises a power, or performs a duty or function, of the Council that has been delegated to that committee under any Act.

## 8. SUPPORTING DOCUMENTS

Document	Location
Local Government Act 1989	Internet
Protected Disclosures Guidelines	<a href="#">HRCC</a> Intranet
Management of Protected Disclosures Procedure	<a href="#">HRCC</a> Intranet

## 9. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
01	15 February 2016	Council	Replaces Council Election Caretaker Arrangements Policy 2012	1 October 2019
<a href="#">02</a>	<a href="#">28 October 2019</a>	<a href="#">Council</a>	<a href="#">Review</a>	<a href="#">1 October 2023</a>

**NOTE: This policy must be reviewed at least twelve months prior to each general election of Council (Section 93B(2) of the Local Government Act). The next review is therefore due in 20~~2319~~.**

# Annual Report

## 2018–2019





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## Accessibility

Publications in another format:

Telephone 03 5382 9777 or email [council@hrcc.vic.gov.au](mailto:council@hrcc.vic.gov.au)

TTY service: Dial 133677 ask for 03 5382 9777.

Translating and Interpreting Service (TIS National): Telephone 131 450 and ask them to contact Horsham Rural City Council on 03 5382 9777.

Copies of this report are available from the Municipal Offices, Civic Centre, 18 Roberts Ave, Horsham or the internet at [www.hrcc.vic.gov.au](http://www.hrcc.vic.gov.au).

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

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

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

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

# Welcome to Country

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

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



# Demographic Profile

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

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

The municipality has an estimated population of 19,880 people, a number expected to reach 20,600 by 2036<sup>1</sup>.

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

Horsham is home to people from over 30 countries. Between 2011-2016, the municipality welcomed the highest percentage of residents from the Philippines, India, England and Sri Lanka. At the 2016 census, 1,186 people living in Horsham were born overseas with 13 percent arriving in the last five years. 3.8 percent of Horsham's residents speak a language other than English at home<sup>2</sup>.

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

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

## Vision

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

## Mission

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

## Values

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

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

<sup>1</sup> [https://www.planning.vic.gov.au/\\_\\_data/assets/pdf\\_file/0032/332996/Victoria\\_in\\_Future\\_2019.pdf](https://www.planning.vic.gov.au/__data/assets/pdf_file/0032/332996/Victoria_in_Future_2019.pdf)

<sup>2</sup> [https://www.multicultural.vic.gov.au/images/2016\\_Census/LGProfiles/Full-Report-Population-Diversity-in-LGAs-2016-Census-Web-version-30May18.PDF](https://www.multicultural.vic.gov.au/images/2016_Census/LGProfiles/Full-Report-Population-Diversity-in-LGAs-2016-Census-Web-version-30May18.PDF)

# Municipality

## 19,880

Population

## 2,974 kilometres

Road Length

## 216.78 (FTE)

Number of Council Employees

## 7

Number of Councillors

## 12,454

Rateable Properties

## \$23,495,000

Rates and Charges Revenue

## \$59,156,000

Total Revenue (including grants)

## \$287

Municipal Charge

## \$224/\$365

Garbage Charge

## Agriculture, Retail, Health Care and Social Assistance

Major Employment Sector in Municipality

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

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

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

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

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



# Mayor's Message

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

*"It's all happening in Horsham"*



Cr Mark Radford  
**Mayor**

# Chief Executive Officer's Message

Welcome to our 2018-2019 Annual Report.

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

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

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

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

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

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

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

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

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

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



Sunil Bhalla

**Chief Executive Officer**

# Operations

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

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

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

## Economic Factors

- Grants Commission – Indexation resumed in 2017-2018 after a freeze having been applied for the years from 2014–2015 to 2016–2017.
- Rate Capping – continued for the fourth year.
- Seasonal Conditions – 2018 was another low rainfall year with some severe frosts that affected farm production. This had a significant impact on the general economy of the region and put financial pressures not only on farming enterprises but also on businesses.



## Major Capital Works

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

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

## Major Changes

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



## Major Achievements

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

# Council Profile

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

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

## Councillors



**Cr Mark Radford**  
Mayor

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

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



**Cr Pam Clarke**

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

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



**Cr David Grimble**

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

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



**Cr Alethea Gulvin**

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

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



**Cr Josh Koenig**

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

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



**Cr Les Power**

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

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



**Cr John Robinson**  
BM OAM

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

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

# Councillor Committees

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

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

## Code of Conduct

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

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

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

Specific principles include the obligation to:

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

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

## Councillor awards

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



## Meetings of Council

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

- 13 Ordinary Council Meetings
- 2 Special Council Meetings

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

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



## Vale Heather Phillips

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

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

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

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

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

## Conflict of Interest

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

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

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

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

## Councillor Allowances

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

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

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

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

## Councillor Expenses

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

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

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

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

- Indicates no expenses claimed this financial year

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

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

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

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

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

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

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

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

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

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



# Staff Profile

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

## Chief Executive Officer



### Sunil Bhalla

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

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

## Senior Officers Reporting Directly to the Chief Executive Officer



### Kevin O'Brien

#### Director Community Wellbeing

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

#### Arts, Culture and Recreation

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

#### Community Services and Emergency

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



### Graeme Harrison

#### Director Corporate Services

B Econ, Dip GAICD, CPA

#### Finance

- General Accounting
- Revenue

#### Governance and Information

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

#### People and Culture

- Business Efficiency
- Human Resources Lead
- Risk/OHS



### Angela Murphy

#### Director Development Services

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

#### Economic Development

- Commercial Enterprises
- Business Development and Tourism
- Strategic Planning

#### Regulatory Services

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



### John Martin

#### Director Infrastructure Services

BE (Agric)

#### Engineering Services

- Engineering Design
- Facilities Management
- Project Office

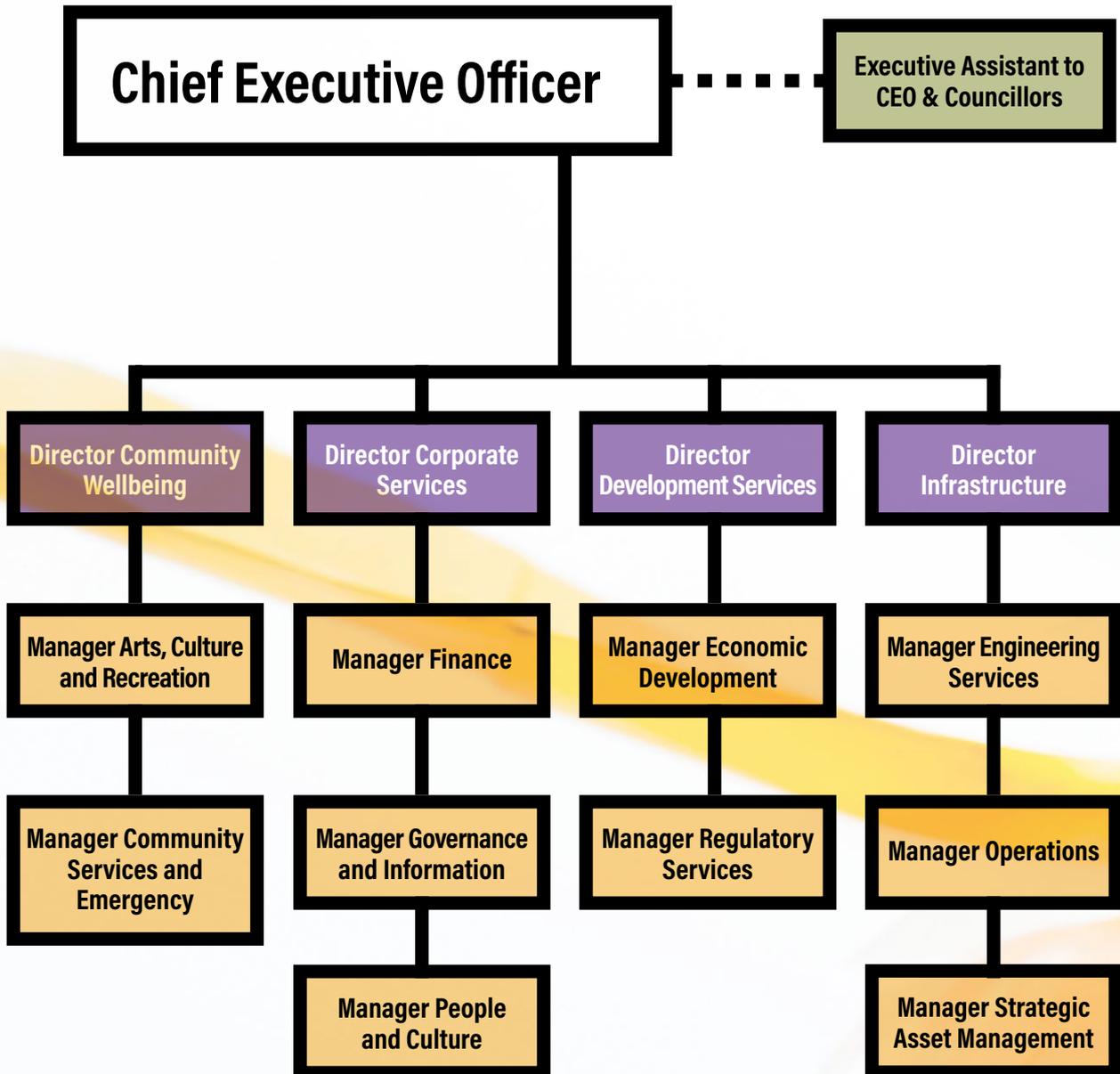
#### Operations

- Civil Works
- Parks and Gardens
- Waste Operations

#### Strategic Asset Management

- Assets
- Fleet
- Waste and Sustainability

# Organisational Structure





## Equal Employment Opportunity

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

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

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

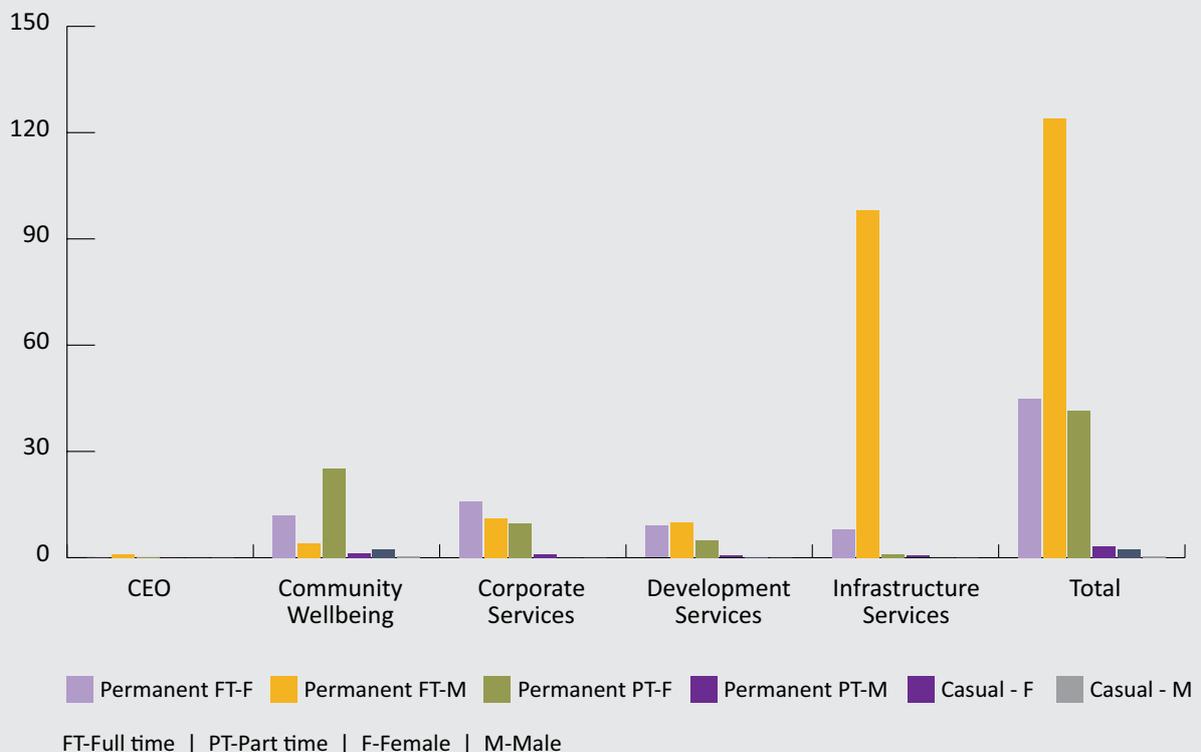
In May, a new role was established at Council for a People and Culture Manager, with one of the tasks under that role being to investigate options for contemporary approaches to equal opportunity training, education and awareness.

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

## Number of Staff (FTE)

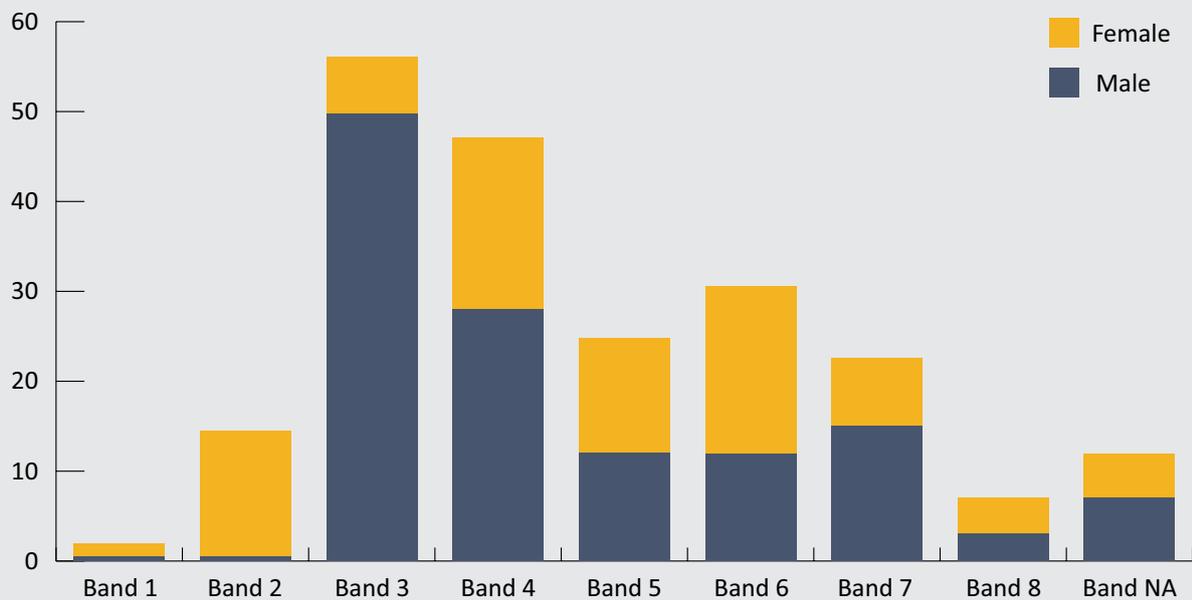
A summary of the number of full time equivalent (FTE) Council staff by organisational structure, employment type and gender is set out below.

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



## Number of Staff (FTE)

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



## Enterprise Bargaining Agreement

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

### Professional Development

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

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

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

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

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

### Occupational Health and Safety

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

Achievements for 2018-2019:

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

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

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

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

### MAV WorkCare Scheme

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

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

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

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

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

## Preventing Violence Against Women

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

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

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

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

## Gender Equity in Community

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

## “Leadership statement ...

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

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

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

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

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



## Community Grants and Donations

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

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

# Council Plan

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

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

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

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



## Goal 1 - Community and Cultural Development

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



## Goal 2 - Sustaining the Economy

Lead in sustainable growth and economic development



## Goal 3 - Asset Management

Meet community and service needs through provision and maintenance of infrastructure



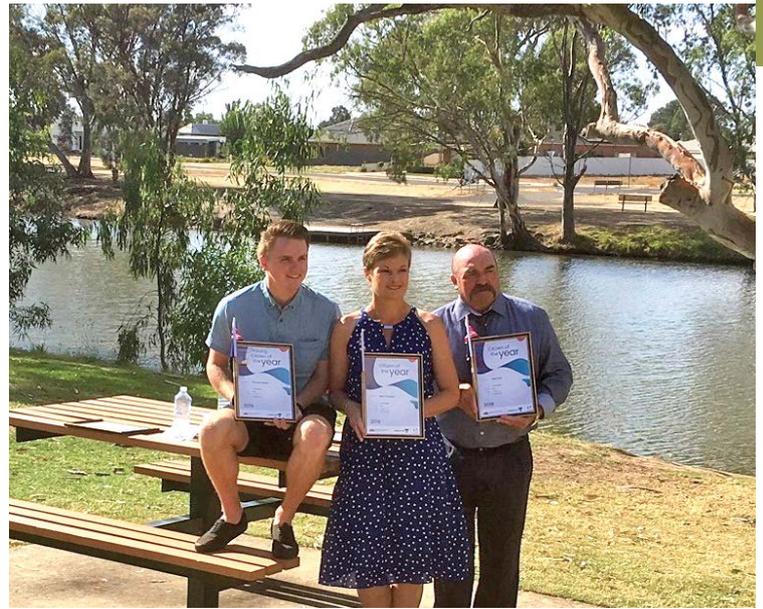
## Goal 4 - Governance and Business Excellence

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



## Goal 5 - Natural and Built Environments

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



## Goal 1: Community and Cultural Development

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

### Australia Day Celebrations

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

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

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

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

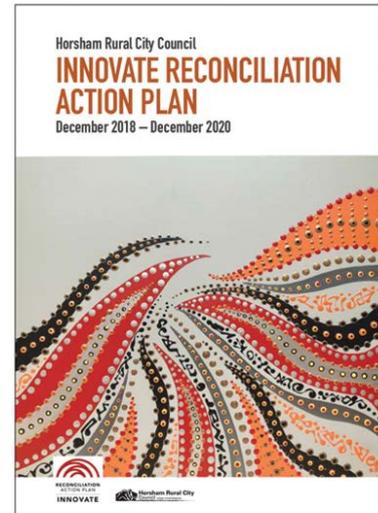
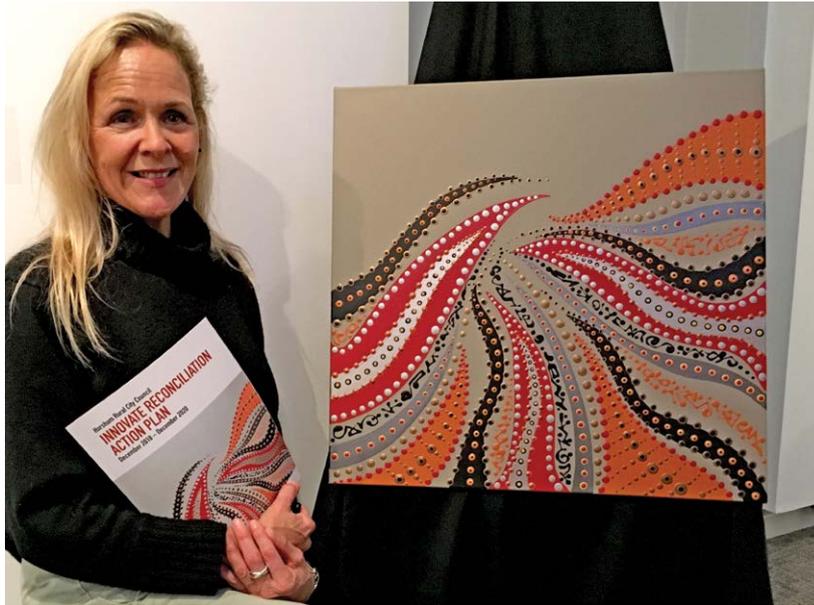
Australia Day Award presentations and an Australian Citizenship Ceremony were highlights of the day.

This year's Australia Day Award recipients were:

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

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

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



## Innovate Reconciliation Action Plan

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

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

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

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

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

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

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

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

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

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

A full copy of the Innovate Reconciliation Action Plan is available on Council's website at [www.hrcc.vic.gov.au](http://www.hrcc.vic.gov.au).



## Gender Equity in Community Engagement

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

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

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

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

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

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

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



### Horsham Youth Strategy

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

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

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

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

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

### Citizenship Ceremonies

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

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

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

### Civic Receptions

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

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

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



## New Pump Track for Horsham

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

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

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

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

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

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

## Art is... festival

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

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

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

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





### Horsham Regional Art Gallery

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

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

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

### Horsham Town Hall

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

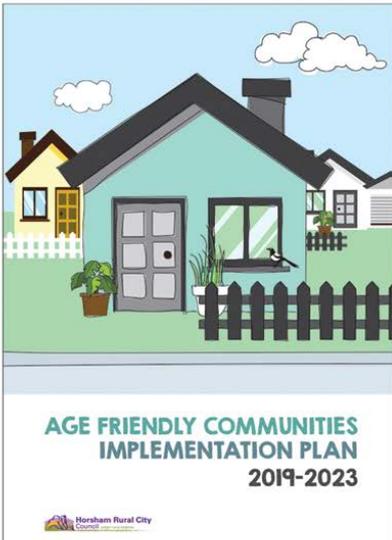
Many moments from the year have been highlights, however, the one that stands out is *Madam Butterfly*, Opera Australia. The opportunity for our youth to be part of the performance under the guidance of one of our own, Lisa Thomas, was a vision come true for the staff. To be able to present a performance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

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

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

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

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



**4 AGE FRIENDLY COMMUNITIES IMPLEMENTATION PLAN 2019 – 2023**

**TRANSPORT**

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

**Issues identified in audit:**

- There is limited public transport in Horsham – existing infrastructure such as bus stops, seats, shelter or ramps and paths to and from bus stops isn't aged friendly
- Hours to key facilities such as USA are not adequate. Hours of operation mean that access to services and facilities in the evening or weekend is limited. Information on timetables and costs is difficult to find.
- Public transport is limited or nonexistent for rural dwellers in Angle, Temparang, Libburn, Innes
- Trains are the preferred method of travel between Horsham and Melbourne.
- The existing coaches / buses with steep stairs are not age friendly. Increased services would allow Horsham more aged friendly.
- Having a car and a licence is essential for mobility within the municipality – not having a car is a major barrier: not being able to drive is a reason some people move to Horsham. Use of bicycles in rural areas is essential.
- Cyclists are an important transport method for older people.
- Taxis are good, but affordability is an issue.
- Parking can be difficult for older people. Narrow parking bays are difficult and single parking bays are preferred. Some areas were marked as 'difficult' for parking – especially around Litter House, Horsham Base Hospital, Library (Rt. 100) and on Probus Drive.
- A volunteer community transport service is needed. Many people don't know what currently exists or how to access it. Getting checks to be a volunteer driver can be a deterrent.
- Real infrastructure could be improved – areas noted include Savelle McElduff Corner Rd intersection, Seattle Street / Crown Road, Occulanda / Federal Street intersection (roadblock at the Willemoes River Bridge)
- Prevention strategies and interventions could be aimed to enhance their potential for mobility.
- Age crossing streets within the CBD can be difficult.

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

- The local bus service is reliable, clean, comfortable, affordable and the drivers are courteous.
- The timetables and number of services for the train bus service to Melbourne is improving.
- The bus to Ballarat is good enables access and feels safe.
- The bus from Horsham / Natimuk, while limited, does allow residents to access services in Horsham.
- Gophers mean people can get around.
- The taxi services including Most Taxis is an asset.
- Horsham is easy to drive around.

**AGE FRIENDLY COMMUNITIES IMPLEMENTATION PLAN 2019 – 2023**

**7**

**TRANSPORT**

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

Action	Date of onset	Responsibility within Council	Who can help?
1. Return of passenger rail	Deliver/ Advocate	CEO/Director Infrastructure Manager Engineering Services	Western Rail Alliance Transport for Victoria
2. Bus stop facility review including seats, shelters, lighting and paths and parking	Deliver/ Advocate	Director Community Wellbeing	Transport for Victoria
3. Bus route review to pick up key sites such as USA	Deliver/ Advocate	Director Community Wellbeing	Transport for Victoria
4. A city circle bus to key places including Litter House, Innes, Chemist, optician, podiatrist, WHCC would improve access	Deliver/ Advocate	Manager Engineering Services	V/Line ticket office
5. Improve lighting in the Railway Avenue car park near the bus station – the area is dark at night	Promote	Media and Communications Officer	Public Transport Victoria
6. Improved display of information on timetables and costs of public transport (promote via website)	Promote	Media and Communications Officer	Taxi Services Commission Older Peoples Reference Group
7. Promote the multi-purpose taxi program card	Promote	Director Development Services	Older Peoples Reference Group
8. Review and if required increase provision of disabled parking places	Review & Deliver	Director Development Services	
9. Parking – areas such as hospital, Town Hall, Litter House, Marine Arch, Chemist, Post office and Hotel Encouraging some off-day parking to be on an outside edge of the Central Activities District (CAD) to free up parking in the CAD for shoppers.	Review & Deliver	Director Development Services	
10. Need for drop off points at Litter House and Shop	Deliver	Manager Engineering Services	State, Litter House, Victoria
11. Need Gopher parking and recharge facilities	Explore & consider	Manager Regulatory Services/Director Infrastructure	Women's Mobility group & Residents of Arden job
12. Improvements are needed to drainage near pedestrian crossings especially Litter House and the new Horsham Neighbourhood House site	Deliver	Manager Operations/ Manager Engineering Services	
13. Advocate and support establishment of a petrol service in Natimuk	Advocate	Director Development Services	HRCC, Natimuk community
14. Promote awareness to community transport	Promote	Coordinator Home Support/Manager Community Services & Emergency	Centre for Participation

## Horsham – An Age Friendly Community

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

The purpose of the project was to:

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

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

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

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

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

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





## Goal 2: Sustaining the Economy

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

### Horsham Hosts World Junior Motocross Championship

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

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

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

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

### Milestone at Horsham Regional Livestock Exchange

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

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

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

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

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



## Country Music Festival

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

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

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

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

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

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



# Transforming HORSHAM

## Transforming Horsham

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

The projects are:

### Horsham Urban Transport Plan

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

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

### City to River

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

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



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

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

**Horsham Rural City Council**  
*urban rural balance*



**Open Space Strategy**

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

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

**Horsham South Structure Plan**

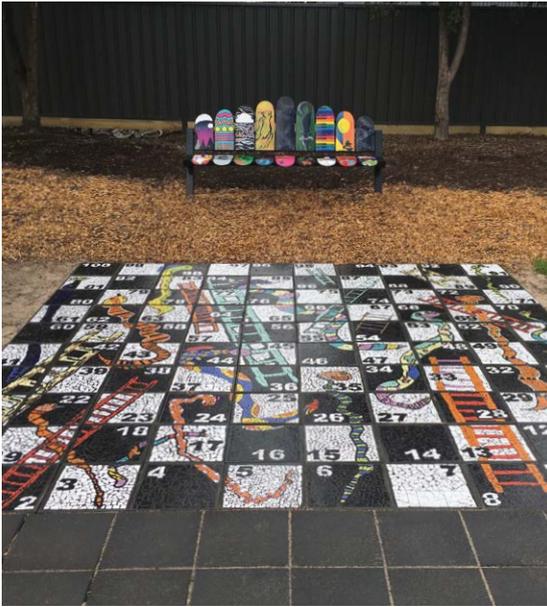
It is anticipated that the Horsham South area will undergo change over the coming decades.

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

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

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

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



### Goal 3: Asset Management

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

#### Dudley Cornell Park Upgrade

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

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

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

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

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

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

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

#### New additions to Horsham botanical gardens playground

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

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

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

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

## Road works

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

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

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

## Changing Places Facility in Horsham

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

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



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

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

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

## Racecourse Reserve Upgrade

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

Works included:

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

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

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

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



## Goal 4: Governance and Business Excellence

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

### Advocacy

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

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

Advocacy priorities that have progressed during the past year include:

#### Improved education and health outcomes for the community

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

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

#### Enhanced broadband pilot

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

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

### Review of funding model for Local Government

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

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

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



### Return of passenger rail – Western Rail Campaign

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

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

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

### Family violence support and safety hub in Horsham

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

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

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

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

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



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

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

#### **Regional liveability**

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

#### **Improvements to the Horsham CBD and Wimmera River Precinct**

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

#### **Funding for the roofing at the livestock exchange**

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

#### **Expansion of the Wimmera Intermodal Freight Terminal**

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



### Rating Review

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

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

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

## Governance

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

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

## Council meetings

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

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

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

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

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

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

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

### Achievements 2018-2019:

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

### The focus for 2019-2020:

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

## Rural Councils Transformation Program

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

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

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

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

**Our Organisational VALUES**

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

## Organisational Vision, Values and Behaviours Statement

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

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



## Goal 5: Natural and Built Environments

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

### Boomerang Bags – doing our bit to reduce waste

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

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

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

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

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

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



### Recycling Update

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

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

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

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

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

### Remlaw Fire Commemoration

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

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

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

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

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



# Performance

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

Performance has been measured as follows:

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

## Goal 1: Community and Cultural Development

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

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

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

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

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

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

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

Service/Indicator/measure	Results				Material Variations
	2016	2017	2018	2019	
<b>Libraries</b>	2.88	2.60	2.40	2.14	Slight decrease in library loans, whilst small increase in number of items in the library collection.
<b>Utilisation</b>					
<i>Library collection usage</i> [Number of library collection item loans / Number of library collection items]					
<b>Resource standard</b>	54.66%	48.70%	46.14%	43.11%	
<i>Standard of library collection</i> [Number of library collection items purchased in the last 5 years / Number of library collection items] x100					
<b>Service cost</b>	\$4.91	\$5.11	\$5.75	\$5.70	
<i>Cost of library service</i> [Direct cost of the library service / Number of visits]					
<b>Participation</b>	12.85%	12.38%	11.83%	11.06%	
<i>Active library members</i> [Number of active library members / Municipal population] x100					
<b>Maternal and Child Health (MCH)</b>	93.88%	91.74%	100.00%	98.76%	
<i>Satisfaction</i> Participation in first MCH home visit [Number of first MCH home visits / Number of birth notifications received] x100					
<b>Service standard</b>	100.72%	100.43%	101.25%	100.41%	
<i>Infant enrolments in the MCH service</i> [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100					
<b>Service cost</b>	\$64.03	\$63.95	\$70.48	\$60.62	2017-2018 had a higher reliance on casual Maternal Child Health staff, compared to 2018-2019 where the team returned to normal permanent coverage of Maternal Child Health staff.
<i>Cost of the MCH service</i> [Cost of the MCH service / Hours worked by MCH nurses]					
<b>Participation</b>	72.82%	83.67%	89.63%	90.12%	
<i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100					
<i>Participation in the MCH service by Aboriginal children</i> [Number of aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	55.17%	75.00%	86.54%	95.51%	2018-2019 once again saw an increase in participation by Aboriginal children in the Maternal Child Health program. This has been achieved by the work Council has done building the relationship with the local Goolum Goolum Aboriginal Co-operative and the ease of access to the service by having a Maternal Child Health nurse based at Goolum Goolum half a day every week.

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

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

## Goal 2: Sustaining the Economy

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

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

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

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

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

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

## Goal 3: Asset Management

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

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

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

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

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

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

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

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

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

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

## Goal 4: Governance and Business Excellence

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

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

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

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

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

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

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

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

## Goal 5: Natural and Built Environments

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

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

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

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

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

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

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

Service/Indicator/measure	Results				Material Variations
	2016	2017	2018	2019	
<b>Statutory Planning</b>	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.
<b>Timeliness</b> <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]					
<b>Service standard</b> <i>Planning applications decided within 60 days</i> [Number of planning application decisions made within 60 days / Number of planning application decisions made] x100	69.06%	65.76%	86.96%	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/Indicator/measure	Results				Material Variations
	2016	2017	2018	2019	
<b>Decision making</b> <i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	100%	0.00%	0.00%	50%	Two planning decisions were taken to VCAT in 2018-2019 with one decision upheld.
<b>Waste Collection Satisfaction</b> <i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1,000	34.15	66.66	63.56	77.27	Council received 131 additional requests for new services.
<b>Service standard</b> <i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	0.95	1.07	1.03	1.39	Council received 35 missed bin requests during 2018-2019.
<b>Service cost</b> <i>Cost of kerbside garbage collection service</i> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$109.44	\$115.94	\$117.81	\$115.54	
<i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$50.86	\$36.71	\$43.61	\$61.67	Costs have increased due to the impact of China's National Sword policy and the domestic recycling crisis that followed.
<b>Waste Diversion</b> <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	24.32%	24.16%	22.75%	22.13%	

# Governance and Compliance

## Governance

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

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

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

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

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

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

## Management

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

## Audit and Risk Committee

### Role

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

### Responsibilities

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

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

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

### Composition

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

The current Audit and Risk Committee members are:

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

Ex-officio members:

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

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

**Internal Audit**

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

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

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

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

**External Audit**

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

**Risk Management**

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

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

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

**Achievements 2018-2019:**

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

**Focus for 2019-2020:**

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

**Procurement Activity**

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

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

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

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

**Contracts**

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

**Special Committees**

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

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

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

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

# Organisational Plans, Policies, Procedures and Strategies

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

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

## Community Satisfaction Survey

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

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

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

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

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

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

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

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

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

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

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

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

## Freedom of Information

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

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

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

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

### How many FOI requests did Horsham Rural City Council receive?

Personal requests	0
Non-personal requests	5

### What happened?

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

No internal reviews were conducted.

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

### Applications

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

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

## Charter of Human Rights and Responsibilities

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

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

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

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

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

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

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

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

### Local Laws

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

Horsham Rural City Council has the following Local Laws:

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

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

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

### Domestic Animal Management Plan

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

During 2018-2019 Council undertook the following actions:

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

### Disability Access and Action Plan

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

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

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

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

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

**Food Act Ministerial Directions**

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

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

**Road Management Act Ministerial Direction**

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

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

**Infrastructure and Development Contributions**

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

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

**Carer's Recognition Act 2012**

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

**Victoria's Compulsory Child Safe Standards**

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

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

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

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

**Legislative Objectives of Council**

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

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

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

**Protected Disclosures**

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

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

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

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

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

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

# GOVERNANCE & MANAGEMENT CHECKLIST

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

<b>17. Council Plan reporting</b> (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Report Date of reports: 24 September 2018, 23 April 2019
<b>18. Financial reporting</b> (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Statements presented to Council in accordance with section 138(1) of the Act Date statements presented: 27 August 2018, 22 October 2018, 29 January 2019, 23 April 2019
<b>19. Risk reporting</b> (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports Date of reports: 28 August 2018, 4 May 2019
<b>20. Performance reporting</b> (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)	Reports Date of reports: 24 September 2018, 25 March 2019
<b>21. Annual report</b> (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)	Considered at a meeting of Council in accordance with section 134 of the Act Date statements presented: 22 October 2018
<b>22. Councillor Code of Conduct</b> (code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	Reviewed in accordance with section 76C of the Act Date reviewed: 6 February 2017
<b>23. Delegations</b> (a document setting out the powers, duties and functions of council and the Chief Executive Officer that have been delegated to members of staff)	Reviewed in accordance with section 98(6) of the Act Date of review: 25 February 2018
<b>24. Meeting procedures</b> (a Local Law governing the conduct of meetings of Council and special committees)	Meeting procedures local law made in accordance with section 91(1) of the Act Date local law made: 24 August 2018

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



Sunil Bhalla  
Chief Executive Officer

Dated: 23 September 2019



Cr Mark Radford  
Mayor

Dated: 23 September 2019

# Statutory information

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

## Documents Available for Public Inspection

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

### Regulation 12(a)

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

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

### Regulation 12(b)

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

### Regulation 12(c)

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

### Regulation 12(d)

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

### Regulation 12(e)

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

### Regulation 12(f)

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

### Regulation 12(g)

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

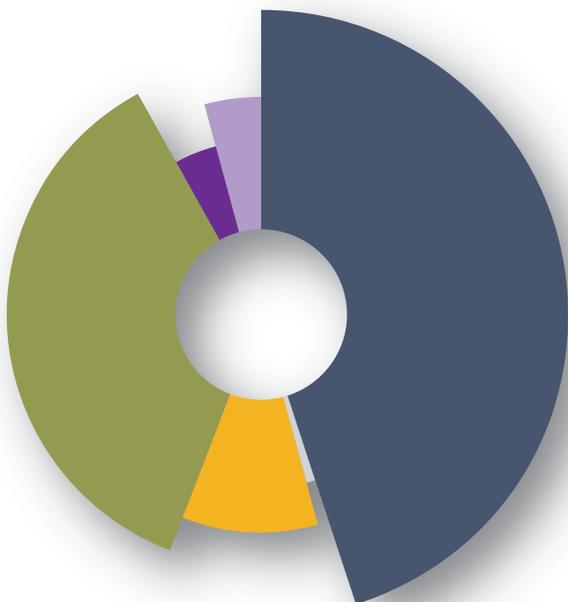
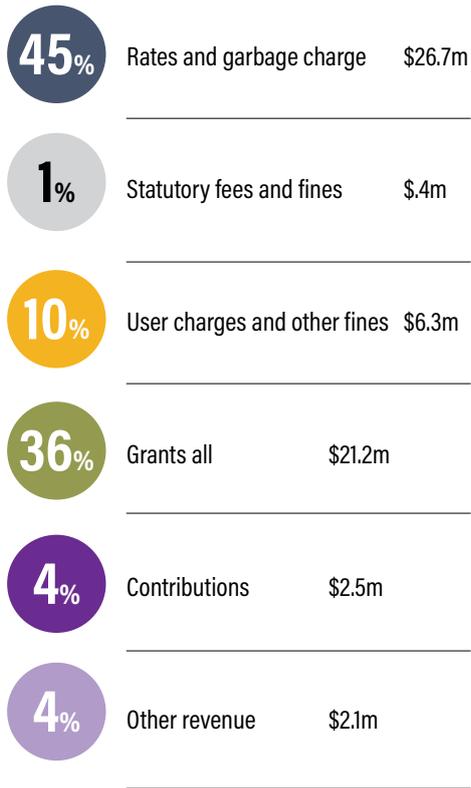
## Victorian Local Government Indicators

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

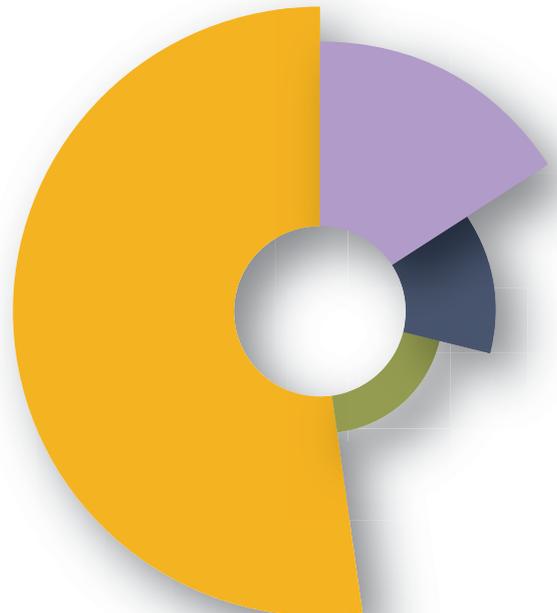
Indicator	Calculation	2018-2019	2017-2018	2016-2017	2015-2016
1. Average rates and charges per assessment	Total rates and charges receivable at beginning of year/Number of assessments in the adopted budget	\$2,147.94	\$2,080.48	\$2,033.53	\$1,959.65
2. Average residential rates and charges per assessment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

# Where Our Money Comes and Where Our Money Goes

## Income



## Expenditure



# Horsham Rural City Council 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 includes the major centres of Horsham and Natimuk, and the localities of:

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



# Horsham Rural City Council Sustainable Capacity Indicators

For the year ended 30 June 2019

<i>Indicator/measure</i>	Results 2016	Results 2017	Results 2018	Results 2019	Comments
<b>Population</b>					
<i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$2,338	\$2,311	\$2,524	\$2,706	
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$20,496	\$20,903	\$21,267	\$22,479	
<i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	6.64	6.65	6.66	6.68	
<b>Own-source revenue</b>					
<i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$1,614	\$1,624	\$1,808	\$1,785	
<b>Recurrent grants</b>					
<i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$407	\$679	\$540	\$500	
<b>Disadvantage</b>					
<i>Relative socio-economic disadvantage</i> [Index of Relative Socio-economic Disadvantage by decile]	5	5	4	4	

## 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.

# Horsham Rural City Council

## Service Performance Indicators

### For the year ended 30 June 2019

<i>Service/indicator/measure</i>	Results 2016	Results 2017	Results 2018	Results 2019	Comments
<b>Governance</b>					
<b>Satisfaction</b>					
<i>Satisfaction with Council decisions</i> [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	60	58	49	49	
<b>Statutory Planning</b>					
<i>Decision making</i> Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	100%	0%	0%	50%	Two planning decisions were taken to VCAT in 2018-2019 with one decision upheld.
<b>Roads</b>					
<b>Satisfaction</b>					
<i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	45	44	44	45	
<b>Libraries</b>					
<b>Participation</b>					
<i>Active library members</i> [Number of active library members / Municipal population] x100	12.85%	12.38%	11.83%	11.06%	
<b>Waste Collection</b>					
<b>Waste diversion</b>					
<i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	24.32%	24.16%	22.75%	22.13%	
<b>Aquatic facilities</b>					
<b>Utilisation</b>					
<i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	6.7	6.39	8.20	8.77	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.
<b>Animal management</b>					
<b>Health and safety</b>					
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	2	1	0	1	Council had one successful animal prosecution for the period.

# Horsham Rural City Council

## Service Performance Indicators

### For the year ended 30 June 2019

Service/indicator/measure	Results 2016	Results 2017	Results 2018	Results 2019	Comments
<b>Food safety</b>					
<b>Health and safety</b>					
<i>Critical and major non-compliance notifications</i> [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100	100%	0%	0%	93.75%	There were zero non-compliances 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.
<b>Home and community care</b>					
<b>Participation</b>					
<i>Participation in HACC service</i> [Number of people that received a HACC service / Municipal target population for HACC services] x100	25.75%	-	-	-	HACC measures were removed from 1 July 2016.
<b>Participation</b>					
<i>Participation in HACC service by CALD people</i> [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	7.73%	-	-	-	HACC measures were removed from 1 July 2016.
<b>Maternal and child health</b>					
<b>Participation</b>					
<i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	72.82%	83.67%	89.63%	90.16%	
<b>Participation</b>					
<i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	55.17%	75.00%	86.54%	94.12%	2018-2019 once again saw an increase in participation by Aboriginal Children in the Maternal Child Health program. This has been achieved by the work Council has done building the relationship with the local Goolum Goolum Aboriginal Co-operative and the ease of access to the service by having a Maternal Child Health nurse based at Goolum Goolum half a day every week.

#### 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*.

# Horsham Rural City Council 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
<b>Operating position</b>									
<b>Adjusted underlying result</b>									
Adjusted underlying surplus (or deficit) [Adjusted underlying revenue] x100	-11%	6%	-3%	-3%	-4%	-3%	-3%	-4%	A large non-recurrent operating grant of \$5 million was received on 26 June 2019 resulting in a significant improved result for 2018-2019. In future years, the adjusted deficit will remain around -4 percent.
<b>Liquidity</b>									
<b>Working capital</b>									
Current assets compared to current liabilities [Current assets / Current liabilities] x100	245%	298%	338%	423%	248%	252%	238%	240%	A large cash balance was held at 30 June 2019 due to \$5 million grant being received on 26th June 2019 for a program to commence in 2019-2020.
<b>Unrestricted cash</b>									
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	77%	36%	11%	-32%	-1%	-9%	-14%	-6%	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.
<b>Obligations</b>									
<b>Loans and borrowings</b>									
Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	28%	25%	23%	20%	18%	16%	22%	38%	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.
<b>Loans and borrowings repayments compared to rates</b>									
[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	2.9%	3.0%	2.9%	2.8%	2.6%	2.4%	1%	1%	
<b>Indebtedness</b>									
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	27%	28%	26%	25%	23%	21%	25%	38%	
<b>Asset renewal</b>									
Asset renewal compared to depreciation [Asset renewal expenses / Asset depreciation] x100	73%	78%	83%	60%	88%	85%	74%	104%	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.
<b>Stability</b>									
<b>Rates concentration</b>									
Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	58%	51%	53%	51%	53%	59%	60%	61%	

# Horsham Rural City Council Financial Performance Indicators

## For the year ended 30 June 2019

Dimension/ <i>indicator</i> /measure	Results			Forecasts				Material Variations
	2016	2017	2018	2019	2020	2021	2022	
<b>Rates effort</b>								
<i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality ] x100	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%
<b>Efficiency</b>								
<b>Expenditure level</b> <i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$3,759	\$3,813	\$4,171	\$4,483	\$4,524	\$3,818	\$3,866	\$3,933
<b>Revenue level</b>								
<i>Average residential rate per residential property assessment</i> [Residential rate revenue / Number of residential property assessments]	\$1,711	\$1,787	\$1,845	\$1,872	\$1,899	\$1,926	\$1,952	\$1,979
<b>Workforce turnover</b>								
<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%

### Definitions

"adjusted underlying revenue" means total income other than—

(a) non-recurrent grants used to fund capital expenditure; and

(b) non-monetary asset contributions; and

(c) contributions to fund capital expenditure from sources other than those referred to in paragraphs (a) and (b)

"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"current assets" has the same meaning as in the AAS

"current liabilities" has the same meaning as in the AAS

"non-current assets" means all assets other than current assets

"non-current liabilities" means all liabilities other than current liabilities

"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a Council's Strategic Resource Plan

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

"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](http://www.hrcc.vic.gov.au) incorporated within the Council Plan.

# Certification of the performance statement

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



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

Principal Accounting Officer

Dated: 23 September 2019

In our opinion, the accompanying performance statement of the Horsham Rural City Council for the year ended 30 June 2019 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

# Independent Auditor's Report

## To the Councillors of Horsham Rural City Council

<b>Opinion</b>	<p>I have audited the accompanying performance statement of Horsham Rural City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> <li>• description of municipality for the year ended 30 June 2019</li> <li>• sustainable capacity indicators for the year ended 30 June 2019</li> <li>• service performance indicators for the year ended 30 June 2019</li> <li>• financial performance indicators for the year ended 30 June 2019</li> <li>• other information for the year ended 30 June 2019 (basis of preparation)</li> <li>• certification of the performance statement.</li> </ul> <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2019, in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
<b>Basis for Opinion</b>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Performance Statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<b>Councillors' responsibilities for the performance statement</b>	<p>The Councillors of the council are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
<b>Auditor's responsibilities for the audit of the performance statement</b>	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance</p>

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Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

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

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

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

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MELBOURNE  
27 September 2019

  
Jonathan Kyvelidis  
*as delegate for the Auditor-General of Victoria*

# Independent Auditor's Report

## To the Councillors of Horsham Rural City Council

<b>Opinion</b>	<p>I have audited the financial report of Horsham Rural City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> <li>• balance sheet as at 30 June 2019</li> <li>• comprehensive income statement for the year then ended</li> <li>• statement of changes in equity for the year then ended</li> <li>• statement of cash flows for the year then ended</li> <li>• statement of capital works for the year then ended</li> <li>• notes to the financial statements, including significant accounting policies</li> <li>• certification of the financial statements.</li> </ul> <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2019 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
<b>Basis for Opinion</b>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<b>Councillors' responsibilities for the financial report</b>	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

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

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

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

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

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

MELBOURNE  
27 September 2019



Jonathan Kyvelidis  
as delegate for the Auditor-General of Victoria

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

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**CERTIFICATION OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 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.



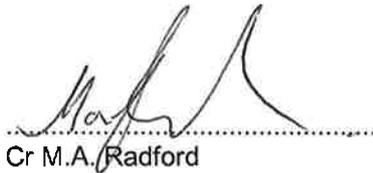
Mr G.A. Harrison, B Econ, CPA, GAICD  
Principal Accounting Officer  
23rd September 2019

Horsham

In our opinion, the accompanying financial statements present fairly the financial transactions of the Horsham Rural City Council for the year ended 30 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.

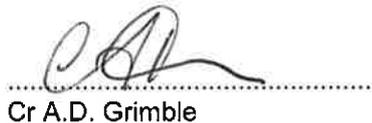
We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.



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 30 JUNE 2019**

	Note	2019 \$'000	2018 \$'000
<b>INCOME</b>			
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 (a)	15,820	10,566
Grants - capital	3.4 (a)	5,404	7,102
Contributions - monetary	3.5 (a)	951	1,117
Contributions - non-monetary assets	3.5 (b)	1,500	1,715
Other income	3.7	2,136	2,586
Share of net profits of associates	6.2	(22)	160
		-----	-----
Total Income		59,166	56,275
		=====	=====
<b>EXPENSES</b>			
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)
Fair value adjustments for investment property	6.3	(10)	-
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		(53,803)	(49,984)
		=====	=====
		-----	-----
<b>Surplus for the year</b>		5,363	6,291
		=====	=====
<b>OTHER COMPREHENSIVE INCOME</b>			
<b>Items that will not be reclassified to surplus or deficit in future periods</b>			
Net asset revaluation increment	6.1	26,801	2,681
(Impairment)/reversal of revalued assets	6.1	1,212	1,422
		-----	-----
<b>Total comprehensive result</b>		33,376	10,394
		=====	=====

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

**BALANCE SHEET  
AS AT 30 JUNE 2019**

	Notes	2019 \$'000	2018 \$'000
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	5.1 (a)	13,207	7,614
Trade and other receivables	5.1 (c)	3,244	1,557
Other financial assets	5.1 (b)	23,900	22,500
Inventories	5.2 (a)	373	362
Other assets	5.2 (b)	1,174	2,093
Total current assets		41,898	34,126
<b>NON-CURRENT ASSETS</b>			
Trade and other receivables	5.1 (c)	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 (c)	608	811
Total non-current assets		489,402	464,387
Total Assets		531,300	498,513
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade and other payables	5.3 (a)	3,017	3,275
Trust funds and deposits	5.3 (b)	541	563
Provisions	5.5	5,863	5,791
Interest-bearing liabilities	5.4	481	481
Total current liabilities		9,902	10,110
<b>NON-CURRENT LIABILITIES</b>			
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
<b>EQUITY</b>			
Accumulated surplus		237,910	235,295
Reserves - asset replacement	9.1 (a)	24,026	21,278
Reserves - asset revaluation	9.1 (b)	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 30 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 (a)	-	(5,194)	5,194	-
Transfers from other reserves	9.1 (a)	-	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 (a)	-	(6,447)	6,447	-
Transfers from other reserves	9.1 (a)	-	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 30 JUNE 2019

	Notes	2019 Inflows (Outflows) \$'000	2018 Inflows (Outflows) \$'000
<b>Cash flows from operating activities</b>			
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)
		-----	-----
Net cash provided by operating activities	9.2	16,770	16,607
		-----	-----
<b>Cash flows from investing activities</b>			
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)	-
		-----	-----
Net cash used in investing activities		(10,427)	(21,264)
		-----	-----
<b>Cash flows from financing activities</b>			
Finance costs		(269)	(291)
Repayment of borrowings		(481)	(451)
		-----	-----
Net cash used in financing activities		(750)	(742)
		-----	-----
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>5,593</b>	<b>(5,399)</b>
<b>Cash and cash equivalents at the beginning of the financial year</b>		<b>7,614</b>	<b>13,013</b>
		-----	-----
<b>Cash and cash equivalents at the end of the financial year</b>	5.1 (a)	<b>13,207</b>	<b>7,614</b>
		=====	=====
Financing arrangements	5.6		
Restrictions on cash assets	5.1 (a)		

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

STATEMENT OF CAPITAL WORKS  
FOR THE YEAR ENDED 30 JUNE 2019

	2019 \$'000	2018 \$'000
<b>Property</b>		
Works in progress	-	63
<b>Total land</b>	-	63
Buildings	751	3,524
Works in progress	81	604
<b>Total buildings</b>	832	4,128
<b>Total property</b>	832	4,191
<b>Plant and equipment</b>		
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
<b>Total plant and equipment</b>	1,791	1,882
<b>Infrastructure</b>		
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
<b>Total infrastructure</b>	6,596	9,241
<b>Total capital works expenditure</b>	9,219	15,314
<b>Represented by:</b>		
Asset renewal expenditure	7,357	9,194
Asset upgrade expenditure	945	2,254
New asset expenditure	917	3,866
<b>Total capital works expenditure</b>	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 30 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 30 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 and \$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 %
<b>INCOME</b>					
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)
<b>Total Income</b>		<b>52,489</b>	<b>59,115</b>	<b>6,626</b>	<b>12.6</b>
<b>EXPENSES</b>					
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)
<b>Total Expenses</b>		<b>(51,014)</b>	<b>(53,752)</b>	<b>(2,738)</b>	<b>5.4</b>
<b>Surplus for the year</b>		<b>1,475</b>	<b>5,363</b>	<b>3,888</b>	<b>263.6</b>

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 JUNE 2019****1.1 INCOME AND EXPENDITURE (Cont.)****(i) Explanation of material variations****1. 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.

**2. 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, whilst less materials were required for community facility projects \$400k and road maintenance materials \$400k.

**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 30 JUNE 2019

1.2 CAPITAL WORKS	Ref	Budget 2019 \$'000	Actual 2019 \$'000	Variance	
				2019 \$'000	2019 %
<b>Property</b>					
Buildings	1	1,437	751	(686)	(47.7)
Works in Progress		-	81	81	100.0
<b>Total buildings</b>		1,437	832	(605)	(42.1)
<b>Total property</b>		1,437	832	(605)	57.9
<b>Plant and equipment</b>					
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)
<b>Total plant and equipment</b>		2,053	1,791	(262)	(12.8)
<b>Infrastructure</b>					
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
<b>Total infrastructure</b>		11,565	6,596	(4,969)	(43.0)
<b>Total capital works expenditure</b>		15,055	9,219	(5,836)	(38.8)
<b>Represented by:</b>					
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)
<b>Total capital works expenditure</b>		15,055	9,219	(5,836)	(38.8)

**NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 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.

**7. Works in Progress**

Several road infrastructure projects being carried out by contractors were incomplete at end of year, the value of works incurred as at 30th June was \$550k. The other significant project had \$324k expended during the year was the outdoor pool pipe works also being carried out by contractors.

NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 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
<b>2019</b>	\$'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
<b>2018</b>	\$'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 30 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
	-----	-----
Total rates and charges	26,685	25,695
	=====	=====

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
	-----	-----
Total statutory fees and fines	420	447
	=====	=====

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 30 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 30 JUNE 2019

3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT	2019 \$'000	2018 \$'000
Grants were received in respect of the following:		
<b>Summary of grants</b>		
Commonwealth funded grants	9,238	12,635
State funded grants	11,986	5,033
<b>Total grants received</b>	<b>21,224</b>	<b>17,668</b>
<b>(a) Operating Grants</b>		
<b>Recurrent - Commonwealth Government</b>		
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
<b>Recurrent - State Government</b>		
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
<b>Total recurrent operating grants</b>	<b>9,053</b>	<b>8,720</b>
<b>Non-recurrent - Commonwealth Government</b>		
Outdoor recreation	869	1,243
<b>Non-recurrent - State Government</b>		
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	-
<b>Total non-recurrent operating grants</b>	<b>6,767</b>	<b>1,846</b>
<b>Total operating grants</b>	<b>15,820</b>	<b>10,566</b>

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

## 3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT (Cont.)

	2019 \$'000	2018 \$'000
<b>(b) Capital Grants</b>		
<b>Recurrent - Commonwealth Government</b>		
Roads to recovery funding	888	1,991
<b>Total recurrent capital grants</b>	888	1,991
<b>Capital non-recurrent</b>		
<b>Non-recurrent - Commonwealth Government</b>		
Buildings	-	1,850
Local roads and bridges	-	506
<b>Non-Recurrent State Government</b>		
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
<b>Total non-recurrent capital grants</b>	4,516	5,111
<b>Total capital grants</b>	5,404	7,102
<b>Total grants</b>	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 30 JUNE 2019

3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT (Cont.)

	2019 \$'000	2018 \$'000
	-----	-----
<b>Conditions on grants</b>		
Grants which were recognised as revenue in prior years and were expended during the current year in the manner specified by the grantor were:		
Financial assistance	(3,149)	(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 30 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
	2,451	2,832

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 30 JUNE 2019**

<b>3.6 NET GAIN/(LOSS) ON DISPOSAL OF PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT</b>	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 30 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	2,136	2,586

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	18,081	17,598

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

## 4.2 MATERIALS &amp; 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 30 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 30 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
<b>Total other expenses</b>	<b>308</b>	<b>261</b>

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
<b>Total cash and cash equivalents</b>	<b>13,207</b>	<b>7,614</b>

(b) OTHER FINANCIAL ASSETS

Term deposits - current	23,900	22,500
-------------------------	--------	--------

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	8,022	1,291
- Reserve funds allocated to specific future purposes	300	300

Restricted funds	8,863	2,154
------------------	-------	-------

<b>Total unrestricted cash and cash equivalents</b>	<b>4,344</b>	<b>5,460</b>
---	--------------	--------------

**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

<b>Total funds subject to intended allocations</b>	<b>8,069</b>	<b>4,343</b>
--	--------------	--------------

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 30 JUNE 2019

5.1 FINANCIAL ASSETS (Cont.)

(c) TRADE AND OTHER RECEIVABLES	2019 \$'000	2018 \$'000
<b>Current</b>		
Statutory receivables		
Rates debtors	198	192
Parking infringement debtors	119	103
Other infringement debtors	155	164
Less doubtful debt provision - All infringements	(211)	(88)
Net GST receivable	186	251
Non statutory receivables		
Sundry debtors	2,816	917
Less doubtful debt provision - Sundry debtors	(37)	(9)
Loans & advances to community organisations	18	27
Total current trade & other receivables	3,244	1,557
<b>Non-current</b>		
Non statutory		
Sundry debtors	18	-
Loans & advances to community organisations	24	57
Deferred property debts receivable	48	49
Total non current trade & other receivables	90	106
<b>Total trade &amp; other receivables</b>	3,334	1,663

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	2,834	944
Non Current (not yet overdue)	90	106

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

## (c) INTANGIBLE ASSETS

	2019 \$'000	2018 \$'000
Landfill air space	811	811
less amortisation	(203)	-
Total intangible assets	608	811
		Landfill \$'000
<b>Gross carrying amount</b>		
Balance at 1 July 2018		811
Additions from internal developments		-
Balance at 30 June 2019		811
<b>Accumulated amortisation and impairment</b>		
Balance at 1 July 2018		-
Amortisation expense		(203)
Balance at 30 June 2019		(203)
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 30 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 30 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
	5,391	5,872

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
<b>2019</b>				
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	5,748	176	3,819	9,743
<b>2018</b>				
Balance at the beginning of the financial year	5,397	166	2,413	7,976
Additional provisions	2,076	7	1,342	3,425
Amounts used	(1,823)	-	-	(1,823)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(1)	-	(6)	(7)
Balance at the end of the financial year	5,649	173	3,749	9,571

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

5.5 PROVISIONS (cont.)

	2019 \$'000	2018 \$'000
<b>(a) Employee provisions</b>		
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
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
Total current employee provisions	4,983	4,887
Non-current		
Long service leave	513	570
Sick leave gratuity	252	192
Total non current employee provisions	765	762
<b>Aggregate carrying amount of employee provisions</b>		
Current	4,983	4,887
Non-current	765	762
Total aggregate carrying amount of employee provisions	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 actually 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 30 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
<b>Quarry restoration provision</b>		
Current	10	34
Non-current	166	139
	176	173

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 30 JUNE 2019

5.5 PROVISIONS (cont.)

	2019 \$'000	2018 \$'000
<b>(c) Landfill restoration provision</b>		
Current	870	870
Non-current	2,949	2,879
	-----	-----
	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
	=====	=====
Used facilities	55	45
Unused facilities	1,295	1,305

NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 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
<b>Total</b>	<b>5,780</b>	<b>485</b>	<b>383</b>	<b>6,648</b>

2018	Not Later Than 1 Year \$'000	Later Than 1 Year and Not Later Than 2 years \$'000	Later Than 2 Years and Not Later Than 5 years \$'000	TOTAL \$'000
Operating				
Building Surveyor Services	89	-	-	89
Strategic Planning Services	87	-	-	87
Waste management services	95	-	-	95
Flood recovery asset renewal	526	-	-	526
Capital				
Roadworks	632	-	-	632
Bridge works	94	-	-	94
Electronic ID system	39	-	-	39
Recreation facility renewal	245	-	-	245
Building projects	1	-	-	1
Plant	183	-	-	183
<b>Total</b>	<b>1,991</b>	<b>-</b>	<b>-</b>	<b>1,991</b>

NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 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

## HORSHAM RURAL CITY COUNCIL

NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 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								
Depreciation and amortisation	-	-	(42)	(42)	(1,600)	(1,600)	-	(1,642)
Accumulated depreciation of disposals	-	-	-	-	106	106	-	106
	-	-	(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

## HORSHAM RURAL CITY COUNCIL

NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 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

## HORSHAM RURAL CITY COUNCIL

NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 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 30 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 30 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 30 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 30 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 30 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	33.28%	33.67%
<b>Equity in Wimmera Regional Library Corporation - at valuation</b>	963	967
	-----	-----
	963	967
	=====	=====
<b>Council's share of accumulated surplus</b>		
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
	=====	=====
<b>Council's share of reserves</b>		
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
	=====	=====
<b>Movement in carrying value of specific investment</b>		
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 30 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%
<b>Equity in Wimmera Development Association - at valuation</b>	455	473
	-----	-----
	455	473
	=====	=====
<b>Council's share of accumulated surplus</b>		
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
	=====	=====
<b>Council's share of reserves</b>		
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
	=====	=====
<b>Movement in carrying value of specific investment</b>		
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 30 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
	=====	=====
<b>Total comprehensive result</b>	<b>(30)</b>	<b>4</b>
	=====	=====

**Summarised balance sheet**

Total Current Assets	14	42
	-----	-----
<b>Total assets</b>	<b>14</b>	<b>42</b>
	=====	=====

**Summarised statement of cash flows**

Net cash provided by operating activities	(27)	13
	-----	-----
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(27)</b>	<b>13</b>
	=====	=====

**Committees of Management**

All entities controlled by Council that have material revenues, expenses, assets or liabilities, such as committees of management, have been included in this financial report. Any transactions between these entities and Council have been eliminated in full.

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

<b>6.3 INVESTMENT PROPERTY</b>	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 6.2.

**(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 10/11/16.
Cr P.N. Clarke	Returned to office on 10/11/16.
Cr A.D. Grimble	Returned to office on 10/11/16.
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
	-----	-----
<b>Total number of key management personnel</b>	<b>12</b>	<b>14</b>
	=====	=====

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

7.1 COUNCIL AND KEY MANAGEMENT REMUNERATION (Cont.)

<b>(c) Remuneration of key management personnel</b>	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 30 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. The amount paid to hire labour firm for this person was \$27,432.

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 30 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 30 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. It is expected there will be some revenue recognition impact of approx. \$5m in 2019/20 financial statements.

*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. It is expected there will be some revenue recognition impact but it will not be material for 2019/20 financial statements.

NOTES TO THE FINANCIAL REPORT  
FOR THE YEAR ENDED 30 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 30 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 30 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 30 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 from accumulated surplus \$'000	Transfer to 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	-	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 30 JUNE 2019

## 9.1 RESERVES (Cont.)

## (A) ASSET REPLACEMENT RESERVES

2018	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
Car park development	2,127	343	14	2,456
Office equipment replacement	476	359	285	550
Plant replacement	4,290	1,660	1,172	4,778
Recreation contribution	297	38	-	335
Waste management replacement	2,421	1,606	1,543	2,484
Contingency & redundancy	69	124	-	193
Firebrace St properties	620	54	80	594
Major capital projects	50	593	169	474
Aquatic centre replacement	767	111	20	858
Aerodrome reseal	313	59	-	372
Industrial estate	3,559	537	150	3,946
Library asset replacement	48	8	6	50
Livestock exchange	218	62	38	242
Loan funds	746	439	-	1,185
Quarry & road rehabilitation	99	9	-	108
Road construction	32	-	-	32
Headworks drainage	445	93	-	538
Unfunded superannuation	500	100	-	600
Wimmera Business Centre	160	8	25	143
Wimmera Freight Terminal	335	151	-	486
Infrastructure gap	812	-	53	759
Sustainability projects	55	93	53	95
	18,439	6,447	3,608	21,278

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 30 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
	222,659	1,212	26,801	250,672
<b>2018</b>				
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
	218,556	1,422	2,681	222,659

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 30 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 30 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 2019 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 30 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.



# Council Offices



## Horsham

Civic Centre, 18 Roberts Avenue,  
Horsham 3400

P · (03) 5382 9777

E · council@hrcc.vic.gov.au

W · www.hrcc.vic.gov.au

Monday to Friday – 8.30am to 5.00pm

## Depot

Selkirk Drive, Horsham 3400

P · (03) 5382 9600

Monday to Friday – 7.30am to 4.30pm

## Natimuk

Natimuk Community Centre  
62 Main Street, Natimuk 3402

P · (03) 5387 1304

Thursdays only – 9am to 12pm

## Postal Address

PO Box 511, Horsham 3402

## Outstanding Council Resolutions Action List

MONDAY 23 SEPTEMBER 2019			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.1	<p><b>Horsham Regional Livestock Exchange Roof – Contract 19/038</b></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>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.</li> <li>4. Review the arrangements for the internal loan for the project, informed by preparation of an Asset Management Plan for the Horsham Regional Livestock Exchange.</li> <li>5. Endorse the following arrangements for ongoing liaison with the Horsham Regional Livestock Exchange Board throughout the project:               <ol style="list-style-type: none"> <li>(a) Two representatives of the Board be invited to join the Project Control Group for the project.</li> <li>(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. Brief weekly reports via email on project progress and scheduling to be provided to the Board. Regular weekly updates of the site plan showing the areas of the site that are not available on any particular week to be circulated to the agents and the Horsham Regional Livestock Exchange Board.</li> </ol> </li> </ol>	JM	1,2, 3 Completed 4 Not completed 5(a) – 5(f) These arrangements in place as part of management process for this project

## Outstanding Council Resolutions Action List

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
	<p>(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.</p> <p>(d) Any non-functional variations would be addressed by Council staff as part of normal project process.</p> <p>(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.</p> <p>(f) Details of all variations would be included in regular reporting to the Board.</p>	JM	
9.1	<p><b>Horsham Regional Livestock Exchange Roof – Contract 19/038</b></p> <p>The preparation of an asset management plan be prepared in consultation with the Horsham Regional Livestock Exchange Board including the internal loan served on the Horsham Regional Livestock Exchange.</p> <p>Council further consider financial implications of it's:</p> <ol style="list-style-type: none"> <li>1. Asset Management Plan</li> <li>2. Internal loan served on the Horsham Regional Livestock Exchange</li> <li>3. HRLE pricing policy 2002</li> </ol> <p>In the next budget estimates phase.</p>	JM	

## Outstanding Council Resolutions Action List

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.13	<b>Federal Government Funding, City to River – Next Steps</b> That Council: <ol style="list-style-type: none"> <li>Note the Australian Government's commitment to provide up to \$1.65 million for the City to River project.</li> <li>Request an extension to the date by which the Request for Information form must be submitted to 29 February 2020.</li> </ol>	SS	1. Completed 2. In progress

### MONDAY 26 AUGUST 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
15.2	<b>Sale of Arnott's Quarry, Laharum</b> That Council: <ol style="list-style-type: none"> <li>Approve the sale of the land containing Arnott's Quarry to Mr Luke Uebergang at a price not less than the independent valuation sum.</li> <li>Note the final price to be independently negotiated through a commercial real estate agent.</li> <li>Note any remaining known and accessible quarry materials remain the property of Council.</li> </ol>	JM/GH	

## Outstanding Council Resolutions Action List

MONDAY 24 JUNE 2019			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.2	<p><b>New Year's Eve Event Evaluation</b></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Congratulate the Horsham Agricultural Society on delivering a successful 2018 New Year's Eve event.</li> <li>2. Support the event on a new two-year trial basis before determining a longer-term financial and in-kind commitment.</li> <li>3. Request the provision of appropriate data to allow for more accurate economic analysis of any Council funding.</li> </ol>	CMc	<ol style="list-style-type: none"> <li>1. Letter Forwarded</li> <li>2. Financial support confirmed</li> <li>3. In progress</li> </ol>
9.5	<p><b>WIFT Masterplan</b></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Adopt the Wimmera Intermodal Freight Terminal Conceptual Masterplan Report, November 2018 as its guide for future development of the intermodal terminal facility.</li> <li>2. Support Wimmera Container Line and SCT Logistics in their pursuit of grant funding to facilitate expansion of the WIFT facility.</li> </ol>	JM	<ol style="list-style-type: none"> <li>1. Completed</li> <li>2. Ongoing</li> </ol>

## Outstanding Council Resolutions Action List

MONDAY 27 MAY 2019			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.1	<p><b>Horsham Performing Arts Future Services Demand Assessment</b></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>Note the findings and recommendations of the Horsham Performing Arts Service Demand Assessment Report.</li> <li>Note the Wesley PACC committee's commitment to the <i>Alternative Option</i> outlined in the report i.e. to undertake required structural and compliance works to enable the facility to be reopened, funded from proceeds of the sale of the Music Academy in McLachlan Street.</li> <li>Provide the necessary project management support/expertise to the Wesley PACC committee to undertake required structural and compliance works to enable the facility to be reopened, noting that the estimated cost for project management support/expertise is \$60,000.</li> <li>Note that the Wesley PACC committee's preference is to cease ownership and management of the facility, and transfer these responsibilities to Council.</li> <li>Take on the ownership and management of Wesley PACC once the structural and compliance works are completed and all regulatory requirements are met, including issuing of necessary permits.</li> <li>After transfer of ownership, manage the building for the use of performing arts and community based events and activities.</li> <li>Note that any remaining proceeds from the sale of the Music Academy, after works are completed will be provided to Council and placed into a reserve for future expenditure on the Wesley PACC.</li> <li>Note that the net annual operating cost of the Wesley PACC under Council management and ownership, once these works are completed and the facility is reopened is estimated to be \$35,300.</li> <li>Support the above recommendations on the basis that the Wesley PACC has sufficient funds to complete the required works.</li> </ol>	KOB	<ol style="list-style-type: none"> <li>No action required</li> <li>Commencement of works is subject to the sale of the Music Academy</li> <li>Project Manager appointed to prepare documents</li> <li>No action required</li> <li>Still to occur</li> <li>A formal agreement is still to occur</li> <li>Still to be determined</li> <li>Noted</li> <li>Still to be determined</li> </ol>

## Outstanding Council Resolutions Action List

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
15.2	<p><b>Library Services</b></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>Note the intention of Northern Grampians Shire Council, Yarriambiack Shire Council and Hindmarsh Shire Council to withdraw from the Wimmera Regional Library Corporation effective 30 June 2020.</li> <li>Request the Wimmera Regional Library Corporation Board to assess the financial and service implications as a result of withdrawal by the three Councils.</li> <li>Determine its position in relation to its membership of the Wimmera Regional Library Corporation after the financial and service implications as a result of withdrawal by the three Councils is known.</li> </ol>	KOB	<ol style="list-style-type: none"> <li>No action required</li> <li>Commenced</li> <li>Pending</li> </ol>

### TUESDAY 23 APRIL 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.12	<p><b>Pick My Project Pedal Boats on the Wimmera River</b></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>Support a three-year trial of the Pedal Boats on the Wimmera River and invite expressions of interest from local not-for-profit groups to operate the program.</li> <li>Subject to receipt of satisfactory expressions of interest, endorse the signing of the Pedal Boat Funding Agreement with the Victorian State Government.</li> <li>Endorse the Draft Operational Budget, Operator Guidelines and User Agreement.</li> </ol>	AM/SS	<p>Operator Agreement signed with Apex Club</p> <p>Funding Agreement signed with State Government</p>

### MONDAY 25 FEBRUARY 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
14	<p><b>Notice of Motion</b></p> <p>That Council be provided with a report that investigates the opportunity to be responsible for the electrical costs associated with Council owned and Crown Land facilities in rural areas.</p>	GH	Separate report to be presented to Council

## Outstanding Council Resolutions Action List

MONDAY 26 NOVEMBER 2018			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
14.1	<b>Evans Way Wetland Petition</b> <ul style="list-style-type: none"> <li>That Council receive the petition and that a report on this matter be presented to the next Council meeting.</li> <li>That Council request a report on the City Gardens wetland issue and the condition of the city stormwater retardation basins.</li> </ul>	JM	Item 1 completed

MONDAY 22 OCTOBER 2018			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
16.2	<ul style="list-style-type: none"> <li>That Officers provide an update on the Draft 2016 Horsham Aerodrome Master Plan and that Councillors have an opportunity to ask questions about it.</li> <li>That Council request our strategic planners to provide a report on future planning protection for the Horsham Aerodrome.</li> </ul>	AM	In progress

MONDAY 5 FEBRUARY 2018			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
10.2.3	<ol style="list-style-type: none"> <li>That Council allow Esco Pacific to provide partner funding for the annual Community Development Grants Program;</li> <li>That Council adopt the draft MOU as the framework for the delivery of the new partnership; and</li> <li>That Council develop a Sponsorship Policy to facilitate future corporate sponsorship and co-funding of the Community Development Grants Program and other possible Council/Community projects.</li> </ol>	KB/SS	MOU with ESCO signed off by 28/02/18  Sponsorship policy to be developed for Council consideration

## Outstanding Council Resolutions Action List

MONDAY 3 JULY 2017			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
10.5.4	<ol style="list-style-type: none"> <li>1. That Council endorse the project control group's recommendation for any new indoor sports stadium facility to be located in McBryde Street adjoining the existing basketball stadium.</li> <li>2. That the technical services team engage with the community around closing McBryde Street for the development of a sports stadium.</li> </ol>	JM	<ol style="list-style-type: none"> <li>1. Completed</li> <li>2. Not progressed due to current project status</li> </ol>
MONDAY 15 MAY 2017			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
10.5.2	<p>That:</p> <ol style="list-style-type: none"> <li>1. Negotiations be held with VicRoads regarding an increased speed limit in Rasmussen Road, Horsham, to 80 km/h, but only to within 200 m of the urban area.</li> <li>2. Victoria Police be contacted seeking a greater enforcement of speed limits in the lower speed limit zones of Rasmussen Road, in particular the school zone.</li> <li>3. The speed limit in Remlaw Road, Horsham not be increased.</li> <li>4. Negotiations be held with VicRoads regarding a decrease of the speed limit in Hunts Road, Haven to either 60 or 70 km/h.</li> </ol>	JM	<ol style="list-style-type: none"> <li>1. Letter sent</li> <li>2. In progress</li> <li>3. No action required</li> <li>4. In progress</li> </ol>
MONDAY, 3 APRIL 2017			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
10.5.1	<ol style="list-style-type: none"> <li>1. That the preparation of a waste strategy be undertaken as outlined in this report.</li> <li>2. That the proposed Steering Committee be formed, with representatives being sought by public advertisement.</li> </ol>	JM	<ol style="list-style-type: none"> <li>1. Well advanced</li> <li>2. Completed</li> </ol>

## Outstanding Council Resolutions Action List

MONDAY, 20 FEBRUARY 2017			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9	That a policy be developed around the acceptable use and management of emails for Council business.	SB/GH	To be included in Council's Communication Policy

MONDAY, 17 OCTOBER 2016			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
10.2.4	<ol style="list-style-type: none"> <li>1. That the Instrument of Delegation established for the Camerons Oval Committee of Management be revoked.</li> <li>2. That a licence be developed with Laharum Sports Inc for the governance of the Camerons Oval precinct.</li> </ol>	GH	1. Completed
10.2.5	<ol style="list-style-type: none"> <li>1. That the Instrument of Delegation established for the Quantong Recreation Reserve Committee of Management be revoked.</li> <li>2. That a licence be developed with Quantong Recreation Reserve Inc for the governance of the Quantong Recreation Reserve.</li> <li>3. That all funds currently in the bank account for the Quantong Recreation Reserve Committee of Management be transferred to the Quantong Recreation Reserve Incorporated (A0049172Z).</li> </ol>	GH	1. Completed

## Outstanding Council Resolutions Action List

MONDAY, 1 AUGUST 2016			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
10.2.1	That the final balance of the compensation received be utilised for the purpose of establishing amenity trees within the municipality, the exact projects still to be determined.	GH/JM	Discussed EMT 08/08/16 – JM to follow up (\$10k)

MONDAY 20 MAY 2013			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.5.4	That Council endorse the development of a policy on the public use of tennis courts within the municipality.	SJ	Underway – work has started – consultation 28/06/16. Will now go to public consultation. Issue with courts that were resurfaced, waiting to resolve this issue before proceeding further.

## Completed Council Resolutions – 2019

TUESDAY 29 JANUARY 2019			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
6	<p><b>Confirmation of Minutes</b></p> <p>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 17 December 2018 be adopted subject to the following amendment on page 1 under “Also In Attendance”:</p> <ul style="list-style-type: none"> <li>Remove Angela Murphy, Director Development Services. Ms Murphy was absent from the meeting.</li> </ul>	SF	30/01/19
9.1	<p><b>Rating Strategy Review</b></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>Note the report from the Rates Strategy Advisory Committee and make it available to the general public.</li> <li>Place on public exhibition the draft Rating Policy and draft Rating Strategy 2019-23 and invite submissions.</li> </ol>	GH	30/1/19
9.2	<p><b>Quarterly Financial Report 31 December 2018</b></p> <p>That Council note the Quarterly Financial Report for the period ending 31 December 2018.</p>	HP/ZG	28/01/19
9.3	<p><b>Closed Circuit TV (CCTV) Policy</b></p> <p>That Council adopt the draft CCTV policy.</p>	KB	29/01/19
9.4	<p><b>Audit Committee Charter</b></p> <p>That Council adopt the revised Audit and Risk Committee charter subject to the following amendment to item 6.5.3:</p> <p><i>“6.5.3 Review and approve the annual internal audit plan, ensuring that it links with the Council’s Risk Management Strategy and key identified business risks.”</i></p>	DMcD	29/01/19

## Completed Council Resolutions – 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.8	<p><b>Audit and Risk Committee Meeting – September 2019</b></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Receive and note the minutes of the Audit and Risk Committee meeting held on 11 September 2019.</li> <li>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.</li> <li>3. Acknowledge by letter the professional, sound and experienced advice provided by senior Crowe Horwath partner, Mr John Gavens.</li> </ol>	DMcD	<ol style="list-style-type: none"> <li>1. Completed 23/09/19</li> <li>2. Completed 30/09/19</li> <li>3. Completed 09/10/19</li> </ol>
12.1	<p><b>Petition – Proposed Service Station, 123 Main Street, Natimuk</b></p> <ul style="list-style-type: none"> <li>• That Council receive and consider the petition against the proposed service station at 123 Main Street, Natimuk.</li> <li>• That Council advise the petitioners that the proposed development of service station at 123 Main Street, Natimuk will not proceed given that the planning application has lapsed and Council has agreed not to lease the land for the proposed development.</li> <li>• That Council make contact with the applicant to discuss acceptable opportunities for a fuel outlet in Natimuk.</li> </ul>	AM	Completed 11/02/19
15.2	<p><b>Wimmera Development Association Community Representative Appointment</b></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Appoint Cathy Tischler to the position of community representative to the Wimmera Development Association.</li> <li>2. Acknowledge Robyn Gulline for her work with the Wimmera Development Association.</li> </ol>	AM	Completed 30/01/19

## Completed Council Resolutions – 2019

MONDAY 25 FEBRUARY 2019			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.1	<p><b>Delegations Update</b></p> <p>That Council –</p> <p>In the exercise of the powers conferred by section 98(1) of the <i>Local Government Act 1989</i> (the Act) and the other legislation referred to in the attached instrument of delegation (<b>Appendix “9.1A”</b>).</p> <p>Horsham Rural City Council (Council) RESOLVES THAT -</p> <ol style="list-style-type: none"> <li>1) There be delegated to the members of Council staff holding, acting in or performing the duties of the offices or positions referred to in the attached <i>Instrument of Delegation to members of Council staff</i>, the powers, duties and functions set out in that instrument, subject to the conditions and limitations specified in that Instrument.</li> <li>2) The instrument comes into force immediately the common seal of Council is affixed to the instrument.</li> <li>3) On the coming into force of the instrument all previous delegations to members of Council staff (other than the Chief Executive Officer) are revoked.</li> <li>4) The duties and functions set out in the instrument must be performed, and the powers set out in the instruments must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.</li> </ol>	GH	25/02/19

## Completed Council Resolutions – 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.2	<p><b>Policy Framework Review</b></p> <p>That Council adopt the revised Policy Framework policy subject to the following amendments:</p> <ul style="list-style-type: none"> <li>• Delete principle 4.2 (page 1) as it is a duplication of principle 4.1, and renumber principles accordingly.</li> <li>• Council Policies definition (page 2) – second sentence to be replaced with “These policies are adopted by resolution of Council”.</li> <li>• Principle 4.12 (page 1) be replaced with the following:  <i>“Council will comply with mandated legislative and judicial requirements such as those relating to:</i> <ul style="list-style-type: none"> <li><i>(a) The Australian Constitution</i></li> <li><i>(b) Relevant Commonwealth and State Acts of Parliament including the Local Government Act 1989 (Victoria)</i></li> <li><i>(c) Human Rights legislation</i></li> <li><i>(d) Equal Opportunity, Access and Inclusion and Gender Equity legislation.”</i></li> </ul> </li> </ul>	LH/SF	01/03/19
9.3	<p><b>Proposed Horsham Regional Museum Feasibility Study Stage 1</b></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Receive and note the Proposed Horsham Regional Museum Feasibility Study Stage 1 dated March 2018.</li> <li>2. Refer the report to the Wimmera River and Central Activity District Vision and Concept Plan Project to explore opportunities for progressing the feasibility study.</li> </ol> <p>That Council places the Proposed Horsham Regional Museum Feasibility Study Stage 1 March 2018 on public exhibition and seeks comments from the community.</p>	AM	Completed

## Completed Council Resolutions – 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.4	<p><b>Contract 19/017 – Horsham Aquatic Centre Stage 2: Outdoor Pool Repair/Upgrade</b></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Accept the tender submitted by Statewide Pools, Australia for the lump sum price of \$1,504,500.00 ex GST for contract 19/017 Horsham Aquatic Centre Stage 2: Outdoor Pool Repair/Upgrade, including installation of the access ramp.</li> <li>2. Note that the additional allocation of \$188,340 required to undertake the works under Contract 19/017 will be sourced from the Aquatic Centre reserve.</li> </ol>	JM/SN/MVH/ MP	Completed
9.5	<p><b>Contract 19/020 Peppertree Lane Reconstruction</b></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Accept the tender submitted by Midbrook Pty Ltd for the lump sum price of \$615,175 ex GST for the reconstruction of Peppertree Lane, Horsham from Trinity Drive to Pryors Road.</li> <li>2. Delegate authority to the Chief Executive Officer to sign and execute the final contract.</li> </ol>	JM/LW/MP	Completed

### MONDAY 25 MARCH 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
6.	<p><b>Confirmation of Minutes</b></p> <p>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 25 February 2019 be adopted subject to the following amendment to item 14 Notice of Motion, page 35:</p> <p><b>“Council Motion</b>  <b>MOVED Cr David Grimble, Seconded Cr Pam Clarke</b>  <i>That Cr Alethea Gulvin move another motion.</i>  <b>CARRIED”</b></p>	GH/SF	29/03/19

## Completed Council Resolutions – 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.1	<p><b>Rating Strategy and Rating Policy</b></p> <p>That Council acknowledge and address the key findings out of the rate review process in its strategy document. The current rating system is broken. Farms carry an excessive rate burden that is recommended to be reduced at every general revaluation to achieve a more fair and equitable distribution of the rate burden.</p>	GH	<p>29/03/19</p> <p>Completed resolutions have been added to draft strategy and policy and out for community consultation again – went back to Council</p> <p>23/04/19</p>
9.1	<p><b>Rating Strategy and Rating Policy</b></p> <p>That Council:</p> <p>A. Rating policy –</p> <ol style="list-style-type: none"> <li>1. Adopt the Rating Policy including that Differentials are considered as appropriate for Farm Land.</li> <li>2. Adopt the Rating Policy including that Differentials are considered as appropriate for Commercial Land.</li> <li>3. Adopt the Rating Policy including that Differentials are considered as appropriate for Industrial Land.</li> <li>4. Adopt the Rating Policy including that Differentials are considered as not appropriate for Retirement Villages.</li> <li>5. Adopt the Rating Policy including that Differentials are not considered as appropriate for any other classes of land.</li> </ol>	GH	<p>29/03/19</p> <p>Completed resolutions have been added to draft strategy and policy and out for community consultation again – went back to Council</p> <p>23/04/19</p>

## Completed Council Resolutions – 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.1	<p><b>Rating Strategy and Rating Policy</b></p> <p>That Council:</p> <p>A. Rating Policy</p> <p>6. Adopt the Rating Policy subject to the following amendment to Principle 4.16 –</p> <p><i>“4.16 Changes to Differentials in the Rating Strategy</i>  <i>Council has established the following parameters for the purposes of deciding when a detailed review of differentials in the Rating Strategy is required in any budget year:</i></p> <ul style="list-style-type: none"> <li>• <i>The difference in the valuation change (increase or decrease) between the general differential rate category and another differential rate category exceeds 5% following a general revaluation of properties</i></li> <li>• <i>Any changes in legislative framework that materially impacts the equitable imposition of rates and charges</i></li> <li>• <i>Any other relevant matter as per the Ministerial Guidelines for Differential Rating.”</i></li> </ul>	GH	<p>29/03/19</p> <p>Completed resolutions have been added to draft strategy and policy and out for community consultation again – went back to Council 23/04/19</p>
9.1	<p><b>Rating Strategy and Rating Policy</b></p> <p>That Council:</p> <p>B. Rating Strategy –</p> <ol style="list-style-type: none"> <li>1. Adopt the Rating Strategy including the lowering of the farm differential from 80% to 67% of the general rate.</li> <li>2. Adopt the Rating Strategy including an Industrial Land differential of 95% of the general rate.</li> <li>3. Adopt the Rating Strategy including a commercial Land differential of 95% of the general rate.</li> </ol>		<p>29/03/19</p> <p>Completed resolutions have been added to draft strategy and policy and out for community consultation again – went back to Council 23/04/19</p>

## Completed Council Resolutions – 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.1	<b>Rating Strategy and Rating Policy</b> That Council authorises the Chief Executive Officer, Mr Bhalla to seek external advice on whether the changes to the Rating Strategy and Rating Policy are material changes, and if we will need to go out for further public comment and submissions.	SB	29/03/19
9.2	<b>Policy Review – Rates and Charges Financial Hardship</b> <ul style="list-style-type: none"> <li>• That Council adopt the revised Rates and Charges Financial Hardship Policy.</li> <li>• That Council review the timelines and the process by which we handle the hardship applications.</li> </ul>	TB	Policy adopted with necessary changes on 26/08/19
9.4	<b>Corella Management Plan</b> That Council note the progress report on development of a Corella Management Plan.	AM	25/03/19
9.5	<b>Development Plan – Asplins Road, Quantong</b> That Council approves the proposed Development Plan for Lot 1 on Title Plan 330595K, Asplins Road, Quantong, prepared by Ferguson Perry Surveying titled “Development Plan, County of Borung, Parish of Quantong, Crown Allotment 27B (Part)”, with Surveyors reference H013916 dated 12/04/17.	NC	Completed 27/03/19
9.6	<b>Development Plan – 110 Peppertree Lane, Horsham</b> That Council approves the proposed Development Plan for Lot 1 on Title Plan 597996X, Lot 1 on Title Plan 335141A and Lot 1 on Title Plan 518039W, 110 Peppertree Lane, prepared by Ferguson Perry Surveying titled “Development Plan, Parish of Horsham, Section 3, Crown Allotment 3 (Part)”, with Surveyors reference H000518 dated 17/12/18.	NC	Completed 27/03/19

## Completed Council Resolutions – 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.7	<b>ALGA Notice of Motion to National General Assembly</b> That Council endorse the Notice of Motion to the National General Assembly 2019 seeking support for the Federal Government to develop a long term plan for investment in regional cities as a key to maintaining the liveability of the regions they support, attract business investment and to provide high quality health, education, recreation and cultural facilities.	AM	Completed
9.8	<b>Horsham SES Volunteer Unit – Building Lease</b> That Council approve the signing and affixing of Council’s seal to the lease documents for the SES building located at 54 McPherson Street, Horsham.	JM	Completed
9.10	<b>Draft Wimmera Regional Library Corporation Budget 2019-20 and 5 Year Indicative Budget</b> That Council refer the proposed Wimmera Regional Library Corporation Budget for 2019-2020 to Council’s budget process, and that the Library Board be advised accordingly.	KOB	25/03/19
9.11	<b>Horsham Town Hall Membership</b> That Council: <ol style="list-style-type: none"> <li>1. Note the proposed changes to the HTH Membership Program and adopt the 2019 pricing schedule for memberships.</li> <li>2. Approve the introduction of rolling Memberships, valid for 12 months from date of purchase.</li> </ol>	SM	26/03/19
14.1	<b>Notice of Motion</b> Council advocate to the State and Federal Government the need for a dedicated Rail Minister.	SB	21/05/19

## Completed Council Resolutions – 2019

TUESDAY 23 APRIL 2019			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.1	<p><b>Rating Strategy and Rating Policy</b></p> <p>That Council adopt the Rating Policy and Rating Strategy as attached (<b>Appendix “9.1A” and “9.1B”</b>) subject to the following replacement of paragraph 6, section 4.2, in accordance with the Council resolution carried at the meeting on 25 March 2019:</p> <p><i>“Farms carry an excessive rate burden that is recommended to be reduced at every general revaluation to achieve a more fair and equitable distribution of the rate burden.”</i></p>	GH	23/04/19
9.2	<p><b>Draft Budget 2019-20</b></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Approve the Draft Budget 2019-20 attached as <b>Appendix “9.2A”</b> and make it available for community comments and submissions until 5pm on 27 May 2019.</li> <li>2. Approve the Draft Strategic Resource Plan included within the budget documentation for the four years to 2022-23.</li> <li>3. Propose the rate in the dollar and charges as set out in Section 4.1 of the draft budget document attached as <b>Appendix “9.2A”</b>.</li> <li>4. Consider any submissions on the Draft Budget 2019-20 on Wednesday 5 June 2019 at 5.00pm.</li> </ol>	GH	23/04/19

## Completed Council Resolutions – 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.3	<p><b>Community Grants and Donations 2019-20</b></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Allocate funding of \$373,940 in the 2019-20 Budget for approved community grants and donations.</li> <li>2. Approve the allocations to the various grant recipients as detailed in <b>Appendix “9.3A”</b> excluding the grants proposed for Taylors Lake Community Hall, Natimuk and District Field and Game, Brimpaen Reserve Committee of Management, Laharum Hall, Rotary Club of Horsham East, The Salvation Army and the Natimuk Men’s Shed.</li> <li>5. Approve the allocations to the various grant recipients as detailed in <b>Appendix “9.3A”</b> excluding the grants proposed for Taylors Lake Community Hall, Natimuk and District Field and Game, Brimpaen Reserve Committee of Management, Laharum Hall, Rotary Club of Horsham East, The Salvation Army and the Natimuk Men’s Shed.</li> <li>7. Advise all successful and unsuccessful grant applicants of the outcome of their applications during April, 2019.</li> </ol> <p>That Council:</p> <ol style="list-style-type: none"> <li>4. Approve the allocations for Natimuk and District Field and Game, Brimpaen Reserve Committee of Management and Laharum Hall.</li> </ol> <p>That Council:</p> <ol style="list-style-type: none"> <li>3. Approve the allocation for Taylors Lake Community Hall.</li> </ol> <p>That Council:</p> <ol style="list-style-type: none"> <li>6. Approve the allocation to the Salvation Army and Natimuk Men’s Shed.</li> </ol>	SS	23/04/19
9.4	<p><b>Wimmera Machinery Field Days 5-7 March 2019</b></p> <p>That Council note the Wimmera Machinery Field Days report.</p>	SS	23/04/19

## Completed Council Resolutions – 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.5	<b>Quarterly Financial Report to 31 March 2019</b> That Council note the Quarterly Financial Report for the period ending 31 March 2019.	ZG	23/04/19
9.6	<b>Council Plan Half Yearly Report – 1 July 2018 to 31 December 2018</b> That Council note the 2018-2022 Council Plan half yearly report for the period 1 July 2018 to 31 December 2018.	GH/SF	24/04/19
9.7	<b>Audit and Risk Committee Meeting Minutes</b> That Council receive the minutes of the Audit and Risk Committee meeting held on 21 March 2019.	DMcD	23/04/19
9.8	<b>Appointment and authorisation of Authorised Officer Under the <i>Planning and Environment Act 1987</i></b> That Council appoint Joel Hastings as an authorised officer under the <i>Planning and Environment Act 1987</i> , in accordance with the Instrument of Appointment and Authorisation as attached ( <b>Appendix “9.8A”</b> ).	DMcD	23/04/19

## Completed Council Resolutions – 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.9	<p><b>Rural Councils Transformation Program</b></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Note that Horsham Rural City Council is a participant and lead Council in a grouping of councils that have made an application for funding under the Victorian Government Rural Councils Transformation Program (RCTP) for the following initiative:               <ol style="list-style-type: none"> <li>(a) Rural Councils Corporate Collaboration project, in conjunction with Hindmarsh Shire, West Wimmera Shire, Yarriambiack Shire, Buloke Shire, Loddon Shire, Central Goldfields Shire, Golden Plains Shire and Pyrenees Shire Councils.</li> </ol> </li> <li>2. Note that for an RCTP application to be eligible for consideration, the following criteria must be met:               <ol style="list-style-type: none"> <li>(a) Submission of a joint business case by 31 March 2019.</li> <li>(b) Each Council must pass an accompanying resolution committing to implement the business case, if approved for funding. The resolution must be lodged with Local Government Victoria by 30<sup>th</sup> April 2019.</li> </ol> </li> <li>3. Approve the submission of the business case (<b>Appendix “15.1A”</b>) by Horsham Rural City Council on behalf of nine Councils.</li> <li>4. Approve the submission of the Addendum (Six-Council Scenario) (<b>Appendix “15.1B”</b>) to the business case.</li> <li>5. Approve implementation of the projects within the submitted business case by Horsham Rural City Council, subject to the application being approved for RCTP funding.</li> </ol>	SB	29/04/19

## Completed Council Resolutions – 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.11	<p><b>Municipal Association of Victoria State Council Meeting – 17 May 2019</b></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Endorse the Notice of Motion to the MAV State Council meeting seeking support for the State Government to develop a long term plan for investment in regional cities as a key to maintaining the liveability of the regions they support, attract business investment and to provide high quality health, education, recreation and cultural facilities.</li> <li>2. Appoint Cr Pam Clarke as the substitute representative to the MAV for the State Council Annual Meeting to be held on Friday 17 May 2019.</li> </ol>	AM	Completed
9.13	<p><b>Horsham Performing Arts Future Services Demand Assessment</b></p> <p>That agenda item 9.13 Horsham Performing Arts Future Services Demand Assessment be deferred to the next Ordinary Meeting of Council.</p>	KOB	27/05/19
9.14	<p><b>Water Skiing on the Wimmera River</b></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Note that a permanent change to the waterway rules for the exclusive use of the weir pond section of the Wimmera River for water skiing will not be approved by Transport Victoria.</li> <li>2. Note the ongoing work of Council staff to develop a calendar of on-water events for the shared and co-ordinated use of the weir pond section of the Wimmera River.</li> </ol>	MK	02/05/19

## Completed Council Resolutions – 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.15	<b>HRCC Reconciliation Action Plan</b> That Council: 1. Note conditional endorsement of the Horsham Rural City Council Innovate Reconciliation Action Plan by Reconciliation Australia. 2. Note that an Internal Work Group has been established and that actions contained in the Horsham Rural City Council Innovate RAP are being implemented.	KO'B	02/05/19
9.16	<b>Horsham Urban Transport Plan – Background Report</b> That Council: 1. Note the Background Report as providing the base of existing information for the development of the Horsham Urban Transport Plan 2. Note the Consultation Plan as included as an appendix in the Background Report.	JM/MMc	Completed
9.17	<b>Contract 19/026 – Design and Construction of two Synthetic Bowling Greens, Sunnyside Bowling Club</b> That Council accept the tender submitted by Berry Bowling Systems Pty Ltd for the lump sum price of \$340,212 ex GST for contract 19/026 Design and Construction of Two Synthetic Bowling Greens, Sunnyside Horsham Bowling Club.	DB	15/05/19 Contract signed
9.18	<b>Contract 19/005 – Construction of Female Friendly Change Room Facility at Dudley Cornell Park, Horsham</b> That Council: 1. Accept the tender submitted by Locks Constructions for the lump sum of \$303,201 ex GST for contract 19/005 Dudley Cornell Female Friendly Change Facility. 2. Allocate additional funding of \$43,201 to cover the cost of the project.	MVH	08/05/19 Contract signed

## Completed Council Resolutions – 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
15.2	<p><b>WIFT Update</b></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>Note the status of planning for development of Stage 1 infrastructure at the Wimmera Intermodal Freight Terminal.</li> <li>Note the increase in estimated cost for delivery of Stage 1 works from \$2,495,208 included in the submission to Regional Development Victoria in 2017 to \$3,215,972 for Stage 1 interim works.</li> <li>Allocate an additional \$756,764 to complete Stage 1 interim works and provide a further report to Council on how these funds will be sourced.</li> <li>Note the increase in estimated cost for delivery of Stage 1 works from \$2,495,208 included in the submission to Regional Development Victoria in 2017 to \$5,781,342 for Stage 1 final works.</li> </ol>	AM	23/04/19

### MONDAY 27 MAY 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.2	<p><b>Age Friendly Communities Implementation Plan</b></p> <p>That Council endorse the Age Friendly Communities Implementation Plan and commence the implementation of actions contained within the plan.</p>	KOB/MS/JH	28/05/19
9.3	<p><b>Horsham Aquatic Centre Fees and Charges 2019/20</b></p> <p>That Council approve the proposed fees and charges for the Horsham Aquatic Centre for the 2019/20 financial year.</p>	MB	28/05/19

## Completed Council Resolutions – 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.4	<p><b>Country Music Festival Update</b></p> <p>That Council provide in principle support to the Horsham Country Music Festival by way of financial contribution of \$5,000 for the 2019/20 festival only, with a view to the festival building a financially sustainable event.</p>	AM	Completed
9.5	<p><b>Audio Recording of Council Meetings</b></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>Note that at this stage, and contrary to its resolution of 6 November 2017, it will not pursue live streaming of Council meetings.</li> <li>Adopt the Audio Recording of Council Meetings policy, noting that an audio recording of the Council meeting will be available for download from the Council website.</li> </ol>	KB	28/05/19
9.6	<p><b>Award of Contract 19/025 – WRPEN 02 – Bituminous Surfacing Program</b></p> <p>That Council award the contract for Bituminous Sealing Products to Inroads Pty Ltd for a term of 3 years with optional additional 2 years (on a 1 + 1 basis).</p>	RU	06/06/19

### MONDAY 24 JUNE 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.1	<p><b>City to River – Wimmera River Precinct and CAD Vision and Masterplan</b></p> <p>That Council receive and note the City to River – Wimmera River Precinct and Central Activities District Background Report (May 2019), Wimmera River Precinct and Central Activities District Technical Report, Horsham Sporting Facilities Demand Study (May 2019) and Wimmera River Precinct and Horsham Central Activities District Vision and Masterplan (June 2019) and exhibit to the community for 28 days and invite comment.</p>	JK	Completed

## Completed Council Resolutions – 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.3	<p><b>WIFT Precinct Development Plan</b></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Endorse the Development Plan for Stage 1 of the Wimmera Intermodal Freight Terminal (WIFT) Precinct.</li> <li>2. Ensure that a Development Plan is prepared for the balance of land in the WIFT precinct to the satisfaction of Council before future planning permit applications for subdivision, development or use are granted in order to ensure that the precinct develops in a way that will not prejudice the future integrated use and development of the land as a major intermodal freight and logistics hub for the Wimmera – Mallee region as shown in Map 1 to Schedule 9 to Clause 43.04.</li> </ol>	AM	Completed
9.4	<p><b>E-Waste Ban</b></p> <p>That Council note the imminent commencement of the ban on e-waste products going to landfill and the measures being put in place to support the ban.</p>	JM/JH	Completed
9.6	<p><b>HRCC Municipal Open Space Strategy</b></p> <p>That Council receive and note the Draft Horsham Rural City Council Open Space Strategy and advertise it to the community for comment for a period of four weeks.</p>	MB	Completed

## Completed Council Resolutions – 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.7	<p><b>HRCC Budget 2019-20</b></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>2. Adopt the Horsham Rural City Council Strategic Resource Plan 2019-20 to 2022-23 as depicted in section 3 “Financial Statements” of the attached budget document <b>(Appendix “9.7A”)</b>.</li> <li>3. Adopt the Horsham Rural City Council Rates and charges as depicted in section 4 of the attached budget document <b>(Appendix “9.7A”)</b>.</li> </ol> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Adopt the Horsham Rural City Council Budget 2019-20 as attached <b>(Appendix “9.7A”)</b>, pursuant to Section 130 (1) of the <i>Local Government Act 1989</i> and that Council give public notice of this decision to adopt such Budget, in accordance with Section 130 (2) of the <i>Local Government Act 1989</i>.</li> </ol>	GH	24/06/19
9.8	<p><b>Financial and performance Reporting Framework - Revision</b></p> <p>That Council adopt the revised Financial and Performance Reporting Framework.</p>	GH	24/06/19
9.9	<p><b>Audit and Risk Committee Meeting Minutes</b></p> <p>That Council note the minutes of the Audit and Risk Committee meeting held on 13 June 2019.</p>	DMcD	Completed 24/06/19
9.10	<p><b>Procurement Policy</b></p> <p>That Council adopt the revised Procurement Policy as attached <b>(Appendix “9.10A”)</b>.</p>	DMcD	Completed 02/07/19

## Completed Council Resolutions – 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.11	<p><b>Council Meeting Frequency and Meeting Procedure Review</b></p> <ul style="list-style-type: none"> <li>• That Council note that the Council meeting frequency and Council Meeting Procedure, Local Law No 1 Governance (2016) have been reviewed, with no changes proposed.</li> <li>• That the Chief Executive Officer provide an operational report to Council and include Council business and meeting procedure on the agenda and key operational things they have done in the past month.</li> </ul>	<p>DMcD</p> <p>SB</p>	<p>Completed 24/06/19</p> <p>This will commence at the 22/07/19 meeting</p>
9.12	<p><b>2019-2023 HRCC Council Plan</b></p> <p>That Council adopt the amended Horsham Rural City Council Plan 2019-2023 and related Strategic Resource Plan.</p>	SF	Completed 24/06/19
9.13	<p><b>Horsham Town Hall Audience Development Plan</b></p> <p>That Council note the Audience Development Plan for Horsham Town Hall, including the following recommendations:</p> <ol style="list-style-type: none"> <li>a. Ensure that future programming of the Horsham Town Hall and Horsham Regional Art Gallery incorporates key exhibitions, performances and events targeted towards those aged under 35.</li> <li>b. Direct some of the Horsham Town Hall programming budget towards events presented outside the venue.</li> <li>c. Reactivate the Horsham Town Hall café/bar operation as soon as practicable.</li> <li>d. Submission of future Council budget bids to increase programming allocations for the Horsham Regional Art Gallery and the Horsham Performing Arts Centre.</li> </ol>	SM	Actions are currently being implemented by the HTH teams - Completed

## Completed Council Resolutions – 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
15.1	<p><b>Horsham Cinema Lease</b></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Give notice pursuant to section 190 of the <i>Local Government Act 1989</i> of its intention to enter into a lease with Centre Cinema Services Pty Ltd for the Horsham Cinema, 37-41 Pynsent Street, with the principal terms of the lease being:           <ul style="list-style-type: none"> <li>• A period of five years commencing 1 October 2019</li> <li>• The tenant expending \$202,700.00 (exclusive of GST) on capital improvements over the five-year period</li> <li>• Rent payable being an amount equal to 1% of GST exclusive gross takings of the theatre business and invite submissions in accordance with section 223 of the <i>Local Government Act 1989</i>.</li> </ul> </li> <li>2. If no objections are received as a result of inviting submissions in accordance with section 223 of the <i>Local Government Act 1989</i>, offer a lease to Centre Cinema Services Pty Ltd to operate the Horsham Cinema, 37- 41 Pynsent Street with the principal terms of the lease being:           <ul style="list-style-type: none"> <li>• A period of five years commencing 1 October 2019</li> <li>• The tenant expending \$202,700.00 (exclusive of GST) on capital improvements over the five-year period</li> <li>• Rent payable being an amount equal to 1% of GST exclusive gross takings of the theatre business.</li> </ul> </li> </ol>	KOB	Completed
15.2	<p><b>Murra Warra Windfarm Rating Agreement</b></p> <p>That Council approve the Rating Agreement for the payments in-lieu for the Murra Warra Windfarm.</p>	GH	24/06/19

## Completed Council Resolutions – 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
15.3	<p><b>Loan Proposal Horsham Golf Club</b></p> <p>That Council authorise the Mayor, Chief Executive Officer and Director Corporate Services to offer the Horsham Golf Club a loan of up to \$300,000 for a period of 10 years on the following basis:</p> <ol style="list-style-type: none"> <li>A formal legal agreement is put in place.</li> <li>No repayments are made in the first five years and then principal and 2% annual interest from year six.</li> <li>Loan to be repaid no later than 10 years from the date of lending, and in the event of any default, penalty interest will apply.</li> <li>A regular reporting to Council is maintained for the period of the loan.</li> <li>That security is obtained over at least one parcel of land.</li> <li>Appropriate acknowledgement of Council support at a prominent location on the site.</li> </ol>	GH	01/08/19

### MONDAY 22 JULY 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
6	<p><b>Confirmation of Minutes</b></p> <p>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 24 June 2019 and the Special Meeting of the Horsham Rural City Council held in the Municipal Chambers, Civic Centre, Horsham at 5.30pm on 3 July 2019 be adopted, subject to the amendment that Cr John Robinson be noted as an apology for the Special Meeting of Council held on 3 July 2019.</p>	SF	22/07/19

## Completed Council Resolutions – 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.1	<b>Horsham Rural City Council Early Years Plan 2019-2023</b> That Council receive and note the Draft Horsham Rural City Council Municipal Early Years Plan 2019-2023 and make it available to the community for comment for a period of four weeks.	KOB/MR	25/07/19
9.2	<b>Gender Equity in Community Engagement Project</b> That Council receive and note the Gender Equity in Community Engagement project six-month report.	KOB/MS/RH	22/07/19
9.3	<b>Wimmera Integrated Relief and Recovery Plan</b> That Council adopt the Wimmera Integrated Relief and Recovery Plan 2017 – 2020, Version 2.0.	KOB/MS/PS	22/07/19
9.4	<b>Horsham Youth Council</b> That Council receive and note the update on the status of the Horsham Youth Council.	KOB/AM	22/07/19
9.5	<b>Horsham Rural City Council Property Strategy</b> That Council receive and note the Horsham Rural City Council Property Strategy and make it available to the community for comment for a period of eight weeks.	GH	Completed
9.6	<b>Pensioner Rates Rebate 2019/20</b> That Council approve the pensioner concession applications lodged in previous years to be applicable for the 2019/20 year.	GH/TH	22/07/19
9.7	<b>Request for Inclusion on Council's Street Name List – Liddy</b> That Council approve the inclusion of the name Liddy to Council's Street Naming list.	GH/TH	22/07/19

## Completed Council Resolutions – 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.8	<p><b>Proposed Sale of Land – Former Remlaw Tennis Courts Site</b></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Give public notice of its intention to sell the land at Lot 1 TP 444617R Parish of Vectis and invite the community to make a submission under Section 223 of the Local Government Act 1989.</li> <li>2. Approve the sale, subject to any submissions received, of Lot 1 TP 444617R Parish of Vectis East by private treaty, to the adjoining registered freehold proprietor at a price not less than current market valuation.</li> <li>3. Note that the title of Lot 1 TP 444617R will be consolidated with the adjoining freehold property.</li> </ol>	KB	Completed Settlement date 21/09/19
9.9	<p><b>Contract 19/033 – Design and Construct E-Waste Shed, Kenny Road, Horsham</b></p> <p>That Council accept the tender submitted by CHS Group Pty Ltd for the lump sum of \$263,130 ex GST for Contract 19/033 Design and Construction of E-Waste Shed, Kenny Road Horsham.</p>	JH	Completed
9.10	<p><b>Chief Executive Officer’s Operational Report</b></p> <p>That Council receive and note the Chief Executive Officer’s Operational Report for June and July 2019.</p>	SB	Completed
13	<p><b>Victorian Rail Network</b></p> <p>That Council contribute \$500 to the Rail Freight Advocacy Program for the Victorian Rail Network.</p>	SB	29/07/19

## Completed Council Resolutions – 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
14.1	<p><b>Notice of Motion No 173</b></p> <p>Council extend the public exhibition and public submission period of both the City to River reports (Wimmera River Precinct, CAD Vision and masterplan) and the Open Space Strategy to Friday 30 August 2019.</p>	JK/SJ/SS/MB	Completed
15.3	<p><b>Horsham Golf Club</b></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Receive and note the formal loan agreement and mortgage arrangements for a \$300,000 loan to the Horsham Golf Club for a 10-year period.</li> <li>2. Note that the loan agreement is expected to be executed on 1 August 2019.</li> <li>3. Bring into Open Council, its resolution on Item 15.3 in the confidential section of the Ordinary Council Meeting held on 24 June 2019.</li> </ol>	GH	Completed 01/08/19

### MONDAY 26 AUGUST 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.1	<p><b>Horsham Aquatic Centre – Outdoor Pool Extended Hours</b></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>1. Implement the extended hours of the outdoor pool for the 2019/20 summer season based on the 2018/19 summer season opening times.</li> <li>2. Revise the existing Cold Water Policy to only come into effect after 8am with the outdoor pool to remain open from 6am to 8am during the season irrespective of ambient temperature.</li> <li>3. Note the Cold Water Policy does not apply in #1 shoulder season (November/December) due to delay in pool opening.</li> <li>4. Note the Cold Water Policy does apply during #2 shoulder season (February/March).</li> </ol>	SJ	27/08/19 (YMCA Notified)

## Completed Council Resolutions – 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.2	<p><b>Delegations Update</b></p> <p>That Council exercise of the powers conferred by section 98(1) of the Local Government Act 1989 (the Act) and the other legislation referred to in the instrument of delegation (Appendix “9.2A”).</p> <p>Horsham Rural City Council (Council) resolves that:</p> <ol style="list-style-type: none"> <li>1. There be delegated to the members of Council staff holding, acting in or performing the duties of the offices or positions referred to in the Instrument of Delegation to members of Council staff, the powers, duties and functions set out in that instrument, subject to the conditions and limitations specified in that Instrument.</li> <li>2. The instrument comes into force immediately the common seal of Council is affixed to the instrument.</li> <li>3. On the coming into force of the instrument, all previous delegations to members of Council staff (other than the Chief Executive Officer) are revoked.</li> <li>4. The duties and functions set out in the instrument must be performed, and the powers set out in the instruments must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt.</li> </ol>	DMcD	Completed
9.3	<p><b>Community Satisfaction Survey 2019</b></p> <p>That Council receive and note the 2019 Horsham Rural City Council Community Satisfaction survey results and planned actions to improve the community’s satisfaction.</p>	SS	Report presented at 26/08/19 Council meeting
9.4	<p><b>Policy Review – Rates and Charges Financial Hardship Policy</b></p> <p>That Council adopt the revised Rates and Charges Financial hardship Policy.</p>	TH	Completed

## Completed Council Resolutions – 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.5	<b>Municipal Association of Victoria State Council Submission – Cemeteries</b> That Council: 1. Endorse the MAV State Council Meeting Motion attached as Appendix “9.5A” to advocate for the State government to reduce the administrative and legislative compliance burden on small rural cemeteries. 2. Submit the motion to the MAV by 9 September 2019.	DMcD	Completed
9.6	<b>Council Plan Half Yearly Report – 1 January to 30 June 2019</b> 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.	SF	Deferred to 23/09/19 Council Meeting
9.7	<b>Quarterly Financial Report – 30 June 2019</b> That Council receive and note the Quarterly Financial Report for the period ending 30 June 2019.	ZG	Completed
9.8	<b>Community Engagement Review</b> That Council: 1. Note the report from Arnetech into Council’s Community Engagement Processes 2. Note the status of the improvement actions from both the internal review and Arnetech review.	MB	Completed
9.9	<b>Chief Executive Officer’s Operational Report</b> That Council receive and note the Chief Executive Officer’s Operational Report for August 2019 and provide an opportunity for the CEO to make any comments he would like to make in relation to the report.	SB	Completed

## Completed Council Resolutions – 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
10	<b>Councillor Reports and Acknowledgements</b> That Council offer its condolences to the family of the late Hon Tim Fischer acknowledging his work as a Member of Parliament and a strong advocate for regional Australia.	SB	23/09/19
14.1	<b>Notice of Motion No 174</b> Council request a regular Economic Development Report is tabled on the Ordinary Meeting agenda.	AM	Completed
15.3	<b>Regional Roads Victoria – Council Maintenance Contract</b> That Council approve entering into Contract 10022 with Regional Roads Victoria for the conduct of routine maintenance and inspection works on selected arterial roads, at a nominal value of \$2,355,594 over a period of three years.	JM/MA	Completed

### MONDAY 23 SEPTEMBER 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.2	<b>Horsham Urban Transport Plan</b> That Council receive and note the draft Horsham Urban Transport Plan and place it on exhibition for public consideration to gain community feedback for a 10-week period.	JM	Completed
9.3	<b>Green Lake Water Supply</b> 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.	JM	Completed

## Completed Council Resolutions – 2019

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.4	<b>Cleaning Contract Extension – Contract 16/025</b> 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.	BE	Completed
9.5	<b>Public Toilet Cleaning – Contract 20/002</b> 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.	MA	Completed
9.6	<b>Supply of Fuel – Contract 19/028</b> That Council award Contract 19/028, Supply of Fuel to Mogas Regional Pty Ltd.	GG/JM	Completed
9.7	<b>Wimmera Intermodal Freight Terminal Precinct Stage 1 Tender, Roads and Drainage – Contract 19/034</b> 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.	MA	Completed
9.9	<b>Annual Financial Accounts 2018/19</b> That Council: <ol style="list-style-type: none"> <li>1. Approve in-principle the Financial and Performance Statements for 2018/19 and authorise their submission to the Victorian Auditor-General’s office.</li> <li>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 <i>Local Government Act 1989</i>.</li> </ol>	GH	Completed

## Completed Council Resolutions – 2019

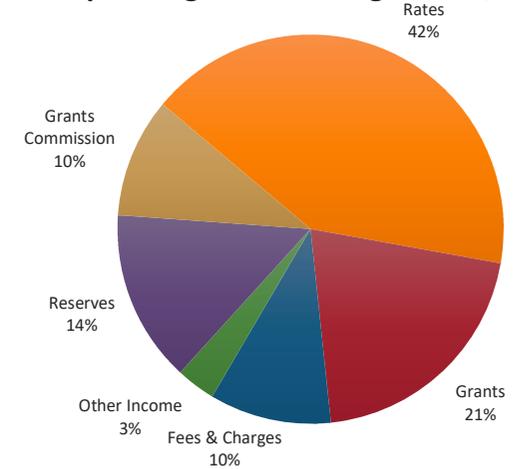
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.11	<b>Complaint Resolution Policy Review</b> That Council adopt the revised Complaint Resolution policy.	DMcD/SF	23/09/19
9.12	<b>Council Plan Half Yearly Report – 1 January to 30 June 2019</b> That Council receive and note the 2019-2023 Council Plan half-yearly report for the period 1 January to 30 June 2019.	SF	23/09/19
9.14	<b>Horsham Rural City Council Municipal Early Years Plan 2019-2023</b> That Council adopt the Horsham Rural City Council Municipal Early Years Plan 2019-2023.	MR	23/09/19
9.15	<b>Senate Enquiry on Jobs for the Future in Regional Areas</b> That Council receive and note the submission lodged with the Senate Enquiry on Jobs for the Future in Regional Areas.	AM	23/09/19
9.16	<b>Economic Development Report</b> That Council receive and note the Economic Development Report for September 2019.	SP	23/09/19
9.17	<b>Chief Executive Officer's Operational Report</b> That Council: 1. Receive and note the Chief Executive Officer's Operational Report for September 2019 2. Hold the Statutory Meeting on Thursday 7 November 2019 at 5.30pm.	SB	23/09/19

Executive Summary

Overall Cash Budget Summary - \$'000

Business Activity	Actuals	Adopted Budget	Budgets	Actuals	YTD	Variance	Variance	Note
	18/19	19/20	YTD 19/20	YTD 19/20	19/20	%		
<b>Income</b>								
Service Delivery	-19,623	-13,563	-5,579	-5,638	59	1.1%		
General Revenue	-30,996	-32,176	-25,388	-24,938	-450	-1.8%		
Capital	-9,833	-14,378	-112	-261	149	133.7%		
Initiatives	-424	-712	-	-163	163	0.0%		
Reserves	-297	-770	-	-	-	0.0%		
<b>Income Total</b>	<b>-61,173</b>	<b>-61,598</b>	<b>-31,079</b>	<b>-31,000</b>	<b>-79</b>	<b>-0.3%</b>		
<b>Expenditure</b>								
Service Delivery	37,076	37,748	8,613	8,058	555	6.4%		
Capital	17,002	21,985	1,065	2,649	-1,585	-148.9%	1	
Initiatives	717	1,274	129	438	-309	-238.7%		
Financing	423	523	-	0	-0	0.0%		
Oncosts	813	-	266	-107	374	140.3%		
Reserves	35	68	-	-	-	0.0%		
<b>Expenditure Total</b>	<b>56,066</b>	<b>61,597</b>	<b>10,073</b>	<b>11,038</b>	<b>-965</b>	<b>-9.6%</b>		
<b>Grand Total</b>	<b>-5,107</b>	<b>-1</b>	<b>-21,005</b>	<b>-19,962</b>	<b>-1,044</b>	<b>-5.0%</b>		

Operating Income Budget 2019/20



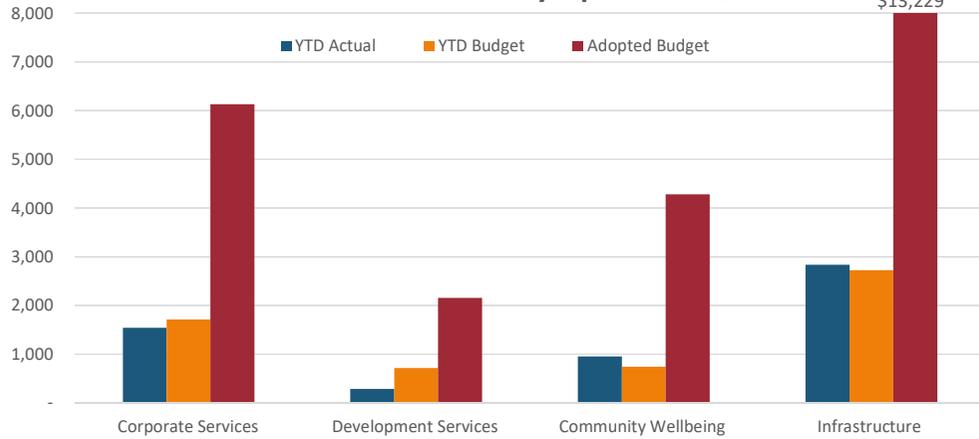
Comments:

The *Budget* referenced throughout this document excludes *Carried Forward Projects*.  
 In future reports the *Carried Forward Projects* will be recognised as part of the *Forecast Expenditure*.

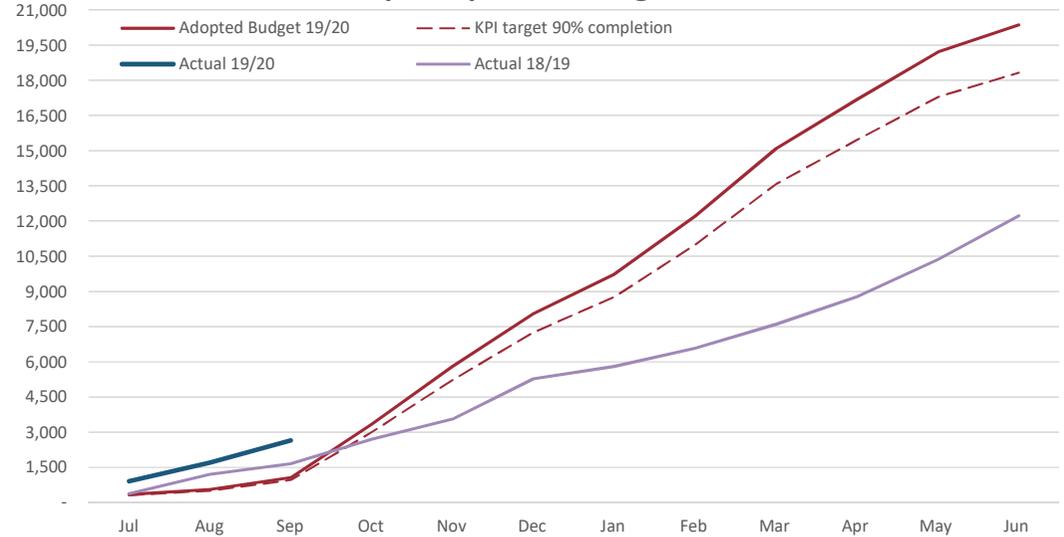
- Capital Expenditure - expenditure is ahead of budget by continuation of prior year projects that had commenced at 30th of June. These will be recognised as Carried Forward against the Forecast in future reports.

Financial Snapshot

Net Service Delivery Operations \$'000



Capital Spend vs Budget \$'000



FINANCE & PERFORMANCE OBSERVATIONS:

Service Delivery Operations

This chart above displays the NET (*Expenditure less Revenue*) balance of operations for each directorate.

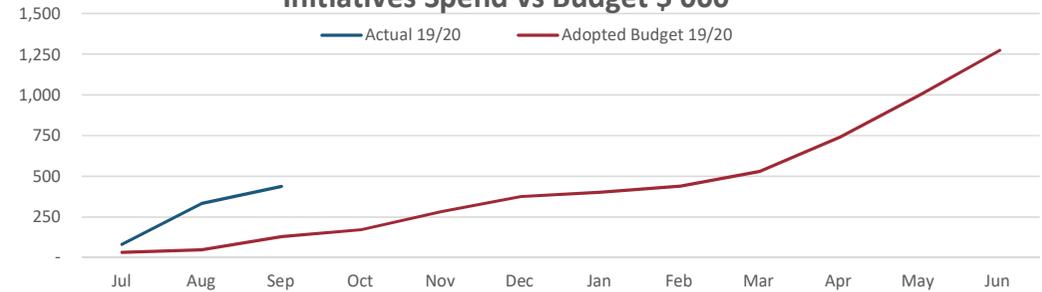
Capital Spend

Expenditure in July, August & September partially relate to prior year projects that will be recognised in future reports as part of the Forecast.

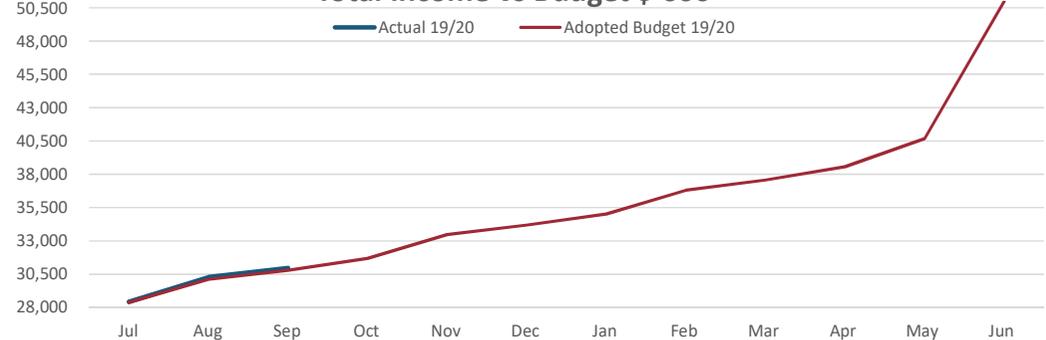
Initiatives Spend

Expenditure in July, August & September is related to prior year projects that will be recognised in future reports as part of the Forecast.

Initiatives Spend vs Budget \$'000



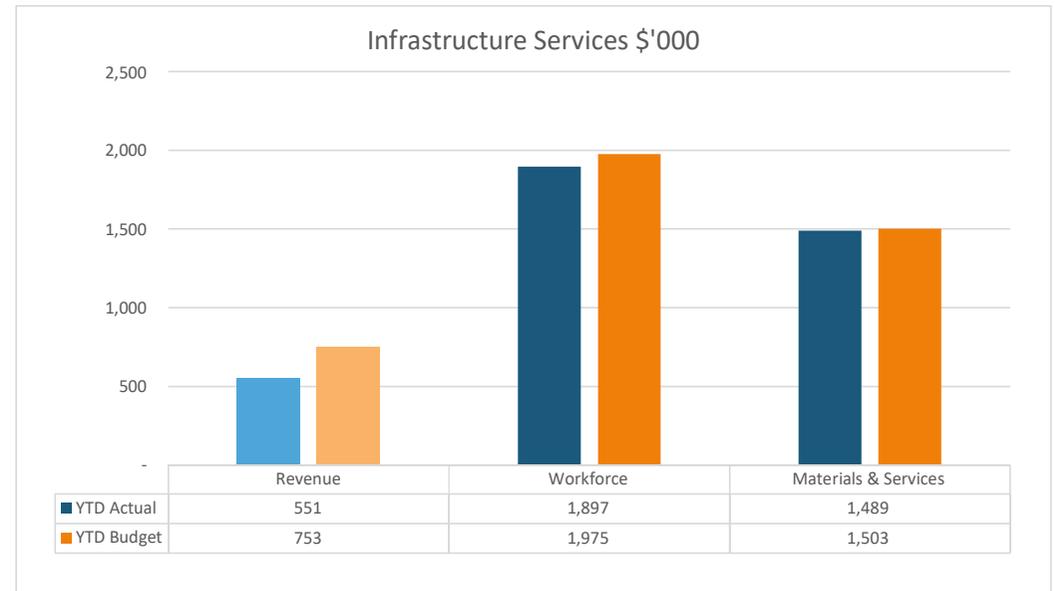
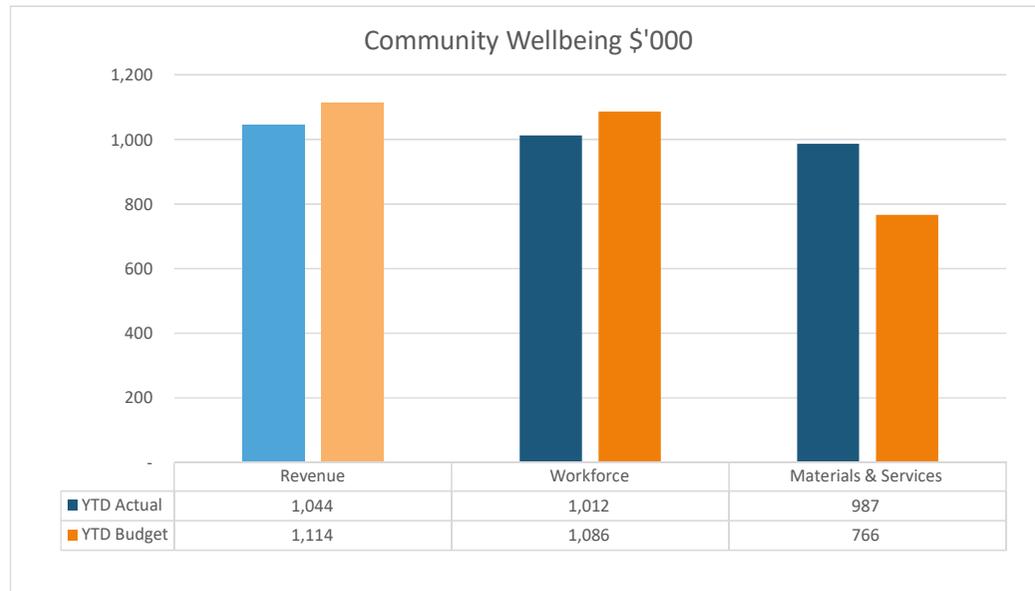
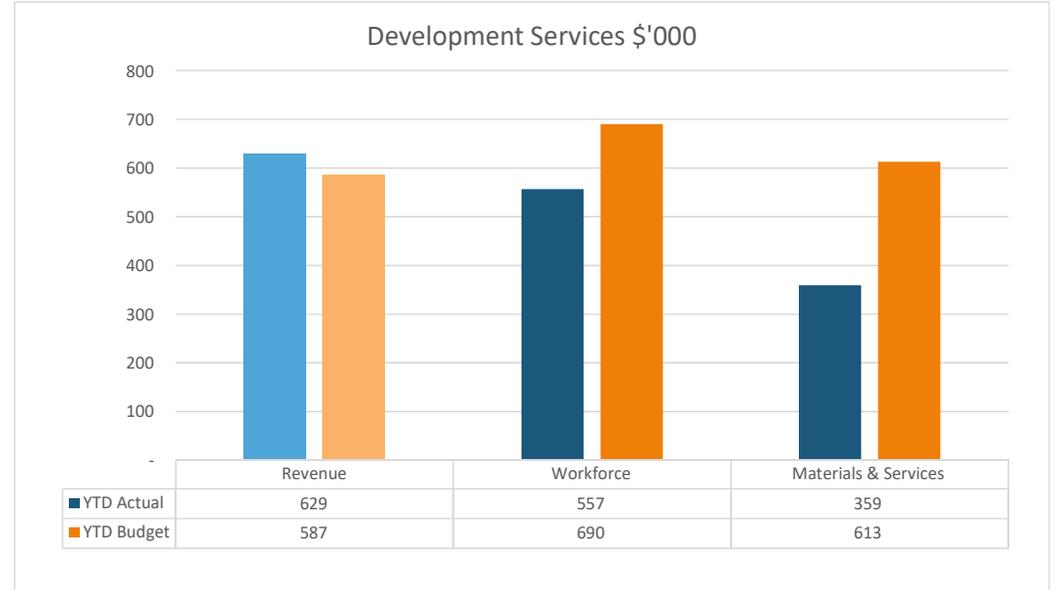
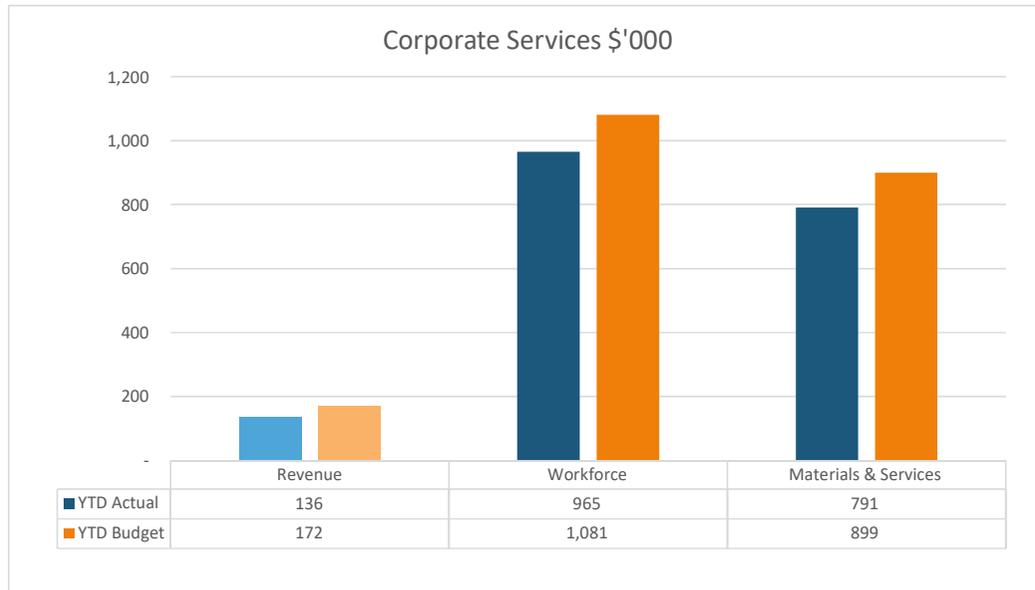
Total Income vs Budget \$'000



# Finance & Performance Report - 30 September 2019

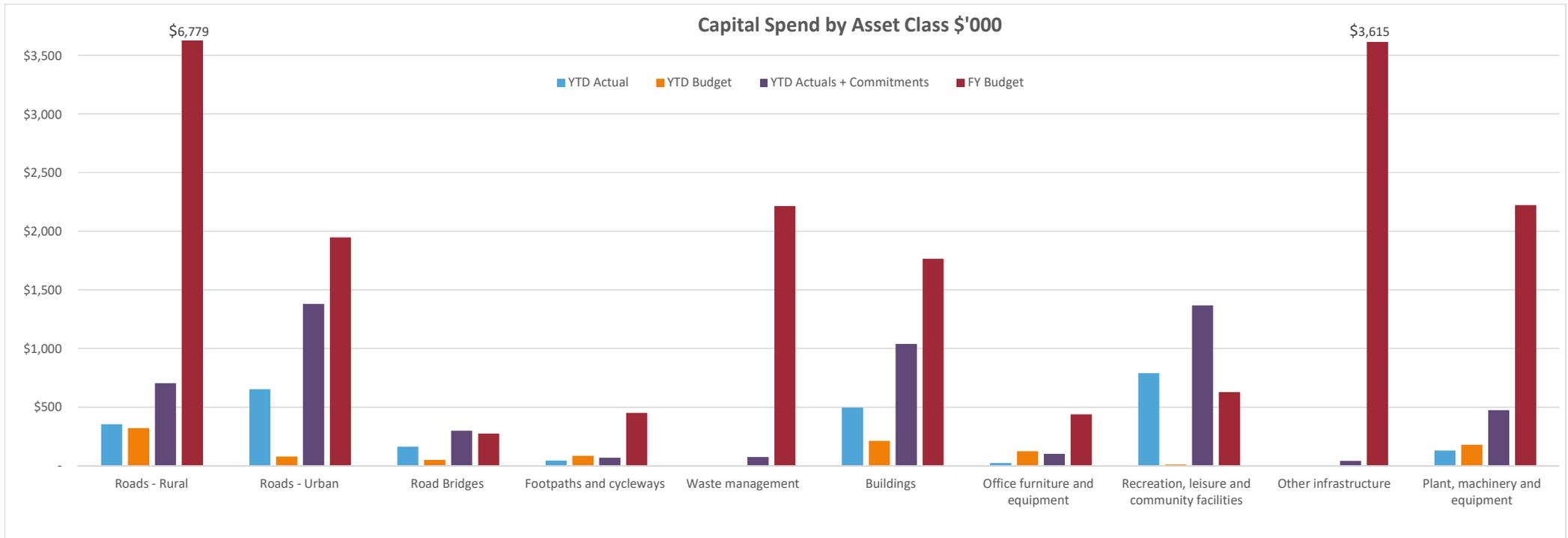
## Service Delivery Operational Snapshot by Directorate

APPENDIX 9.6A



Service Delivery Operations (NET) \$'000

Key variances: \$'000	Full Year Budget	YTD Budget	YTD Actual	YTD Variance	Variance %	Commitments	Comments
<b>Corporate Services</b>	<b>7,143</b>	<b>1,973</b>	<b>1,622</b>	<b>351</b>	<b>17.8%</b>	<b>84</b>	
Management & Admin	1,669	578	558	20	3.4% ●	55	
Accounting Services	831	207	187	20	9.6% ●	-	
General Revenue	711	231	69	162	70.2% ●	-	Treasury management
Revenue Services	401	115	62	52	45.6% ●	0	
Organisational Development	736	184	141	43	23.3% ●	2	
Information Technology	811	189	159	30	15.9% ●	14	
Community Relations and Advocacy	433	91	86	6	6.2% ●	3	
Governance	1,551	379	361	18	4.8% ●	10	
<b>Community Wellbeing</b>	<b>4,282</b>	<b>738</b>	<b>955</b>	<b>-216</b>	<b>-29.3%</b>	<b>359</b>	
Management & Admin	407	103	90	13	13.1% ●	-	
Community Development	640	141	186	-45	-31.7% ●	33	
Performing Arts	503	113	119	-6	-5.2% ●	37	
Visual Arts	451	108	55	53	48.9% ●	21	Timing of the Regional Partnership Grant (\$90k) Funding
Aquatic Recreation	792	134	101	33	24.4% ●	236	Commitment is a component of the contract with the YMCA
Youth and Early Years	605	143	86	57	39.7% ●	16	
Home Support	286	38	-31	70	181.6% ●	15	
Emergency Management	13	-177	75	-251	142.3% ●	-	-\$240k Timing of grant for the Municipal Emergency Resourcing Program
Library	586	134	274	-141	-105.2% ●	2	Advanced payment of October Quarterly membership contribution.
<b>Development Services</b>	<b>2,159</b>	<b>716</b>	<b>287</b>	<b>429</b>	<b>59.9%</b>	<b>146</b>	
Management & Admin	590	162	126	36	22.1% ●	-	
Economic Development	262	212	-	212	100.0% ●	-	Timing of the WDA membership invoice
Business Development and Tourism	642	151	111	40	26.6% ●	12	
Commercial Activities	-139	-56	-46	-10	17.3% ●	30	
Strategic Planning Services	184	46	55	-9	-20.4% ●	22	
Community Safety	100	24	28	-4	-15.5% ●	2	
Animal Management	-10	49	36	13	27.0% ●	0	
Parking & Traffic Management	-132	-36	-133	98	-275.1% ●	0	\$40k increase in income & reduction in wages of \$23k & early payment of school crossing grant
Environmental Health	141	34	40	-6	-18.7% ●	1	
Statutory Planning and Regulations	522	130	70	60	45.9% ●	77	minor reductions across a couple areas
<b>Infrastructure</b>	<b>10,602</b>	<b>-393</b>	<b>-440</b>	<b>48</b>	<b>-12.1%</b>	<b>405</b>	
Operations Management	126	30	24	6	20.9% ●	17	
Mgt and Admin Infrastructure Services	681	170	187	-17	-10.1% ●	29	
Engineering Services	1,414	350	315	36	10.2% ●	24	
Infrastructure - Urban	1,566	365	383	-18	-4.9% ●	15	
Infrastructure - Rural	1,842	430	675	-244	-56.8% ●	7	-\$92k Quarry Materials, Roads & Bridges Maintenance -\$144k (change in work program)
Parks & Gardens	2,462	603	511	92	15.3% ●	60	
Streetscape & Public Conveniences	1,220	293	240	54	18.3% ●	126	
Sports & Recreation	582	129	125	5	3.6% ●	39	
Natural Resource Management	84	20	-95	115	588.0% ●	5	\$75k Grant Weed & Pest Management, \$55k Land Care Grant
Strategic Asset Management	643	154	136	19	12.1% ●	-	
Sustainability	234	55	58	-3	-5.9% ●	-	
Waste Management Services	-254	-2,996	-2,997	1	0.0% ●	83	

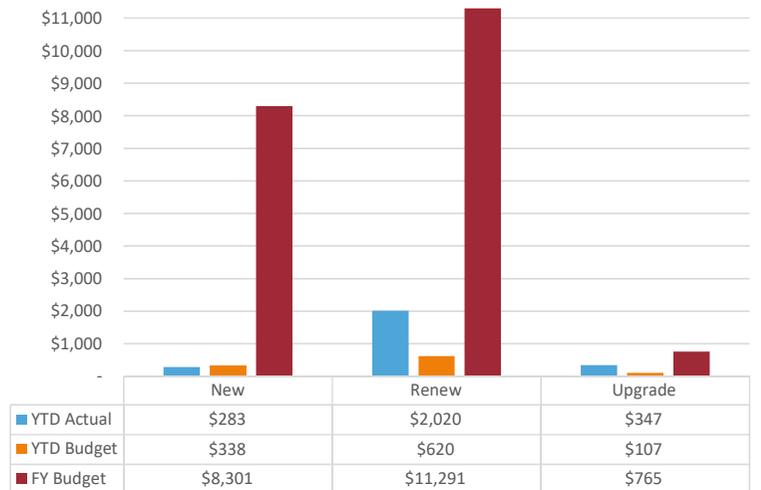


**Comments:**

The adopted budget for capital expenditure excluding reserve allocations is \$20.357 million. Carried Forward works haven't been finalised & are currently not recognised in the budget. A revised will be part of future reports.

- Other Infrastructure includes \$3 million full year budget for the HRLE roofing.
- Recreation expenditure variance is continuation of prior year works of \$600k at the Aquatic Centre.
- Urban Roads expenditure variance is continuation of prior year works for Peppertree Lane (\$231k).

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



# Finance & Performance Report - 30 September 2019

## Initiatives

APPENDIX 9.6A

### Initiatives Expenditure by Directorate - \$'000

	WO Description	Adopted Budget	Budgets YTD	Actuals YTD	YTD Variance	Commit -ments
<b>Community Wellbeing</b>	ESM Inspections Town Hall 17/18 Year	-	-	-	-	9
	Early Years Plan Review	-	-	3	-3	-
	Social Infrastructure Framework	-	-	6	-6	54
<b>Corporate Services</b>	Replacement Electronic Document Management System	150	-	-	-	-
	Horsham Municipality Community Plan	40	-	-	-	-
	Community Engagement Tools	20	4	-	4	-
	Mobile Device Management	8	-	-	-	-
	Towards a paperless HRCC	4	-	-	-	-
	IT / Records Trainee	-	-	4	-4	-
	Civic Centre Refurbishment Detailed Design	-	-	-	-	14
	Web Page Maintenance/Upgrade/Enhancement	-	-	27	-27	-
<b>Development Services</b>	Gas Pipeline To WIFT Investigation	60	-	-	-	-
	Parking Plan	40	20	-	20	-
	Small Business Assistance Program	10	-	-	-	-
	ESM Compliance Works	-	-	2	-2	4
	Horsham South Structure Plan	-	-	89	-89	29
	Animal Health Management Plan	-	-	-	-	4
	Livestock Exchange Detailed Design Roofing Selling Area	-	-	-1	1	15
<b>Infrastructure</b>	Street Lighting - Lighting Regions Stage 2	450	-	-	-	-
	Asset Management System Rollout	100	50	-	50	-
	Waste Gasification Plant Investigation	100	15	-	15	-
	Disaster Asset Evidence Photography	88	-	-	-	-
	Sports Outdoors Project Management Internal	64	10	-	10	-
	Rural Road Network Plan	50	-	-	-	-
	Dooen Landfill Master Plan	50	30	-	30	-
	Sports Outdoors Project Design and Scoping	40	-	-	-	4
	Building Assets Inspections 17/18, 18/19	-	-	40	-40	13
	Hazardous Tree Removal	-	-	0	-0	-
	Implementation/Training Inspections Assets Software	-	-	46	-46	10
	Rehabilitate Dooen Landfill Ladlows Hardwaste 2B West cover	-	-	-	-	38
	Rehabilitate Dooen Landfill Johns Cell 1 Putrescible2	-	-	-	-	20
	Sunnyside Sporting Club 2 Synthetic bowling greens	-	-	220	-220	215
	Asbestos Auditing Additional 17/18	-	-	1	-1	-
Showgrounds Realignment Shed Buildings River Roundabout	-	-	-	-	8	
<b>Grand Total</b>		<b>1,274</b>	<b>129</b>	<b>438</b>	<b>-309</b>	<b>438</b>

**Comments:**

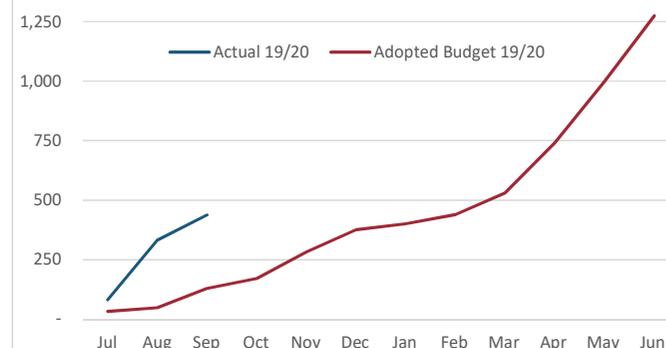
All initiative expenditure in July, August & September are for carried forward works.

Carried forward isn't recognised as a component of the budget, but will be picked as part of the Forecast in October.

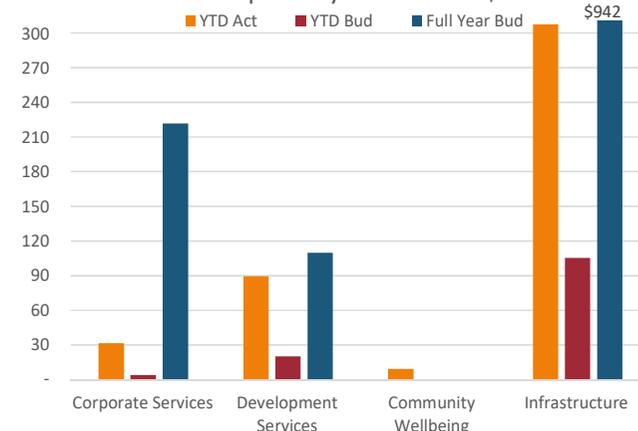
**YTD budget variance by Directorate**

- Community Wellbeing     -\$ 9k
- Corporate Services       -\$ 28k
- Development Services    -\$ 70k
- Infrastructure Services   -\$202k

### Initiatives Spend vs Budget \$'000



### Initiatives spend by Directorate \$'000



### Non-operational Initiatives - Special - \$'000

	WO Description	Adopted Budget	Budgets YTD	Actuals YTD	YTD Variance
<b>Income</b>	Grampians Peak Trail (Parks Victoria)	-5,676	-	-	-
<b>Expenditure</b>	Grampians Peak Trail (Parks Victoria)	5,676	-	-	-
<b>Grand Total</b>		-	-	-	-

**Finance & Performance Report - 30 September 2019**  
**Contract Variations, New Contracts & Exemptions from Procurement**

**APPENDIX 9.6A**

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

Item No	Contract No	Date Approved	Delegated Officer	Contract Description	Contractor	Description of Variation	Variation (\$)
1	19/020	9/07/2019	R Moir	Reconstruction of Peppertree Lane	Midbrook	Modify existing drainage pits	\$7,600
2	16/025B	10/07/2019	M Stewart	Provision of Cleaning Services PAC, Art Gallery, Wesley	Woody's	Additional cleans	\$984
3	19/020	25/07/2019	M Aldaghsan	Reconstruction of Peppertree Lane	Midbrook	Removal of Soft Spot	\$8,040
4	19/020	20/08/2019	M Aldaghsan	Reconstruction of Peppertree Lane	Midbrook	Removal Soft Spot, additional driveway	\$7,665
5	16/025A	22/08/2019	A Murphy	Provision of Cleaning Services - Civic Centre and other buildings	Woodys Cleaning	Additional Setups	\$130
6	19/020	6/08/2019	M Aldaghsan	Reconstruction of Peppertree Lane	Midbrook	Removal Soft Spot, additional driveway	\$2,725
7	16/025B	18/08/2019	A Murphy	Cleaning PAC, Art Gallery, Wesley	Woody's	Additional Cleans	\$2,036
8	16/025B	5/09/2019	A Murphy	Cleaning PAC, Art Gallery, Wesley	Woody's	Additional Cleans	\$2,618
9	16/025B	5/09/2019	A Murphy	Cleaning PAC, Art Gallery, Wesley	Woody's	Additional Cleans	\$2,400
10	19/014D	6/09/2019	M Aldaghsan	Reconstruction of Gardinia Street	Mintern Civil	New storm water pits, lowering of existing services	\$6,896
11	19/014E	6/09/2019	M Aldaghsan	Reconstruction of Wavell Street	Mintern Civil	Relocation of Pits, additional house drains	\$3,134
12	16/025A	18/09/2019	J Martin	Provision of Cleaning Services - Civic Centre and other buildings	Woody's	Additional Setups	\$90
13	19/020	19/09/2019	M Aldaghsan	Reconstruction of Peppertree Lane	Midbrook	Additional Storrowater Pit	\$3,810

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

Item No	Contract No	Date Approved	Required Signatories	Contract Description	Contractor	Contract Value
1	19/033	22/07/2019	CEO	Construction of E Waste Shed - Kenny Road	CHS Group Australia	\$289,443
2	19/018	18/08/2019	CEO	Reconstruction Dimboola Minyip Road	Glover Earthmoving	\$291,183
3	20/006	5/09/2019	CEO	Darlot Street Drainage/Aldi Carpark	Willmore Contractors	\$235,274
4	19/035	6/09/2019	CEO	Design and Construct Photovoltaic Systems Mibus	Kuga Australia	\$116,500
5	19/038	23/09/2019	Council	HRLE Roof project	MKM Constructions	\$3,434,570
6	20/002	23/09/2019	Council	Provision of Cleaning Services - Outdoor Facilities	Australian Commercial Maintenance	\$293,732
7	19/028	23/09/2019	Council	Supply of Bulk Fuel - Depot	Mogas Regional Pty Ltd (estimate annual spend)	\$900,000
8	19/034	23/09/2019	Council	WIFT Precinct Stage 1	Glover Earthmoving	\$1,798,576
9	20/001	23/09/2019	Council	Provision of Internal Audit Services	RSD Audit Pty Ltd	\$60,750

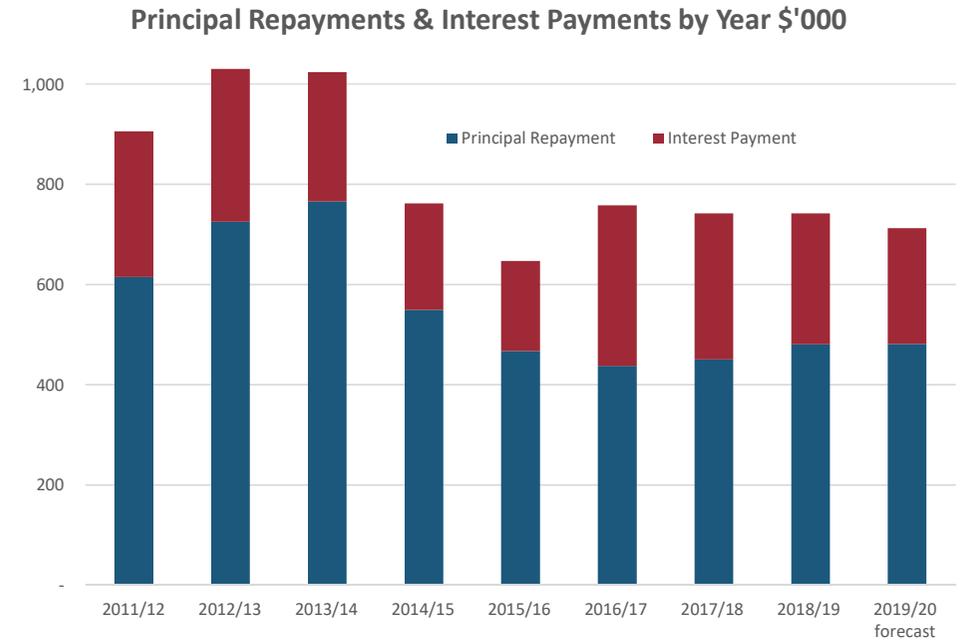
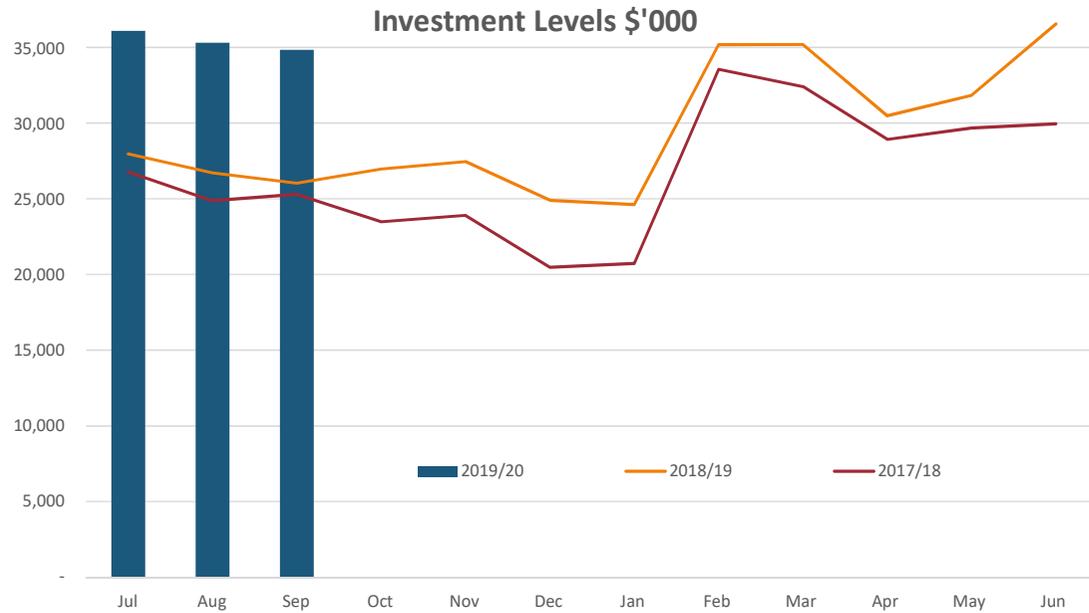
**Exemptions from Procurement Policy - (GST exclusive)**

Item No	Purchase Order No	Date Approved	Requisitioning Officer	Reason	Exemption Description	Supplier	Expense
1	210029	4/07/2019	K A Bell	Pozi Annual Subscription 19/20	Urgent & insufficient time	Pozi Pty Ltd	\$60,500
2	210131	11/07/2019	M L A Rethus	Art Matters payroll service for A.Pelchen deliveri *more*	Sole source of supply	Auspicious Arts Projects Incorporated	\$35,682
3	210209	23/07/2019	F J Kelly	LGPro Council Subscription Membership Fees from 1/	Sole source of supply	Local Government Professionals	\$1,374
4	210208	23/07/2019	F J Kelly	MAV subscription for the period 1 July 2019 to 30	Sole source of supply	Municipal Association Of Victoria	\$26,101
5	210333	29/07/2019	C J McClure	Sports Marketing Australia partnership Horsham Gol	Sole source of supply	PGA of Australia Ltd	\$14,300
6	210718	15/08/2019	A Clyne	Asset Vision Software to do inspection of Vicroads	Sole source of supply	SyncIT Development Pty Ltd	\$16,315
7	210823	20/08/2019	L K De Wit	Fee payable on completion of assignment of Mazen S	Urgent & insufficient time	Plato Group	\$13,200
8	210969	2/09/2019	A L Munyard	Claim # 8 Environmental works/audit at HRCC depot	Used quote for similar project	GreenCap Pty Ltd	\$17,952
9	210968	2/09/2019	G McRae	Purchase sundolphin pedal boats plus canopy includ	Sole source of supply	Pro-Kayaks Pty Ltd	\$18,000
10	211136	12/09/2019	C J Gerlach	Convert MiVoice Business to Virtual *more*	Urgent & insufficient time	Essential Technology Services Pty Ltd	\$52,598
11	211175	13/09/2019	A E Mintern	Graffiti Art Workshop and project delivery	Used quote for similar project	90 Degrees Creative Pty Ltd	\$8,771
12	211310	19/09/2019	K A Bell	Due Diligence report on possible site acquisition	Urgent & insufficient time	Currie & Brown (Australia) Pty Ltd	\$13,200

# Finance & Performance Report - 30 September 2019

## Investments & Loans

APPENDIX 9.6A



#### Interest Rate

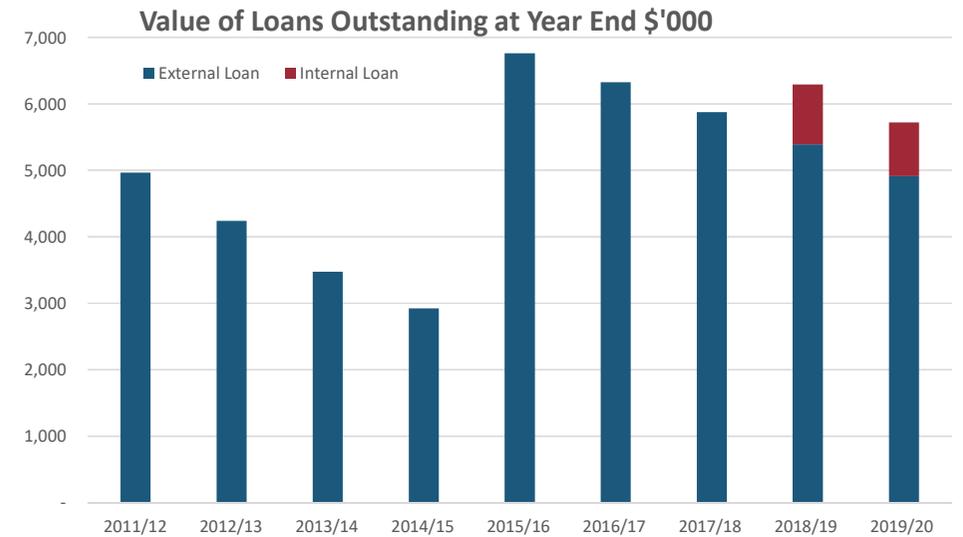
Corporate Investment Account	1.05%	
10 Term Deposits	1.77% - 2.68%	Ranging 98 Days to 322 Days
Last investment	1.80%	98 Days 09/09/2019 to 16/12/2019

### Breakout of Loans Outstanding

Purpose	Interest Rate	Original Principal	Outstanding at 30 Jun 20	Start Date	Year End Date	No. of Years	
Aquatic Centre	6.44%	2,195,000	220,389	16 Jun 06	01 Jun 22	15	P & I
City Oval Lighting	7.88%	250,000	-	29 Jun 10	01 Jun 20	10	P & I
Unfunded Defined Superannuation	7.57%	500,000	68,190	20 Jun 11	01 Jun 21	10	P & I
Drainage Works	7.57%	200,000	27,276	20 Jun 11	01 Jun 21	10	P & I
Aerodrome Runway	7.57%	300,000	40,914	20 Jun 11	01 Jun 21	10	P & I
Drainage Works	5.73%	500,000	123,991	20 Jun 12	01 Jun 22	10	P & I
Wimmera Intermodal Freight Hub	5.73%	500,000	123,991	20 Jun 12	01 Jun 22	10	P & I
Anzac Pedestrian Bridge	3.97%	500,000	500,000	23 Jun 16	01 Jun 26	10	I
Horsham North Children's Hub	3.97%	100,000	100,000	23 Jun 16	01 Jun 26	10	I
City Oval Clubroom Purchase	3.97%	230,000	230,000	23 Jun 16	01 Jun 26	10	I
Horsham Town Hall Refurbishment	3.97%	3,475,000	3,475,000	23 Jun 16	01 Jun 26	10	I
*Horsham North Community & Childrens Hub		900,000	810,000	23 Jun 18	01 Jun 28	10	P

\* Funded from internal cash reserves held with an internal 10 year repayment plan back to the reserve.

No new loan borrowings have been included in the 19/20 budget.



# Local Government Rating Systems Review

C/o Department of Environment, Land, Water and Planning  
 Level 35, 2 Lonsdale St  
 VIC 3000 Australia  
 T (03) 9948 8533  
 E [rating.review@delwp.vic.gov.au](mailto:rating.review@delwp.vic.gov.au)

Submissions due by 1 November 2019

## HRCC General Comments

1. High value of farm land in terms of the underlying cost of farm operations and the impact that has in the relative share of the rate contribution from each of the sectors:

Land for a farmer is a significant component of their overall assets that are required to conduct their business. Unlike many other businesses where their productive assets are more than just land. This leads to a disproportionate level of rates being paid by this sector when compared to other commercial undertakings. Land supply for farming is diminishing and as a result farm prices continue to rise above that of other land uses, this in turn leads to the farm sector picking up an increasing proportion of the rate burden of councils. Differentials can be utilised to correct this but they cannot be used forever. Alternative arrangements for farm land should be looked at to ensure that there is equity in the rate distribution.

Horsham Rural City Council introduced a new Rating Policy in 2018 that sets a trigger for the review of the differential that is linked to movement in valuation. This trigger seeks to smooth out large movements in property valuation by adjusting the differential when relative valuations move by more the +/- 3.5%.

2. The level of the Municipal Charge:

The issue of the level of the Municipal Charge is subjective and depends on individuals perspectives. However what Council does appreciate is the ability to set this charge as high or as low as they deem appropriate. Any legislative position on the maximum level restricts council's use of this component of the rating system.

3. State Government exemption from the payment of rates:

Council's must pay many state government charges yet the State Government itself is exempt from the payment of council rates. This includes such bodies as water authorities where council pays water rates but the water authority does not pay council rates. To correct this would reduce the rate burden for all other categories of land use across the sector and would be in-line with the user pays taxation principles and fairness.

4. Charitable exemptions:

Charitable exemptions are complex and often not clear cut. There are many organisations that receive charitable exemption yet are essentially large profitable businesses in their own right. The Charitable exemptions need review so that they are clearly only applied to organisations in need.

5. Inequities between urban and rural areas in terms of rates affordability (rates as a percentage of property value):

There are some significant fixed costs associated with running a council of any size in terms of governance arrangements, administration and mandatory service delivery requirements. There are also community expectations that similar levels of service can be provided in all municipalities across the state regardless of location. Also property values generally, are significantly lower in rural areas compared to urban areas. These two factors combined mean that the rate in the dollar is disproportionately higher in rural areas than urban areas.

6. Fiscal Equalisation mechanism – Federal Financial Assistance Grants:

The Federal Financial Assistance Grants are one mechanism put in place to provide fiscal equalisation between councils however the effectiveness of this is being impacted by the ever decreasing size of this grant program and the increasing impact of the 10% minimum rate calculation on the overall \$'s available. A review of the minimum grant principle needs to be undertaken for Victoria only as the removal of the principle altogether may cause issues in other states.

# Local Government Rating Systems Review

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E [rating.review@delwp.vic.gov.au](mailto:rating.review@delwp.vic.gov.au)

7. The significant impact that road construction and maintenance have on overall council cost structures, and therefore the impact that has on overall rate levels?

Road construction and maintenance is a costly undertaking for rural councils. Whilst there are funding programs for roads from both state and federal governments there is still a large portion that comes from rates. Meanwhile the level of expenditure is never enough to maintain roads to the required standards and the condition of roads are generally in decline. Additional roads funding is needed rather than council increasing rates to meet this need.

8. Role as a regional city in terms of broader service delivery?

Horsham Rural City Council provides a range of services across the west of the state that extend beyond its small ratepayer base. As a result our rates are higher. Funding models such as the Grants Commission need to reflect the impact of this or more alternative ongoing funding needs to be provided by other tiers of government.

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## Consultation questions – local councils

*Councils are requested to respond to the following questions as part of their submission to the Rating Review. These questions are largely administrative in nature. Councils may also wish to consider the broader policy questions in Chapter 5 of the Rating Review Discussion Paper, available at [www.engage.vic.gov.au/rating-review](http://www.engage.vic.gov.au/rating-review).*

*The Panel also encourages councils to include any other matters they wish to raise in their submissions. Please keep submissions to a total of 5,000 words or less.*

If you have any queries about these questions or about making a submission, please do not hesitate to contact the Rating Review Secretariat at [rating.review@delwp.vic.gov.au](mailto:rating.review@delwp.vic.gov.au)

### 1. How regularly does your council assess occupancies for each of the non-rateable exemptions under s154 of the *Local Government Act 1989* (the Act)?

HRCC reviews all non-rateable properties once a year.

- What policy criteria do you apply?

Council has a policy “Rate Concessions for Cultural, Recreational and Charitable Organisations” that essentially applies the principles from section 154(2)(c) of the Local Government Act, and the Cultural and Recreational Lands Act 1963 Section 4(1)). The policy also provides additional guidance re the head of charity regarding ‘other purposes beneficial to the community’.

- By property category, in your municipality, how much in rates do you estimate would be raised if these non-rateable occupancies were rateable?
  - Under the Cultural and Recreational (0%) we would raise an additional \$121,403.18
  - Under the Cultural and Recreational (50%) we would raise an additional \$17,307.93
  - Non-rateable exempt land (not including Council land) we would raise an additional \$584,163.70
  - Non-rateable leviable land (not including Council land) we would raise an additional \$243,476.91

(All as at 31/07/2019)

Any rates raised would not be additional revenue for council but would reduce the rate contribution from other sectors.

Non-rateable assessments for Cultural & Recreation recognise the important role these groups play in the community.

Exemption of state government and water authorities from rates seems inequitable when councils must pay water rates and state taxes such as the Fire Services Levy.

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## 2. What rates and charges does your council declare?

- Do you have a revenue and rating strategy to help determine rates and charges under s155 of the Act?

HRCC has a rating strategy and a rating policy

- How do you engage your community in determining rates and charges?

As per Council's community engagement policy. Council's Rating Policy sets a trigger for when differentials may be adjusted which would influence the level of engagement that is required.

- If you use a municipal charge, how do you calculate its level?

HRCC's current municipal charge is \$280. This has been set in the past by applying the same % increase as overall rates to the based figure from 1996. During last year's rate review the level was set to be a small amount lower than the previous year. No specific basis was given as to why this specific value was used.

- What exemptions do you apply for municipal charges? How many, and what is the total value?

We exempt the municipal charge if the property is a part of a single farming enterprise. We currently have 1,184 exempt properties, which equates to \$331,520 (as at 31/07/2019)

## 3. How often have you issued rate notices to the occupier, or mortgagee in possession of, the land under s156 of the Act?

Unknown

- What are the problems that you have experienced issuing notices under s156(3)

Miss-communications and poor contracts between property owners and lessees with respect to telecommunication towers

## 4. Do you issue separate notices for Special Rates and Charges, or do you combine them on a single notice?

We do not have any special rates and charges.

- What are the challenges of providing prescribed information on rate notices?

We do not have any special rates and charges.

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## 5. How does your council determine general rates (uniform or differential)?

Council applies differential rates. We currently have residential (100%), farm (67%), commercial and industrial (95%)

- What criteria does your council use in their application?

For residential, commercial and industrial this is based on AVPCC, for farm the ratepayer is required to complete the 'application for property to be classified as farm land' form if their land is below 60Ha, if it is above 60Ha this is also based on AVPCC.

- What evidence does your council consider when determining the rates in the dollar for your differential rating categories?

For farmland that is below 60 hectares the ratepayer must complete a statutory declaration that they are operating as a farm for business purposes (in accordance with the definition under the Valuation of Land Act) and they must provide a valid ABN number.

- Does your council consider what services should be paid for with other income (e.g. municipal/service/special charges)?

No – all rates both variable and fixed components are considered as general revenue.

## 6. What administration issues have you experienced when creating and administering special rates and charges?

HRCC does not have any special rates and charges

## 7. Please describe the payment options your council makes available to ratepayers?

HRCC offers both the four instalment program and the payment in full

- Do you provide other payment options (in addition to offering a choice between paying in four instalments or in a lump sum)?

No only by arrangement for hardship.

- Do you provide any incentives for payment of rates such as early payment? What are they?

HRCC does not provide any discounts or any other incentives for early payment, as to do so would provide a financial benefit unfairly to those that can afford to pay early, versus those who cannot.

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## 8. Do you provide any rating rebates and concessions (in addition to State government concessions)?

2019/2020 is the first year that Council has provided an additional \$30 rebate, per property, on top of the State Government pensioner rate concession.

- What are the criteria in your council for providing these rebates and concessions?

The same criteria as the State Government rebate. The provision of Rate Rebates are also covered off in Council's Rating Policy & Rating Strategy.

- What is the total annual value of these rebates and concessions?

As at 05/08/2019 we have 1,749 properties claiming the State Government pensioner concession, therefore Council's total rebate is \$52,470 (1,749 x \$30)

- How do you monitor and report on the community benefits?

The same way that we do for the State Government concession (newspaper, social media, rate notices etc)

## 9. Do you have a policy for deferment of rates and charges?

No specific policy but is covered off in the Rating Strategy & Rating policy and in Council's "Rates and Financial Hardship Policy".

- What is the current total of rates and charges that are currently deferred?

We currently only have one ratepayer who has deferred rates and charges. This assessment totals \$4,049.11

## 10. Do you have policies regarding waiving rates and charges?

No specific policy but is covered off in the Rating Strategy & rating Policy and in Council's "Rates and Financial Hardship Policy".

- What types of waivers do you provide to ratepayers and what is their estimated annual value?

We do not generally waive rates and charges, and currently have no one who we have waived rates for.

## 11. Do you raise the amount declared under the *Penalty Interest Rates Act 1983* of 10 per cent for unpaid rates and charges?

Yes – 10% per annum

- If not, what rates do you apply?

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## 12. What issues do you face when rating by occupancy?

Lack of understanding by ratepayers (ie telecommunications towers)

## 13. What issues have you determined when applying rates to land that is becoming, or ceasing, to be rateable?

If land becomes rateable after our final supplementary valuation is complete, we will make adjustments effective from 1<sup>st</sup> July, that way the customer is getting a small financial gain (not Council).

If a property ceases to be rateable following our final supplementary valuation we still cannot do a supplementary valuation until 1 July, however this creates a financial burden to the customer. Often we will manually do adjustments and write off the amount that would have been removed if it went through a supplementary valuation, however if this is relying on a valuation change we cannot guess the amount, so we are required to wait until 1 July, therefore financially burdening the ratepayer.

- Annually, over the past 5 years, how many supplementary rates and charges notices have been issued?

Approximately 3,000

- For each of these years, what was the total income for these occupancies?

2014/2015 - \$160,500  
 2015/2016 - \$199,000  
 2016/2017 - \$183,000  
 2017/2018 - \$134,500  
 2018/2019 - \$136,000

## 14. Do you have a policy regarding treatment of unpaid rates and charges?

Yes – “Rates and Charges Debt Collection Policy”

- If you do not, how do you treat ratepayers that live in their properties?
  - Do you treat non-residential properties differently?
- Annually, over the past 5 years, how many ratepayers have you issued complaints on for unpaid rates and charges and to what total value?

Financial Year	No of legal files	Total Debt Amount
14/15	27	\$69,077
15/16	8	\$22,861
16/17	2	\$3,562
17/18	1	\$9,870
18/19	4	\$14,707

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- What amount of interest do you charge on unpaid rates and charges? Do you raise the amount declared under the *Penalty Interest Rates Act 1983* of 10 per cent?

No, this remains as 10% per annum

- Do you have any additional administration fees and charges for managing ratepayers with unpaid rates and charges?

Not internally, only once we have sent ratepayers to the debt collectors (Midstate) ie suing etc

- What type of collection activities do you use to recover unpaid rates and charges?

HRCC offers internal payment arrangements for ratepayers who cannot pay their rates by the due date, if they default on the arrangement, we generally send a text message and a letter before sending them to external debt collection, once at debt collection there are a different set of processes.

## 15. What is your council's policy regarding selling land to recover unpaid rates and charges?

HRCC does not currently have a policy regarding the sale of land due to unpaid rates

- If no policy exists, how do you apply the relevant legislation?

As per legislation

- Do you apply the same approach regarding selling land where ratepayers live in their property?

We have never sold land where the ratepayer lives at the property

- Annually, over the past 5 years, how many times have you undertaken this process?

Three properties (all done together).

- How many properties have you sold?

Two of the three

- How much has this cost, per instance?

Both assessments sold for \$8,000, and this would not have covered Council's costs for the entire process.

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- How many times have you claimed land instead of selling land?

Never

- How much did this cost, per piece of land?

Not applicable

- What issues have you encountered when selling or claiming land?

Time/advertising etc has tended to be low value land so recouping costs are difficult.

## 16. What issues have you encountered in providing information for Land Information Certificates?

If a property is required to go through the supplementary valuation process following settlement, and we have completed our final supplementary valuation for the financial year we write a note on the land information certificate stating “NOTE: This parcel of land is not separately rated or valued. Council will not be carrying out supplementary valuations/rate adjustments upon settlement. Rate adjustments are to be made by Solicitors following settlement. Often Solicitors will struggle to make their own adjustments and contact Council for assistance, which we are unable to provide.

- Do you provide any updates (verbal or otherwise) to ratepayers/would-be ratepayers for these certificates?

We generally only give updates to the Solicitor that has applied for the land information certificate, however we would also provide an update to the current ratepayer if we were asked by them.

- Have you experienced any privacy issues in providing updates? If so, what were they?

No, because we only provide updates to the applicants and the current ratepayers who already have access to that information.

## 17. Do you have a policy on how you apply the rates section of the *Cultural and Recreational Lands Act*?

Yes, HRCC's 'Rate concessions for cultural, recreational and charitable organisations' policy

- How many occupancies in your municipality are categorised as cultural and recreational lands?

We currently have 61 properties that are paying the 0% rate, and 3 properties paying the 50% rate, so 64 in total.

- Annually, over the past 5 years, how much have you received in lieu of rates in relation to cultural and recreational property?

Nothing in lieu of rates. We have just been charging the 0% or 50% rate which is \$16,471 annually.

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- How much would you receive if you were to assess these properties under your normal rates?

For the 2019/2020 year:

Under the Cultural and Recreational (0%) we would raise an additional \$121,403.18

Under the Cultural and Recreational (50%) we would raise an additional \$17,307.93

## 18. How many occupancies make payment in lieu of rates under the *Electricity Industry Act 2000* in your council area?

Starting from 2019/20, we will have one assessment making payment in lieu of rates under the EIA Act

- How much revenue do you collect and approximately how much is forgone as result (compared to rating under the *Local Government Act 1989*)?

This is not a live assessment at this stage, as the commission date for the wind turbines isn't until late August, but we have been given an estimate of \$220,337 for the 2019/2020 year for the payment in-lieu of rates. We have not received any CIV numbers for the windfarm and cannot get them from the Valuer General so we are unable to estimate this accurately at this point in time.

However because the Fire Services Levy is charged on CIV the amount collected from Fire Services is significantly more than that collected from Rates-in-lieu. Which would appear to be quite unfair in terms of services provided to the ratepayer.

## 19. Other questions

- How many public inquiries on rates do you receive each year? What are some common themes of those inquiries?

We do not keep a record of all rate enquiries, but we would estimate approximately 5 calls per rate staff member per day (20 per day x 240 days in the office = 4,800 per year).

- What software do you use to administer your rating system?

Authority 7.0 (Civica)

- What is the estimated annual hardware/software cost to maintain rates using this system?

The hardware operating costs cover all of councils IT infrastructure so they are difficult to apportion to the Rates Software alone. The rates software itself is a module of a larger enterprise wide finance system (Authority 7.0) this system has an annual subscription fee of approximately \$80k

- How many staff do you employ to administer rates and charges?

We currently have 3 full time staff members, and one part time staff member who works approximately 2 days in rates (2 in customer service).

- What is the total FTE and costs for the rating and revenue function in your council?

3.4 FTE rate and 1 FTE general revenue, total expenditure \$485k.



**Horsham Rural City**  
Council urban rural balance

## Terms of Reference

### DOMESTIC ANIMAL MANAGEMENT ADVISORY GROUP

#### 1. PURPOSE

The Domestic Animal Management Advisory Group (the **Advisory Group**) has been established by the Horsham Rural City Council (**Council**) to provide advice and recommendations on:

- Ensuring compliance with the *Domestic Animals Act 1994*
- Matters associated with Domestic Animals and Domestic Animal Ownership affecting the wider community
- Strategies for the management of domestic animals within Council's municipal area in a respectful and sustainable way
- Improved service coordination between Council, Domestic Animal Businesses and Domestic Animal owners.
- Opportunities to improve community engagement in relation to the responsible ownership and management of Domestic Animals
- Opportunities to inform and educate owners as to responsible Domestic Animal ownership
- Opportunities to celebrate the responsible ownership of Domestic Animals

For the purpose of the Advisory Group, **Domestic Animal** means a dog, cat, domestic bird, poultry or pigeons. **Domestic Animal Business** has the same meaning as the definition given in the *Domestic Animals Act 1994*.

The Advisory Group will:

- Provide advice as to Council's Domestic Animal Management Plan and its review as required.

#### 2. RESPONSIBILITIES

The Advisory Group is a Committee of Council and has been established under the framework of the *Local Government Act 1989*, S3(1) 'definition' and S76AA 'Assembly of Councillors'.

The Advisory Group is empowered to do the following:

- Provide advice and recommendations as to Domestic Animal management in the Council municipal area
- Receive and respond to correspondence addressed to the Advisory Group regarding Domestic Animal management activities
- Liaise with Council officers to identify opportunities to improve Domestic Animal management
- Provide feedback and make input into the Domestic Animal Management Plan, its implementation and its review
- Encourage and support the community to participate in Domestic Animal management programs

The Advisory Group does not have the power to commit Council to any decision or action, or to direct Council staff in their duties. The Advisory Group may make recommendations for consideration by Council, but Council reserves the right to accept or reject recommendations from the Advisory Group. This includes recommendations regarding the expenditure of funds allocated to the Advisory Group, if applicable.

### 3. MEMBERSHIP

#### 3.1 Advisory Group Membership

Membership shall consist of a maximum of ~~seven~~ nine people of the following representative groups:

- A Horsham Rural City Council Councillor appointed by the Mayor (Chairperson)
- Director of Planning & Economic Development, Council (or delegate)
- A registered Veterinary Practitioner or a practicing Veterinary Nurse (one representative)
- Nominated Participating Organisations, ~~for example:~~ Horsham People for Animal Welfare and Support (Horsham PAWS) (two representatives)
- Nominated Participating Organisations: Phoenix Animal Rescue Horsham (Phoenix) (two representatives)
- Community Representatives (two)

Advisory Group members are responsible for representing the needs of the whole community, even if representing a specific participating organisation.

If required, the balance of the Advisory Group is to be comprised of Community Representatives. In order to avoid being unable to obtain a quorum in relation to a decision relating to a participating organisation where a conflict of interest may exist,

Community Representatives must not be a member of a Nominated Participating Organisation.

### **3.2 Nominated Participating Organisations**

Nominated Participating Organisations will be contacted by the Chairperson (or nominee) and invited to identify a representative for the Advisory Group.

### **3.3 Selection**

Community members, veterinary representatives, and Nominated Participating Organisations will be selected through an application process, in the form of an expression of interest, which is to be advertised in local newspapers and on Council's website every two years. The application process will be conducted every two years, commencing September 2018.

Applications should include details of community involvement, previous experience of Advisory Group membership, relevant skills and reasons for nominating for the Advisory Group.

Members may apply for re-nomination to the Advisory Group for a second or subsequent term.

A panel of up to two Councillors and a Delegated Officer of Council will recommend to Council the selection of representatives from the representative groups to fill the vacancies.

If the number of applications does not exceed the number of vacancies, Council's Delegated Officer may approve nominations.

### **3.4 Council endorsement of nominations**

Recommendations regarding the filling of any vacancies of the Advisory Group will be submitted to Council for approval, subject to the requirements of 3.1, 3.2 and 3.3 being met.

### **3.5 Representatives**

As required, representatives may attend meetings on behalf of the member. Representatives are entitled to vote if the usual representative of the representative group is not present.

If a named representative is **unable to attend three or more consecutive meetings**, the Chairperson will contact the member and if required a replacement representative will be identified.

### **3.6 Specialists**

Individuals and groups may be invited to attend Advisory Group meetings to provide specialist advice. They must not be involved in the decision making process and cannot vote on any issue.

### **3.7 Council Officer**

A Council officer, Director of Planning & Economic Development, or delegate, will attend all meetings and at the following meeting of Council will report the Advisory Group's recommendations, with comments where necessary and appropriate.

### **3.8 Term of Office**

Membership shall generally be for a term of two years.

A meeting shall be held in November, of each second year, commencing in 2018, when Advisory Group membership shall be declared vacant. On that day another meeting will convene and fill Advisory Group vacancies.

### **3.9 Resignations**

Advisory Group members who resign prior to the end of their appointment should submit their resignation in writing to the Chairperson.

If a vacancy occurs within two months of the end of the term of the Advisory Group, (every two years) the vacancy will not be filled. In all other instances, the vacancy will be filled in accordance with the selection process set out in Section 3.

## **4. ROLES AND RESPONSIBILITIES**

### **4.1 Council**

Council will:

- Provide a Secretariat to document minutes of each scheduled meeting and distribute minutes to members two weeks prior to the next meeting
- Ensure the confirmed minutes are forwarded to [records@hrcc.vic.gov.au](mailto:records@hrcc.vic.gov.au)
- Ensure a Council officer or delegate is present at all Advisory Group meetings, wherever possible
- Advertise in local newspapers and on Council's website for nominations for community representatives
- Notify the Advisory Group of approved Advisory Group membership
- Provide reports as required to Council regarding Advisory Group recommendations
- Provide timely feedback (and if applicable timelines) of Council's consideration of recommendations approved by Advisory Group

- Where appropriate, engage with the Advisory Group in the development of management proposals for the domestic animals to further the Advisory Group's purposes
- Assist with identifying funding opportunities
- Respond to requests/letters from the Advisory Group within 15 working days or provide reasons as to why they cannot do so (such as the need to obtain specialist advice or the requirement to obtain a decision by Council prior to responding)
- Each four years or earlier if required, review the function and purpose of the Advisory Group

#### 4.2 Advisory Group

The Advisory Group will:

- Develop a schedule of Advisory Group meetings and notify the Council officer.
  - Distribute information as appropriate to their member organisations, user groups and networks
  - Confirm the accuracy of minutes at the next meeting of the Advisory Group
- Actively participate in activities that support the achievement of the Purpose of the Advisory Group.

#### 4.3 Attendance at meetings

It is expected that members will attend all meetings. In the event of an Advisory Group member missing a meeting they should contact the Secretariat with notice of their absence and this will be recorded in the minutes.

If the member of the Advisory Group **misses two consecutive meetings without explanation** the Chairperson will contact the member to determine if they wish to continue their participation on the Advisory Group.

If a member resigns from the Advisory Group, their position will be filled by a nominee from the same representative group.

#### 4.4 Confidentiality

Information discussed, received, used or created by the Advisory Group may be confidential. An Advisory Group member must not disclose, discuss or otherwise make public, confidential information, unless authorised in writing by the Delegated Officer supporting the Advisory Group.

Council may terminate an Advisory Group member's appointment if they have been found to breach confidentiality requirements.

#### 4.5 Conflicts of Interest

Conflicts of interest must be declared.

In the event of a conflict of interest, the declaration must be recorded in the minutes.

The person declaring the conflict of interest must leave the meeting while the identified topic is being discussed and shall not vote on the issue being considered.

#### **4.6 Media**

The Chairperson is empowered to be spokesperson for the activities of the Advisory Group.

In the absence of the Chairperson, the Director Planning & Economic Development is empowered to be the spokesperson for the Advisory Group.

Media releases, flyers, brochures, pamphlets or other sources of information distributed by the Advisory Group must be first approved by the Director Planning & Economic Development or where appropriate the Chief Executive Officer.

#### **4.7 Chairperson**

The Councillor representative will be the Chairperson of the Advisory Group. The Council officer (or delegate) shall ensure that an Acting Chairperson is in place, should the Chairperson be absent or unable to perform their duties. The Acting Chairperson shall have all the power of the Chairperson for the purpose of that meeting.

### **5. OPERATING PROCEDURES**

#### **5.1 Meetings**

In November of each year, the Advisory Group will agree on a regular schedule of meetings for the following year.

Meetings shall be held six times each year, but may be cancelled if there is no business to be dealt with by the Advisory Group. The decision to cancel a meeting rests with the Chairperson, unless the reason for the cancellation is because the number of apologies exceeds the number required for a quorum, in which case, the decision may be made by the Council officer (or delegate).

Additional special meetings may be called as required. Advisory Group members must be provided with two days' written notice of a special or additional meetings and the purpose of the meeting must be clearly stated.

Specialists (such as experts, representatives from State Government agencies or other organisations) may be invited to attend meetings as requested by the Advisory Group to provide technical or specialist information and advice.

To facilitate communication between Council's operational staff and the Advisory Group, at least one representative of the Community Safety Unit is to attend meetings.

### **5.2 Quorum and Decision Making**

The quorum is a minimum of five Advisory Group members.

No formal business shall be conducted by the Advisory Group unless a quorum exists. If a quorum is not present, the Chairperson may decide that the Advisory Group meet for discussion only.

Members (or their representative) must be present to vote on any resolutions. Proxy voting (that is, one person voting on behalf of two people) is not permitted.

Consensus decision making is preferred. However, all members are entitled to vote and a matter may be voted upon at the discretion of the Chairperson. Advisory Group members shall have one vote.

If there is an equal division of votes, the Chairperson or Acting Chairperson shall have a second or casting vote.

### **5.3 Recommendations and Actions**

The Manager of Council's Regulatory Services Department is empowered to authorise actions within their delegated authority, and will refer other recommendations and requests to the Director, Planning & Economic Development, the Chief Executive Officer, and/or Council for discussion and approval.

## **6. EVALUATION AND REVIEW**

The composition, activities and Terms of Reference of the Advisory Group will be reviewed at least every four years, or as required.

The results of any review shall be reported to Council prior to the fourth year of operation or earlier, if a quorum is unable to be formed for three successive meetings. The report shall consider:

- The Purpose and Responsibilities of the Advisory Group;
- Composition of the Advisory Group;
- The Advisory Group's achievements;
- Whether there is a demonstrated need for the Advisory Group to continue;
- Any other relevant matter.

**6.1 Cessation**

Council may disband the Advisory Group, following a review, at any time during its operation.

**7. RESPONSIBILITY**

Responsible Officer: Director, Planning & Economic Development

**8. DOCUMENT CONTROL**

Version Number	Approval Date	Approval By	Amendment	Review Date
01		Council	New document	
<u>02</u>		<u>Council</u>	<u>Amended to reflect establishment of new rehoming organisation in Horsham</u>	



# **Domestic Animal Management Plan**

**2017 – 2021**

**(Draft revised October 2019)**

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](mailto:council@hrcc.vic.gov.au).

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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](mailto:council@hrcc.vic.gov.au) W: [www.hrcc.vic.gov.au](http://www.hrcc.vic.gov.au)

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## GLOSSARY

Council	Horsham Rural City Council
CSO	Community Safety Officer
Act	Domestic Animals Act 1994
DAMAG	Domestic Animal Management Advisory Group
DAMP	Domestic Animal Management Plan
DJPR	Department of Jobs, Precincts and Regions
domestic animal	For the purposes of this Plan, a 'domestic animal' is a domestic cat and/or a domestic dog within the meaning of the Act
Plan	Council's Domestic Animal Management Plan 2017-2021
POCTA Act	Prevention of Cruelty to Animals Act 1986
Regulations	Domestic Animal Registrations 2015
RSPCA	Royal Society for the Prevention of Cruelty in Animals
SO	Strategic Objective

## PART I: BACKGROUND

## 1. WHAT IS THE DOMESTIC ANIMAL MANAGEMENT PLAN?

The Horsham Rural City Council (**Council**), like all councils in Victoria, are required by the *Domestic Animals Act 1994* (**Act**) to prepare and implement a Domestic Animal Management Plan (**Plan**) every four years. This Plan sets out a program of actions which aim to ensure compliance with statutory requirements and to implement the vision and strategic objectives identified for effective animal management control in the Horsham Rural City Council municipality.

The Plan:

- Documents Council's current animal management processes and practices
- Evaluates whether animal control services provided by the Council meets strategic objectives, as set by legislative and community standards
- Sets out a program of action Council intends to pursue to meet those strategic objectives
- Provides a benchmark against which progress in meeting the strategic objectives can be evaluated, and
- Provides for a review of existing orders made by the Council under the Act and local laws dealing with the management of dogs and cats in the municipality are desirable or whether further orders are required.

## 2. STRUCTURE OF THIS DOCUMENT

This document sets out in two parts:

**Part I – Background**

This Part is explanatory in nature and will be removed once the Draft Plan has been endorsed by Council.

**Part II – Draft Domestic Animal Management Plan 2017 - 2021**

This Part currently contains the Draft Plan and will become the Plan once consultation closes and the Draft Plan is endorsed by Council. An executive summary will then be included to introduce the Plan.

## 3. HOW WAS THE DOMESTIC ANIMAL MANAGEMENT PLAN PREPARED?

The Draft Plan has been prepared by the Horsham Rural City Council in accordance with the requirements and responsibilities under Section 68A of the *Domestic Animals Act 1994* (**Appendix 1**), with reference to the Council

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Plan and Council Local Laws. The Draft Plan closely follows the template provided by the Department of Jobs Precincts and Regions which sets out relevant headings to be addressed.

The Draft Plan was prepared in consultation with the Domestic Animal Management Advisory Group. This advisory group to Council comprises a Councillor, a council officer, a veterinarian, members of community rehoming associations Horsham PAWs and Phoenix Animal Rescue, and two members of the community. The Advisory Group meets monthly.

Once a resident has become familiar with the Draft Plan, during the consultation period feedback can be provided to Council on its animal management services, programs or strategies, new orders that could be made to address responsible pet ownership in the community can be suggested, or concerns associated with current Council policies on animal management can be raised.

#### 4. WHY IS THE DRAFT PLAN DATED 2017 – 2021?

All councils in Victoria are required by the Act to prepare and implement a Domestic Animal Management Plan every four years. The Plans are to cover a period nominated by the State, in this case from 2017 – 2021, to maintain consistency with other local councils.

Council sought, and was granted, an extension for the submission of the DAMP from the Department Jobs Precincts and Regions (**DJPR**) because staff turnover prior to 1 July 2017 affected the development of the Draft Plan.

Since 1 July 2017 there has been a one hundred percent turnover of staff within the Community Safety Unit with three senior staff retiring, representing a significant loss to a small team. A period of disruption followed with the need for Council to engage contractors to meet operational needs. Permanent and temporary positions were finally offered from January through to May 2019.

Management of data capture during this disrupted period has also been a significant issue. This has been further exacerbated by a migration from paper based records to an electronic work flow system in early 2018.

#### 5. SUMMARY OF KEY ISSUES

The following is a summary of key issues identified through the development of the Draft Plan:

1. Improvements have been made in data collection over the past 10 months, however it is recommended a review of the methodology of current data capture, and the data Council collects regarding animal management be conducted. Leveraging new technology will improve data collection and service delivery.
2. Current data reveals there is a significantly high number of cats being euthanased. Extracting feral cat data from overall cat data is important to provide a better picture of how the Community Safety Unit is performing in this space
3. Turnover of staff in the Community Safety Unit has an impact on data capture and service delivery.

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## PART II: DRAFT DOMESTIC ANIMAL MANAGEMENT PLAN 2017 -2021

## 1. EXECUTIVE SUMMARY

*[To be inserted after consultation closes and prior to finalising the Plan]*

## 2. INTRODUCTION

The Horsham Rural City Council (**Council**) is required by the *Domestic Animals Act 1994* (**Act**) to prepare and implement a Domestic Animal Management Plan (**Plan**) every four years. This Plan sets out a program of actions which aim to ensure compliance with statutory requirements and to implement the vision and strategic objectives identified for effective animal management control in the Horsham Rural City Council municipality.

The Plan has been prepared by the Horsham Rural City Council in accordance with the requirements and responsibilities under Section 68A of the *Domestic Animals Act 1994* (**Appendix 1**), and with reference to the Council Plan and Council Local Laws.

*[To be inserted after consultation – a description of the consultation that has taken place in relation to the Plan]*

## 3. VISION &amp; STRATEGIC OBJECTIVES

### Vision

The Horsham Rural City Council encourages an environment of responsible domestic animal ownership, where people and animals can coexist in harmony. Animals are part of a safe and liveable community. Horsham Rural City Council strives to implement effective animal management practices that balance the needs of animal owners and non-animal owners, the agricultural sector and the environment.

### Strategic Objectives

To further this vision, the strategic objectives (**SO**) of the Plan are to:

- SO1 Ensure compliance with the Act, related State legislation and regulations, and local laws
- SO2 Promote and encourage responsible domestic animal ownership
- SO3 Maximise the welfare of domestic dogs and cats within the municipality
- SO4 Maximise the rehoming of suitable domestic dogs and cats
- SO5 Encourage effective partnering with community groups to deliver rehoming services
- SO6 Maximise domestic dog and cat registration and identification in the municipality

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- SO7 Ensure dangerous dogs, menacing dogs and restricted breed dogs are identified and kept in compliance with the Act and the Regulations
- SO8 Minimise domestic animal attacks
- SO9 Minimise the harmful effect of domestic pets on native animal populations
- SO10 Minimise nuisance created by domestic dogs and cats
- SO11 Provide access to public and open spaces for dogs and their owners
- SO12 Provide dog free areas for non-animal owners
- SO13 Reduce domestic dog and cat euthanasia rates
- SO14 Reduce domestic dog and cat overpopulation
- SO15 Ensure best practice training for Council's Community Safety Officers
- SO16 Operate and maintain a pound facility in accordance with best practice
- SO17 Minimise Community Safety Officer turnover at Council
- SO18 Eradicate unauthorised breeding establishments
- SO19 Develop and maintain relationships both within and outside of municipal borders

#### 4. OVERVIEW OF DOMESTIC ANIMAL MANAGEMENT IN HORSHAM RURAL CITY COUNCIL

##### Council Profile and Demographic

Horsham Rural City is a vibrant, diverse community situated approximately 300 kilometres north-west of Melbourne and north of the Grampians National Park, in the heart of the Wimmera region of Victoria. Horsham is approximately 3.5 hours by car west of Melbourne and 4.5 hours east of Adelaide.

Horsham Rural City Council has a total population of 19,931 and covers an area of 4,267 km<sup>2</sup>. Over three quarters of residents live in the urban area of Horsham.

Horsham is the major provider of retail, community and government services in the Wimmera, with dryland and broad acre agriculture being the major industry. The Grains Innovation Park, a nationally acclaimed agricultural research centre, is based in Horsham. There are a range of quality educational and health care facilities including secondary colleges, a university and an agricultural college.

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

Horsham Rural City Council includes the major centres of Horsham and Natimuk, and the following localities: Arapiles, Blackheath, Brimpaen, Bungalally, Clear Lake, Dadswells Bridge, Dooen, Douglas, Drung, Duchembegarra, Grass Flat, Green Lake, Greenland Dam, Haven, Jilpanger, Jung, Kalkee, Kanagulk, Kewell, Laharum, Longerenong, Lower Norton, McKenzie Creek, Mitre, Mockinya, Mount Talbot, Murra Warra, Noradjuha, Nurrabel, Pimpinio, Quantong, Riverside, St Helens Plains, Telangatuk East, Tooan, Toolondo, Vectis, Wail, Wartook and Wonwondah.

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## 5. DATA AND STATISTICS - HORSHAM RURAL CITY COUNCIL DOMESTIC ANIMAL MANAGEMENT

	2016/2017	2017/2018	2018/2019
Population			
In Town:	16462	16497	16,514
Regional:	3443	3439	3,417
Total:	19,905	19,936	<b>19,931</b>
Area:	4,267 km <sup>2</sup>	4,267 km <sup>2</sup>	4,267 km <sup>2</sup>
Households			
In Town:			6,454
Region:			1,242
			<b>7,696</b>
FTE Authorised Officers <sup>1</sup>			4.8
<b>Estimated Domestic Dog Population</b>			
Registered Dogs	3816	3701	3782
Estimated % of Dogs Registered			80%
Dog Impoundments (all)	31	447	424
Microchipped:	31	392	352
Registered:	31	388	312
Surrendered			
Total:	2	10	52
Registered:	2	6	21
Microchipped:	2	7	30
Dogs returned to owner	23	343	330
Dogs adopted	3	48	52
Dogs euthanased	7	56	42 (9%)
Registered Restricted Animal Breed Dogs	0	0	0
Registered Declared Dangerous Dogs	0	0	0
Registered Declared Menacing Dogs	0	0	0
<b>Estimated Domestic Cat Population</b>			
Registered Cats	1714	1718	1769
Estimated % of Cats Registered			50%
Cat Impoundments (all)	16	331	295
Microchipped:	14	234	109

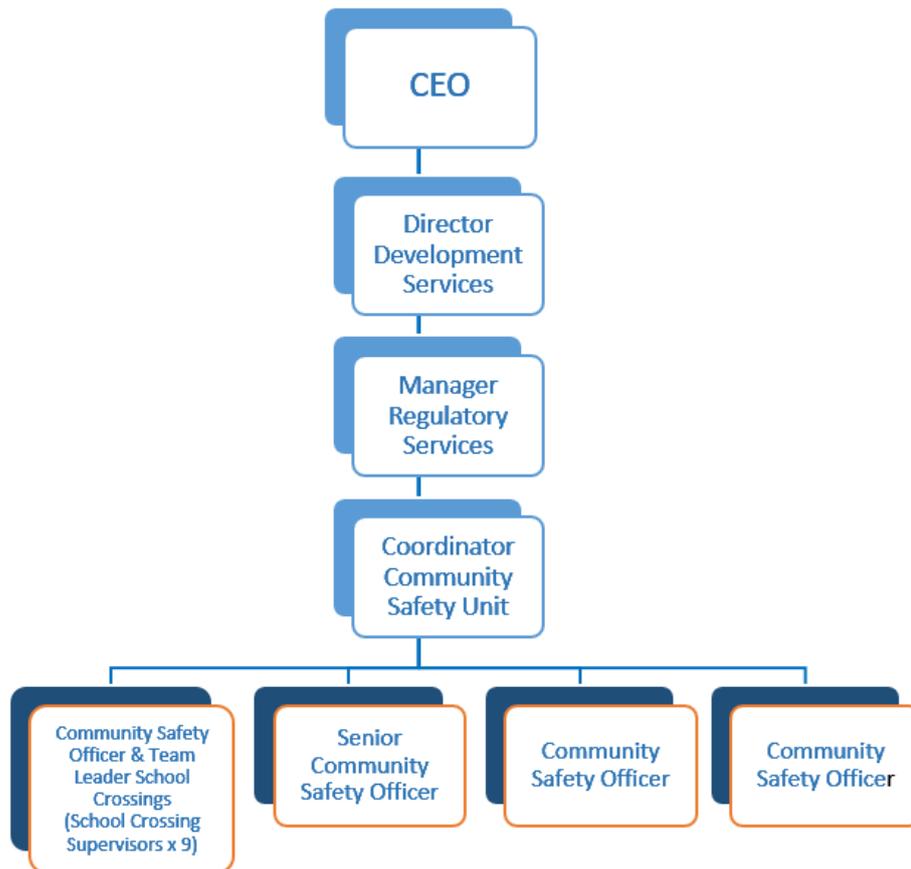
<sup>1</sup> This includes all services offered by the Community Safety unit, not just Animal Control and Management

	2016/2017	2017/2018	2018/2019
Registered:	15	210	124
Surrendered Total:	0	2	2
Registered:	0	1	0
Microchipped:	0	1	0
Cats returned to owner	3	52	37
Cats rehomed	2	81	39
Cats euthanased	11	198	219 (74%)
No. of feral <sup>2</sup> cats			35
<b>Registered Commercial and Domestic Animal Businesses:</b>			
Breeding and Rearing:	0	0	0
Pet Shops:	1	1	1
Shelters and Pounds:	1	1	1
Boarding Establishments:	2	2	2
No. of inspections:	0	0	3
<b>No. of dog attacks</b>			
No. of dog attacks	-	-	4
<b>No. of prosecutions</b>			
No. of prosecutions:	0	0	4
<b>No. of successful prosecutions</b>			
No. of successful prosecutions:	0	0	1

<sup>2</sup> A feral cat is an un-owned domestic cat (*Felis catus*) that lives outdoors and avoids human contact: it does not allow itself to be handled or touched, and usually remains hidden from humans. Feral cats may breed over dozens of generations and become an aggressive apex predator in urban, savannah and bushland environments. Some feral cats may become more comfortable with people who regularly feed them, but even with long-term attempts at socialization they usually remain aloof and are most active after dusk.

## 6. ANIMAL MANAGEMENT STAFFING AND OPERATIONAL STRUCTURE

Council's Community Safety Unit (CSU) is responsible for domestic animal management and control within Council's municipal area.



As of 1 July 2019 Council's CSU comprises five full-time equivalent Community Safety Officer (CSO) positions: Coordinator Community Safety, Senior Community Safety Officer and Team Leader School Crossings, Senior Community Safety Officer Prosecutions and two Community Safety Officers. The latter four CSOs, on rotation, provide an after-hours service to the community, and are supported by a call centre. The CSU also hosts a trainee.

The CSOs are responsible not only for animal management and control in the municipality, but traffic management functions, school crossing administration, emergency assistance, special event support, fire prevention, and local laws. While the four CSOs have responsibility for specific areas within the unit, all CSOs complete all duties of the unit which ensures there is coverage for leave.

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## 7. ANIMAL MANAGEMENT SERVICES PROVIDED TO THE COMMUNITY

The services the CSU provides to the community relating to managing the welfare of domestic animals and members of the community include:

- Ensuring compliance with the legislative framework, including codes of practice, in relation to domestic animals and livestock
- Investigation and prosecution of dog attacks
- Investigation of animal welfare issues
- Investigate complaints in relation to domestic animal issues
- Ensuring domestic animal businesses are compliant
- Collection of stray and lost animals
- Promoting responsible pet ownership and care
- Animal registration process
- Providing advice to pet owners and the community
- After hours animal emergencies

## 8. COUNCIL'S LOCAL LAWS AND ORDERS RELATING TO ANIMAL MANAGEMENT

As well as ensuring compliance with State legislation in relation to animal management, Council officers also administer a variety of local laws and orders that regulate domestic dog and cat owners:

### ***Community Local Law No. 3 - 2011***

- A person in charge of a dog that defecates in a public place must immediately remove the faeces and deposit them as litter in a lawful manner (clause 2.14), penalty \$75.
- A person in charge of a dog in a public place must have in his or her possession the means to collect and dispose of the dog's faeces (clause 2.15), penalty \$50.
- A person in charge of a dog on any road or in any municipal place must ensure that the dog is secured by a chain, cord or leash in any built-up area unless it is an off leash area declared and signposted for that purpose (clause 2.16), penalty \$75.
- A person may unleash a dog in an area designated by Council and signposted for the purpose except that: a person who unleashes a dog must keep the dog under effective control; and the provision of this clause does not apply to greyhounds (unless a GAP dog), dangerous dogs or restricted breed dogs in accordance with the Domestic Animals Act 1994 (clause 2.17), penalty \$75.
- An owner or person in charge of a dog must ensure that the dog is muzzled when it is present in or immediately adjacent to the municipal livestock exchange (saleyards) (clause 2.18), penalty \$150.
- Without a permit an owner or occupier of land must not keep or allow to be kept more than 4 different types of animals in any residential or built up area (clause 4.1), \$150.

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- Without a permit an owner or occupier of land must not keep or allow to be kept any more in number for each type of animal as is set out in the following table (Part 4):

Type	Less than or equal to 0.4ha	Greater than 0.4ha but less than or equal to 2ha	Greater than 2ha
<b>Dogs (over 3 months old)</b>	2	2	4
<b>Cats (over 3 months old)</b>	3	3	4

- Any animal kept on any land or premises must be housed in a clean, sanitary and inoffensive condition; so not to cause any nuisance, including nuisance associated with noise or smell; in surroundings that are clear of any material that may harbour vermin; to the satisfaction of Council or an Authorised Officer (clause 4.8), \$150.
- An owner or occupier of land on which an animal is housed must ensure that it is adequately fenced so as to prevent any animal escaping the land (clause 4.9) \$150.

#### *Orders of Council*

- An Order of Council was passed at a Council Meeting on 12 December 1995, and revisited on 16 May 2006, restricting cats to the owner's premises between sunset and sunrise.
- On 4 April 2016 Council Meeting a resolution was passed "That Council retain the no dog status of the Botanic Gardens noting that guide dogs and assistance dogs are an exception to this, and are allowed in the Botanic Gardens"

#### [Links to other Council Plans](#)

This plan is linked to the Municipal Emergency Management Plan and the Animal Emergency Management Sub-Plan

## 9. TRAINING AND SUPPORT OF AUTHORISED OFFICERS

### Overview:

Council is required to provide training to ensure Council's CSOs are able to properly administer the legislative framework within which they operate. Appropriate training gives CSOs confidence and support they require to discharge their responsibilities.

Training approaches and courses will change over time as do best practices, however, the main areas of competency required by a CSO are:

- Understanding legislation and powers, the role of an authorised officer and statutory compliance
- Animal handling – both domestic animals and livestock
- Animal behavioural assessment
- Managing conflict and aggression through communication.
- First Aid, CPR, incident management, occupational health and safety
- Parking and traffic management and enforcement
- Firearms and bolt gun use and safety
- Defensive Driving skills
- Prosecution processes including investigations
- Report and Letter writing
- Maintenance of in-house record keeping databases
- Managing stress

### Our Current Activities

The CSOs are responsible not only for animal management in the municipality, they are responsible for traffic management functions, school crossing administration, emergency assistance, special event support, fire prevention, and local laws. Prior to July 2018 CSU members had specific roles and a dedicated parking officer. This led to difficulties in covering leave and also impacted on ranger fatigue. The CSU is now managed so that the four CSOs, while having responsibility for specific areas within the unit, complete all duties of the unit. The four CSOs are now further supported by a call centre after hours. The after hours service commenced in January 2018. While there were initial bedding in issues, this service is now working well. These two measures ensure there is coverage for leave and fatigue is reduced.

At Council a variety of in-house and externally provided training, both mandatory and as required, is offered to all CSOs. Industry related seminars and briefings from relevant State departments and associations are attended by CSOs. Due to the different stages of experience and training, training and skill development is approached on a case-by-case tailored basis with each CSO. Training opportunities are raised at team meetings and one-on-one with CSOs by the Coordinator of the Community Safety Unit. Training options are annually reviewed and

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added to performance review documentation for completion. A register of all CSO training is kept and maintained on a regular basis.

### Actions and Evaluation Measures:

The following actions and evaluation measures have been developed to provide for and ensure appropriate training and support to CSOs.

	Action	Timeline	Evaluation Measure	Target 2021
1	Review register of each officer's completed training, along with proposed additional training as aligned with the above required competencies	Annually in June	Register is current.  Register is analysed against competencies.  Proposed training is entered into register and performance plan for CSO	Register is current and has been reviewed and updated annually by no later than June of each year.
2	Secure funding for extraordinary training	Annually in December	Training opportunities and CSO skill gaps assessed annually in June.  Budget bids submitted for any extraordinary training in December of each year.	CSOs have progressively reduced gaps in their skillsets and training.
3	Officer attendance at relevant industry seminars, training and briefings	As offered	CSOs attending a minimum of two industry seminars, training or briefings as offered by State departments and other related organisations.	Register current and has been reviewed and updated annually by no later than June of each year.
4	Allocate a variety of tasks for the CSO to complete during the development period	Ongoing	Tasks allocated  Completion of tasks monitored by Coordinator CSU  Performance Review Documentation capture tasks completed.	CSOs are multi-skilled to ensure coverage for leave and reduce fatigue
5	Establish and maintain an after hours services to triage animal management matters, thereby reducing CSO fatigue	January 2018, Ongoing	Complaints in relation to the after hours service.  CSO days of absence  CSO turnover  Annual review of After Hours service	To have a well-functioning After Hours service, reviewed annually  Complaints as to After Hours Service reduced.  CSO days of absence are reduced.  CSO turnover is minimised

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## Alignment with Strategic Objectives:

As well as being a legislative requirement that Council provides training to ensure Council's CSOs are able to properly administer the legislative framework within which they operate, the actions set out above will meet the following strategic objectives as identified by the community:

- Ensure compliance with the Act, related State legislation and regulations, and local laws  
Ensure best practice training for Council's Community Safety Officers (SO1)
- Ensure best practice training for Council's Community Safety Officers (SO15)
- Minimise Community Safety Officer turnover at Council (SO17)
- Develop and maintain relationships both within and across municipal borders (SO19)

## 10. REGISTRATION AND IDENTIFICATION

### Overview

Animals are identified in the following three ways, they are registered with Council, they are wearing a Council issued tag and they are microchipped. Failing to do any of these three things attracts a fine.

Pet registration is a legal requirement under the Act. Every dog and cat three months of age and over must be registered with Council. Existing registrations must be renewed by 10 April each year.

A proportion of your registration fee goes to Animal Welfare Victoria, Department of Jobs, Precincts and Regions (DJPR). Your registration fee gives you more than just a lost and found service for your pet. It also funds:

- Facilities such as dog parks, dog poo bins and pounds / shelters
- Animal management staff to attend to nuisance complaints, investigate dog attacks, patrol parks/beaches/streets, and collect and return stray animals to owners
- Events such as pet expos and discount microchipping days
- Information such as responsible pet ownership publications, websites, and online courses
- Domestic animal business audits (e.g. to check animal welfare standards in pet shops, breeding facilities, boarding kennels etc.)
- Management of dangerous and restricted breed dogs
- Dog bite prevention education programs for kindergarten and primary school children
- Emergency animal welfare preparedness
- Research into a range of dog and cat welfare issues

Your pet must be microchipped. A microchip is a tiny computer chip about the size of a grain of rice, which has an identification number programmed into it. The microchip is inert, has no battery and uses no energy, and will last for the life of the animal. The microchip is injected under the animal's skin between the shoulder blades and is a simple procedure, which causes no side effects. To identify the animal, a scanner that reads microchip

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numbers is passed over the animal's skin. The scanned number can then be checked against a register, which provides details of the animal's ownership.

A large amount of animals are still reaching the Horsham Rural City Council Pound unregistered and unmicrochipped, which suggests a high number of non-compliant pet owners. Education programs, media, enforcement of the legislation, ease of registering and paying for animals and setting of fees and charges for animal management can influence and encourage animal registration and identification.

### Our Current Activities

Council currently undertakes the following activities to encourage registration and identification of animals in the municipality:

- Registration forms are available from customer service and the HRCC website
- Registrations are paid at the Council office, online or over the phone
- Pensioner discounts available on request (50%)
- A lifetime tag is issued for dogs and cats, and a replacement can be provided if lost
- Renewal notices are generated and mailed to all previously registered animals with payment by BPay an option
- Follow up on all non-renewals with reminder notices, emails, phone calls & door knocks
- Council charges an additional fees for Dangerous / Restricted Breed registration. It may be that this needs to be revisited and the charge removed to encourage registration so Council knows and can inspect the housing requirements for these types of animals. Note Dangerous / Restricted dogs must be micro chipped, de-sexed and housed according to legislation prior to registration.
- Council currently releases media on Facebook, Wimmera Mail Times and the Advertiser regarding responsible pet ownership and the Community Safety Unit maintains the Council website with that information.
- Enforcement of the Act and Regulations:
  - Requiring impounded animals to be microchipped and registered prior to release
  - Issuing notices and/or infringements for animals found unregistered and/or unmicrochipped
  - Conduct park and street patrols to maximise compliance

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## Actions and Evaluation Measures:

The following actions and evaluation measures have been developed to ensure Council maximises the number of dogs and cat registrations within the municipality:

	Action	Timeline	Evaluation Measures	Target 2021
1	<p>CSOs investigate and enforce legislation including:</p> <p>Prosecution / infringement of owners where animal is not registered / registration remains unpaid</p> <p>Not releasing impounded animals unless microchipped and registered with Council and wearing an identification marker as prescribed by the Act</p>	Ongoing	<p>No. of infringements / prosecutions for unregistered pets</p> <p>No. of registered cats and dogs previous year and current year</p> <p>No. of animals impounded without identification previous year and current year.</p>	<p>Year on year percentage increase in registrations and percentage decrease in infringements / prosecution</p> <p>Year on year percentage decrease in no. of unidentified animals impounded</p>
2	Secure funding for programs encouraging registration and identification	Annually in December	<p>Education and other registration drive initiatives assessed annually in June.</p> <p>At least two budget bids are submitted for any initiatives in December of each year.</p> <p>No. of registered cats and dogs previous year and current year</p> <p>No. of animals impounded without identification previous year and current year</p>	<p>At least two programs encouraging registration and identification are delivered each year</p> <p>Year on year percentage increase in registrations and percentage decrease in infringements / prosecution</p> <p>Year on year percentage decrease in no. of unidentified animals impounded</p>
3	Develop a program of media releases that provide information to the community on responsible pet ownership, including the need to register and identify domestic cats and dogs	Ongoing	At least two media releases per year regarding animal the need to register and identify domestic cats and dogs	At least two media releases encouraging registration and identification are delivered each year.
4	Update Council's website with information regarding the need to register and identify domestic cats and dogs	Annually in June and as required	Website current	Website current
5	Review the domestic cat and dog registration and renewal process to streamline the customer experience	June 2021	Customer feedback survey	Survey Completed and learnings actioned.

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6	Review and benchmark Council's fees and charges against other Councils and make recommendations for changes if deemed appropriate	December 2019	Benchmarking exercise of fees and charges undertaken.  Analysis of fees and charges with industry standard completed.	In 2020 -2021 the fees and charges set to encourage registration and identification of animals within the municipality.
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### Alignment with Strategic Objectives:

As well as being a legislative requirement that Council develop programs, services and strategies to encourage the registration and identification of dogs and cats, Council's current practice and the actions set out above will meet the following strategic objectives as identified by the community:

- Ensure compliance with the Act, related State legislation and regulations, and local laws (SO1)
- Promote and encourage responsible domestic animal management (SO2)
- Maximise the welfare of domestic dogs and cats (SO3)
- Maximise dog and cat registration and identification in the municipality (SO6)
- Ensure dangerous dogs, menacing dogs and restricted breed dogs are identified and kept in compliance with the Act and the regulations. (SO7)
- Reduce domestic dog and cat euthanasia rates (SO13)
- Reduce domestic animal overpopulation (SO14)

## 11. NUISANCE

### Overview

With a registered domestic dog and cat population of 5,551 (2018-2019) in the municipality, it is understandable Council experiences a number of cat and dog nuisance complaints per year. Furthermore, pet numbers are likely to increase as population increases. Unless a range of measures are adopted and put into place, nuisance complaints will increase affecting the well-being of the community.

Nuisances in relation to domestic dogs and cats include but are not limited to:

- Dog and cat faeces not cleaned up
- Cats entering another person's yard without invitation
- Cats at large spraying and fighting
- Dogs and cats at large killing native wildlife
- Dogs barking constantly
- Dogs off-leash approaching people or animals, harassing stock or being a hazard on roads
- Noise and smell associated with too many animals being kept at a premise

It is an offence under the Act to allow your cat or dog to be a nuisance. Currently CSOs patrol for, enforce and investigate nuisance pursuant to the Act and the following local laws and Orders of Council:

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**Community Local Law No. 3 - 2011**

- A person in charge of a dog that defecates in a public place must immediately remove the faeces and deposit them as litter in a lawful manner (clause 2.14), penalty \$75.
- A person in charge of a dog in a public place must have in his or her possession the means to collect and dispose of the dog's faeces (clause 2.15), penalty \$50.
- A person in charge of a dog on any road or in any municipal place must ensure that the dog is secured by a chain, cord or leash in any built-up area unless it is an off leash area declared and signposted for that purpose (clause 2.16), penalty \$75.
- A person may unleash a dog in an area designated by Council and signposted for the purpose except that: a person who unleases a dog must keep the dog under effective control; and the provision of this clause does not apply to greyhounds, dangerous dogs or restricted breed dogs in accordance with the Domestic Animals Act 1994 (clause 2.17), penalty \$75.
- An owner or person in charge of a dog must ensure that the dog is muzzled when it is present in or immediately adjacent to the municipal livestock exchange (saleyards) (clause 2.18), penalty \$150.
- Without a permit an owner or occupier of land must not keep or allow to be kept more than 4 different types of animals in any residential or built up area (clause 4.1), \$150.
- Without a permit an owner or occupier of land must not keep or allow to be kept any more in number for each type of animal as is set out in the following table (Part 4):

Type	Less than or equal to 0.4ha	Greater than 0.4ha but less than or equal to 2ha	Greater than 2ha
Dogs (over 3 months old)	2	2	4
Cats (over 3 months old)	3	3	4

- Any animal kept on any land or premises must be housed in a clean, sanitary and inoffensive condition; so not to cause any nuisance, including nuisance associated with noise or smell; in surroundings that are clear of any material that may harbour vermin; to the satisfaction of Council or an Authorised Officer (clause 4.8), \$150.
- An owner or occupier of land on which an animal is housed must ensure that it is adequately fenced so as to prevent any animal escaping the land (clause 4.9) \$150.

**Orders of Council**

- An Order of Council was passed at a Council Meeting on 12 December 1995, and revisited on 16 May 2006, restricting cats to the owner's premises between sunset and sunrise.
- On 4 April 2016 Council Meeting a resolution was passed "That Council retain the no dog status of the Botanic Gardens noting that guide dogs and assistance dogs are an exception to this, and are allowed in the Botanic Gardens"

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## Our Current Activities

The Horsham Rural City Council acknowledges the balance required to maintain public health and wellbeing of affected residents, protect the health and welfare of domestic animals and protecting the environment. Current activities in relation to nuisance include:

- Council enforces and monitors compliance with the legislation and local law relating to nuisance
- Council currently has 18 cat traps which are loaned to residents to reduce the number of feral and nuisance domestic cats. The number of cat trap requested has increased from 33 in 2017 – 2018 to 89 in 2018 – 2019
- Council loans ‘bark control houses’ and provides advice on reducing nuisance barking
- Council’s website is kept up to date with responsible pet ownership information
- Five off-leash dog parks have been established in Horsham to allow dogs to socialised and exercise off-leash
- A pamphlet has been developed for those travelling with dogs through Horsham advising of off-leash parks

## Actions and Evaluation Measures

The following actions and evaluation measures have been developed to ensure Council minimise the number of nuisance domestic dogs and cats within the municipality:

	Action	Timeline	Evaluation Measures	Target 2021
1	Develop a responsible pet ownership pamphlet to be sent out with annual registration renewal	April 2020, Ongoing	Pamphlet developed Pamphlet sent out in April of each year	Sending of pamphlet embedded in animal registration renewal process
2	Develop a program of media releases that provide information to the community on responsible pet ownership, including the need to ensure domestic cats and dogs are not a nuisance and the services the CSU provides	Ongoing	At least two media releases per year regarding animal the need ensure domestic cats and dogs are not a nuisance	At least two media releases providing tips on how reduce nuisance caused by domestic cats and dogs.
3	Update Council’s website with on information on responsible pet ownership, including the need to ensure domestic cats and dogs are not a nuisance and the services the CSU provides	Annually in June and as required	Website current	Website current
4	CSOs investigate and enforce nuisance laws including:	Ongoing	Analysis of no. of infringements / prosecutions for nuisance domestic cats and dogs	Year on year percentage decrease in the no. of complaints

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	Prosecution / infringement of owners where domestic cat or dog is a nuisance		No. of complaints of nuisance previous year and current year  No. of resolved nuisance complaints previous year and current year	Year on year percentage increase in the no. of resolved complaints
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### Alignment with Strategic Objectives:

As well as being a legislative requirement that Council provides programs, services and strategies to minimise the potential for dogs and cats to create a nuisance, Council's current practice and the actions set out above will meet the following strategic objectives as identified by the community:

- Ensure compliance with the Act (SO1)
- Ensure compliance with related legislation and local laws (SO2)
- Promote and encourage responsible domestic animal ownership (SO14)
- Minimise nuisance created by domestic animals (SO9)
- Provide dog free areas for non-animal owners (SO12)

## 12. DOG ATTACKS

### Overview

The public health and well-being implications of dog attacks are significant and there needs to be increased awareness of the risks, particularly in relation to young children. Potential interventions to reduce the incidence of dog attacks vary from strict controls on high-risk breeds to mandatory local laws to keep your dog on-leash in public.

In 2017 – 2018 there were 14 reported and investigated dog attacks in 2018 – 2019 this figure jumped to 38, representing a significant increase. It is likely that this increase is due to a strengthened Community Safety Unit which is more confident to prosecute and media as to dog attacks and prosecutions resulting in a willingness of the community to report dog attacks. However, unless Council is assisted by the community members who adopt a range of measures to prevent dog attacks, dog attacks will continue to impact on the liveability of Horsham.

### Our Current Activities

Horsham Rural City Council takes dog attacks very seriously. The attacks are logged in our CRM system Merit then immediately phoned through to the CSO on duty. Responding to a dog attack is the CSU's most immediate high priority and is done both during business hours and after hours. This quick action often results in CSOs arriving at the scene while the attack is in progress and/or all parties, witnesses and animals, are still present. As a result, evidence can be obtained contemporaneously, such as photographs, statements, and physical evidence. Importantly, the alleged offending animals is in most circumstances safely contained. Following an investigation a brief is prepared and reviewed by Council's in-house prosecutor.

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Depending on the severity of the attack, potential outcomes undertaking the above investigation include:

- Infringements
- Seizure/surrender notices
- Prosecution in a Magistrates Court
- Mediation between parties
- Work with offenders to better house and secure their animal

Futher activities undertaken by Council include:

- Council's website is kept up to date with responsible pet ownership information
- Media releases promote responsible pet ownership. Such messaging includes:
  - Promote and encourage the reporting of dog attacks whether on public or private property
  - Encourage desexing of dogs to reduce aggressive tendencies and wandering at large
  - Issue press releases to local media regarding all dog attack prosecutions to raise awareness in the community of Council's action in order to promote responsible pet ownership
  - Promote the effective confinement and control of dogs
  - Clear signage and easy reference towards all designated off leash areas
  - Promote puppy pre-school and dog socialisation classes
  - Provide community with information on implications for their dog and themselves if the dog attacks a person or animal
- Five off-leash dog parks have been established in Horsham to allow dogs opportunities to socialise and exercise off-leash
- Council has increased visibility of CSOs who conducting random patrols enforcing on-leash laws and communicating with dog owners about the need to keep dogs on lead
- Ensure all dogs being put through the rehoming program are temperament tested and suitable for public safety

## Actions and Evaluation Measures

The following actions and evaluation measures have been developed to ensure Council minimise the number of dog attacks within the municipality:

	Action	Timeline	Evaluation Measures	Target 2021
1	Develop a program of media releases that provide information to the community on responsible pet ownership, including prevention of dog attacks	Ongoing	At least two media releases per year on responsible pet ownership, including prevention of dog attacks	At least two media releases annually providing tips on responsible pet ownership and the prevention of dog attacks.

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2	Update Council's website with information regarding how responsible pet ownership can reduce dog attacks	Annually in June and as required	Website current	Website current
3	CSOs investigate and enforce dog attack offences including:  Prosecution / infringement of owners	Ongoing, Review July 2020	Analysis of no. of infringements / prosecutions for dog attacks  No. of prosecutions  No. of successful prosecutions	Year on year increase in no. of successfully resolved complaints

### Alignment with Strategic Objectives:

As well as being a legislative requirement that Council develop programs, services and strategies to encourage the registration and identification of dogs and cats, Council's current practice and the actions set out above will meet the following strategic objectives as identified by the community:

- Ensure compliance with the Act, related State legislation and regulations, and local laws (SO1)
- Promote and encourage responsible domestic animal ownership (SO2)
- Maximise the rehoming of suitable domestic animals (SO4)
- Ensure dangerous dogs, menacing dogs and restricted breed dogs are identified and kept in compliance with the Act and regulations (SO7)
- Minimise domestic animal attacks (SO8)
- Minimise the harmful effect of domestic pets on native animal populations (SO9)
- Provide access to public and open spaces for dogs and their owners (SO11)
- Provide dog free areas for non-animal owners (SO12)

## 13. DANGEROUS, MENACING AND RESTRICTED BREED DOGS

### Overview

The public health and well-being implications of interactions with dangerous, menacing and restricted dog breeds has resulted in special legislation addressing the identification and control of these particular dogs. Delcarations that a dog is dangerous and menacing generally arises from investigations following a dog attack, however the Council welcomes intelligence from the community as to the location of dangerous, menacing and restricted breed dogs. A Dangerous Dogs Hotline is available 136 186 for residents.

The Act defines restricted breed dogs as any of the following breeds:

- Japanese Tosa
- Fila Brasileiro

- Dogo Argentino
- Perro de Prasa Canario (or Presa Canario)
- American Pit Bull Terrier (or Pit Bull Terrier)

## Our Current Activities

Training for CSOs includes dog breed recognition and dog behavioural training. CSOs are able to provide advice to residents as to the requirements for keeping dangerous, menacing or restricted dog breeds.

All complaints regarding a declared dog or a dog that potentially should be declared, will be thoroughly investigated in accordance with the Act.

Horsham Rural City Council, in accordance with the Act, keeps a register of dangerous, menacing and restricted dog breeds, and provides this information to the Victorian Declared Dog Register (VDDR), a database that records declared dogs for all relevant parties to see. Any dog entered on the VDDR is declared for the life of the animal and cannot be revoked by Council.

As part of day to day operations, CSOs inspect and ensure compliance as to how dangerous, menacing and restricted breed dogs are kept.

Futher proactive activities undertaken by Council include:

- Council's website is kept up to date with responsible pet ownership information
- Media releases promote responsible pet ownership.
- All dogs being put through the rehoming program are temperament tested and suitable for public safety

## Actions and Evaluation Measures

The following actions and evaluation measures have been developed to ensure Council minimise the number of dangerous, menacing and restricted dog breeds within the municipality:

	Action	Timeline	Evaluation Measures	Target 2021
1	CSOs investigate and enforce dog attack offences to consider dangerous or menacing dog declaration following prosecution / infringement of owners	Ongoing	Analysis of no. of infringements / prosecutions for dog attacks  No. of prosecutions  No. of successful prosecutions  No. of dangerous / menacing dog declarations.	Increase in no. of successful complaints

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3	Develop a program of media releases that provide information to the community on responsible pet ownership, including prevention of dog attacks, and notification of what are restricted breed dogs	Ongoing	At least two media releases per year regarding discouraging restricted breed animals and the need for responsible pet ownership	At least two media releases annually providing tips on responsible pet ownership and consequences of keeping restricted, dangerous or menacing dogs
4	Update Council's website with information regarding how responsible pet ownership can reduce dog attacks and notification of what are restricted breed dogs	Annually in June and as required	Website current	Website current

### Alignment with Strategic Objectives:

As well as being a legislative requirement that Council develop programs, services and strategies to effectively identify all dangerous dogs, menacing dogs and restricted breed dogs, Council's current practice and the actions set out above will meet the following strategic objectives as identified by the community:

- Ensure compliance with the Act, related State legislation and regulations, and local laws (SO1)
- Promote and encourage responsible domestic animal ownership (SO2)
- Ensure dangerous dogs, menacing dogs and restricted breed dogs are identified and kept in compliance with the Act and regulations (SO7)
- Minimise domestic animal attacks (SO8)
- Minimise the harmful effect of domestic pets on native animal populations (SO9)

## 14. OVERPOPULATION AND HIGH EUTHANASIA

### Overview

Data collection in 2016-2017 was disrupted due to a number of factors referred to at the outset of the Plan. However the 2017-2018 and 2018-2019 data presents a more stable and reliable data set. Of dogs impounded, 10 – 12% are euthanased and 60 – 74% of impounded cats are euthanased, see raw data set out in the table below. At present Council cannot capture data as to the number of feral cats euthanased compared with domestic cats, however anecdotally a significant percentage of cats impounded and euthanased could be classified as feral. A cat-trapping program of cats in public places known to have a feral cat program in 2018-2019 is the likely reason for the jump from 2017-2018. De-sexing domestic cats and semi-owned cats is a priority for Council in terms of cat control.

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<b>DOGS</b>	<b>2016 / 17</b>	<b>2017 / 18</b>	<b>2018 / 19</b>
Impounded by Council	31	447	424
Returned to Owner	23	343	330
Adopted	3	48	52
Euthanased	7	56	42
<b>CATS</b>	<b>2016 / 17</b>	<b>2017 / 18</b>	<b>2018 / 19</b>
Impounded by Council	16	331	295
Returned to Owner	3	52	37
Adopted	2	81	39
Euthanased	11	198	219

### Our Current Activities

- Microchipping, registration and an identifying marker is actively promoted by Council not only so owners are compliant with the Act, but so pets can be returned to owners
- Desexing of dogs and cats is promoted by a registration fee differential
- Council's website is kept up to date with responsible pet ownership information
- Media releases promote responsible pet ownership.
- All dogs and cats being put through the rehoming program are temperament tested before being considered suitable for public safety
- Cat cages are provided to local residents for trapping cats trespassing on their property and at large after sunset and before sunrise
- Enforcement of the Act local Laws and Council Orders:
  - Microchipping and registration of all impounded animals prior to release to the owner
  - Microchipping, immunisation, registration and desexing of all impounded animals prior to being released for adoption
  - Enforcement of cat curfew between sunset and sunrise
  - Assessing excess animal applications case by case to ensure the best outcome for the entire community

### Actions and Evaluation Measures

The following actions and evaluation measures have been developed by Council to minimise euthanasia of domestic animals and minimise overpopulation of domestic animals.

	<b>Action</b>	<b>Timeline</b>	<b>Evaluation Measures</b>	<b>Target 2021</b>
<b>1</b>	Conduct a review of the data Council collects regarding euthanasias and re-homing and modify Council's data collection	June 2021	Relevant data captured  Analysis conducted and potential actions generated.	Completed and incorporated in the 2021-2025 Plan

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	system to capture feral cat impoundment and euthanasias.			
2	Develop a program of media releases that provide information to the community on responsible pet ownership, including de-sexing of domestic cats and dogs, benefits of a re-homed pet	Ongoing	At least two media releases per year regarding de-sexing of domestic cats and dogs and benefits of a re-homed pet	At least two media releases annually providing tips on responsible pet ownership, benefits to de-sexing of domestic cats and dogs and benefits of a re-homed pet
3	Update Council's website with information regarding how responsible pet ownership, including de-sexing	Annually in June and as required	Website current	Website current
4	Work with existing and emerging re-homing organisations to reduce euthanasias of animals suitable for re-homing	Ongoing	Frequent engagement with re-homing organisations within and outside of the municipality  Euthanasia statistics of domestic cats and dogs previous year compared with current year	Percentage euthanasia rates of domestic cats and dogs reduce year on year
5	Work with State Government as to feral cat management and education opportunities in the Horsham Rural City Council area.	Ongoing	Attendance in relevant forums where feral cat management is discussed, in particular solutions to semi-owned cats.  Management options for Council developed	Completed
6	Secure funding for best practice programs to reduce euthanasia and overpopulation, particular in relation to cats	Annually in December	Budget bids submitted for programs in December of each year.	One program a year aimed to reduce euthanasia rates of domestic cats and dogs and reduce overpopulation of domestic cats and dogs

### Alignment with Strategic Objectives:

As well as being a legislative requirement that Council develop programs, services and strategies to reduce overpopulation and high euthanasia rates for dogs and cats, Council's current practice and the actions set out above will meet the following strategic objectives as identified by the community:

- Ensure compliance with the Act, related State legislation and regulations, and local laws (SO1)
- Promote and encourage responsible pet ownership (SO2)
- Maximise the welfare of domestic dogs and cats (SO3)
- Maximise the rehoming of suitable domestic animals (SO4)
- Encourage effective partnering with community groups to delivery rehoming services (SO5)
- Maximise dog and cat registration and identification within the municipality (SO6)

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- Reduce domestic dog and cat euthanasia rates (SO13)
- Reduce domestic animal overpopulation (SO14)

## 15. DOMESTIC ANIMAL BUSINESSES

### Overview

From 1 July 2019, any person or business who is advertising to sell or give away a dog, cat, puppy or kitten will need to be enrolled on the Pet Exchange Register. Significant changes to the Act have occurred in response to the illegal practice of operating 'puppy farms' where the welfare of animals is often compromised.

Registered Domestic Animal Businesses are required to meet conditions as set out in the Act. In the Horsham municipal area there are four registered Domestic Animal Businesses :

- 1) a local pet shop
- 2) two boarding establishments, and
- 3) a Council owned pound

Council supports and works with registered Domestic Animal Businesses to ensure animal welfare and health is maintained in accordance with the Act. The Council pound must also comply with the Act.

### Our Current Activities

- Provide advice and relevant Codes of Practice to registered Domestic Animal Businesses
- Assist new Domestic Animal Businesses with registration to commence trading
- Educate the community about the Pet Exchange Register and the requirement to provide a source number when selling or giving away a domestic animals
- Enforcement of the Act:
  - Inspect Domestic Animal Businesses, including compliance auditing of the Council owned pound, for compliance with the Act and related legislation, regulations and Codes of Practice
  - Conduct searches for unregistered Domestic Animal Businesses via internet, social media, word of mouth, observations during patrol

The Community Safety Unit continues to work with Animal Welfare Victoria to ensure State government expectations are met in relation to Domestic Animal Business audits and compliance with changes to the Act.

### Actions and Evaluation Measures

The following actions and evaluation measures have been developed by Council to ensure compliance with the Act in relation to domestic animal businesses.

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	Action	Timeline	Evaluation Measures	Target 2021
1	Develop a program of media releases that provide information to the community on Domestic Animal Businesses and identifying illegal Domestic Animal Businesses	Ongoing	At least two media releases per year regarding Domestic Animal Businesses and identifying illegal Domestic Animal Businesses	At least two media releases annually providing tips on responsible pet ownership, Domestic Animal Businesses and identifying illegal Domestic Animal Businesses
2	Update Council's website with information regarding Domestic Animal Businesses	Annually in June and as required	Website current	Website current
3	Work towards compliance with the Act with existing and emerging Domestic Animal Businesses	Ongoing	Frequent engagement with existing and emerging Domestic Animal Businesses  Reduction in illegal advertising of domestic animals  Reduction in domestic animals which are not microchipped, registered and identifiable  Reduction in euthanasia of domestic cats and dogs	Eradication of illegal domestic animal businesses  Local Domestic Animal Buinsessess are compliant
4	Bring annual audits into line with State Government expectations	June 2020	All identified issues documented and actioned	Embedded June 2021

### Alignment with Strategic Objectives:

As well as being a legislative requirement that Council develop programs, services and strategies to managed compliance with the Domestic Animal Business provisions set out in the Act, Council's current practice, and the actions set out above will meet the following strategic objectives as identified by the community below:

- Ensure compliance with the Act, related State legislation and regulations, and local laws (SO1)
- Promote and encourage responsible domestic animal ownership (SO2)
- Maximise the welfare of domestic dogs and cats (SO3)
- Reduce domestic dog and cat euthanasia rates (SO13)
- Reduce domestic animal overpopulation (SO14)
- Operate a pound facility in accordance with best practice (SO16)
- Eradicate unauthorised breeding establishments (SO18)

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## 16. OTHER MATTERS

### Overview

The legislation allows Council's to identify other matters affecting domestic animal management in control in their municipality. The feasibility of a regional pound facility has been discussed with other representatives from our neighbouring councils. These discussions have emerged from the common issue of council's not being able to rehome all suitable animals. It is proposed that a regional pound facility is investigated.

### Actions and Evaluation Measures

The following action and evaluation measures have been developed to address this:

	Action	Timeline	Evaluation Measures	Target 2021
1	In collaboration with our neighbouring councils the feasibility of a regional pound facility is investigated	August 2020	Investigation complete. Findings reported	Feasibility of a regional pound facility is determined

### Alignment with Strategic Objectives:

As well as being a legislative requirement that Council develop programs, services and strategies to manage any other matters related to the management of dogs and cats in the Council's municipal district that it thinks necessary, Council's current practice, and the actions set out above will meet the following strategic objectives as identified by the community below:

- SO3 Maximise the welfare of domestic dogs and cats within the municipality
- SO4 Maximise the rehoming of suitable domestic dogs and cats
- SO5 Encourage effective partnering with community groups to deliver rehoming services
- SO13 Reduce domestic dog and cat euthanasia rates
- SO14 Reduce domestic dog and cat overpopulation
- SO16 Operate and maintain a pound facility in accordance with best practice

## 17. ANNUAL REVIEW OF PLAN AND ANNUAL REPORTING

### Overview

Every Council must review its Plan annually and if appropriate, amend the Plan and consult with and provide documentation Animal Welfare. Further Council must publish an evaluation of its implementation of the Plan

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in Council's annual report. The most significant issue in reporting for animal management is the integrity and relevance of data collected and resourcing of the Community Safety Unit to understand and undertake improvements. Data collection and reporting needs to be reviewed, analysed and improved to effectively demonstrate where Council needs to focus its attention in relation to animal management.

### Our Current Activities

The CSU is transitioning online. While some data can be interrogated electronically, manual counting of records is still required to be done. The CSU provides data to the Local Government Reporting Framework and an evaluation of the implementation of the Plan in Council's annual report. However, implementation of the Plan is behind schedule due to the factors set out under the heading 'Why is the Draft Plan dated 2017-2021?' above.

### Actions and Evaluation Measures

The following actions and evaluation measures have been developed to:

- maximise robustness of data collected for animal management purposes
- ensure an annual review of the Plan and annual reporting and
- prepare the Community Safety Unit so it is adequately resourced to draft the 2022 – 2026 Domestic Animal Management Plan in April of 2021

	Action	Timeline	Evaluation Measures	Target 2021
1	Prepare an annual report template for the Plan	September 2019	Template completed and annexed to the Plan	Template Complete
2	Conduct a review of the data Council collects regarding animal management	June 2021	Relevant data captured  Analysis conducted and potential actions generated.	Completed and incorporated in the 2021-2025 Plan
2	Secure funding for development and consultation for the 2022 – 2026 DAMP	December 2020 as part of the Budget Planning Process	Budget bid submitted for 2021	Budget obtained

### Alignment with Strategic Objectives:

Further to the requirements required by the Act as to reporting and review of the Plan, Council's current practice, and the actions set out above will assist the Community Safety Unit meet in a robustly documented way all of the strategic objectives identified by the community.

## APPENDIX A – SECTION 68A DOMESTIC ANIMALS ACT 1994

**68A Councils to prepare domestic animal management plans**

- (1) Every Council must, in consultation with the Secretary (*of the Department of Primary Industries*), prepare at 4-year intervals a domestic animal management plan.
- (2) A domestic animal management plan prepared by a Council must—
  - (a) Set out a method for evaluating whether the animal control services provided by the Council in its municipal district are adequate to give effect to the requirements of this Act and the regulations; and
  - (b) Outline programs for the training of authorised officers to ensure that they can properly administer and enforce the requirements of this Act in the Council's municipal district; and
  - (c) Outline programs, services and strategies which the Council intends to pursue in its municipal district—
    - (i) To promote and encourage the responsible ownership of dogs and cats; and
    - (ii) To ensure that people comply with this Act, the regulations and any related legislation; and
    - (iii) To minimise the risk of attacks by dogs on people and animals; and
    - (iv) To address any over-population and high euthanasia rates for dogs and cats; and
    - (v) To encourage the registration and identification of dogs and cats; and
    - (vi) To minimise the potential for dogs and cats to create a nuisance; and
    - (vii) To effectively identify all dangerous dogs, menacing dogs and restricted breed dogs in that district and to ensure that those dogs are kept in compliance with this Act and the regulations; and
  - (d) Provide for the review of existing orders made under this Act and local laws that relate to the Council's municipal district with a view to determining whether further orders or local laws dealing with the management of dogs and cats in the municipal district are desirable; and
  - (e) Provide for the review of any other matters related to the management of dogs and cats in the Council's municipal district that it thinks necessary; and
  - (f) Provide for the periodic evaluation of any program, service, strategy or review outlined under the plan.
- (3) Every Council must—
  - (a) Review its domestic animal management plan annually and, if appropriate, amend the plan; and
  - (b) Provide the Secretary with a copy of the plan and any amendments to the plan; and
  - (c) Publish an evaluation of its implementation of the plan in its annual report.

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HRCC - EVALUATION TOOL ACTION ITEM UPDATE

APPENDIX 9.9A

Actions	Lead Agency	Expected Completion	Status	Progress Update/Comment	Partners	Role of Council
<b>1. Increasing healthy eating and active living</b>						
<b>Objective 1 - To increase healthy eating options (food and beverage) in the community</b>						
Develop and promote a Healthy Eating Charter (linking, where appropriate, with existing programs such as the Heart Health Project	HRCC	2021	Not commenced	Informal policy in place. Action re-assigned	YMCA, WHCG, Wimmera PCP, DHHS, GGAC, Parks Victoria, GCH	Deliver
Install and promote bottle filling stations as water fountains are replaced	HRCC	Ongoing	Commenced	Approx 4 bottle filling stations have been installed. This is a costly exercise and budget was re-allocated when addressing the lead contamination issue. However, it will continue to be ongoing as long as budget allocated.		Deliver
<b>Objective 2 - To increase opportunities for participation in physical activity</b>						
Support and promote active living programs and ensure diversity in offerings to cater for all needs and groups	HRCC	Ongoing	Commenced	Ongoing work through partner agencies e.g. Walk to School with WHCG, Park Run organised by Community members. Ride to School initiative will have decals installed on paths for 2019 program. Horsham is the first town where all primary schools have participated.	YMCA, WRSA, Oasis Wimmera, Wimmera Pride, Nexus, WHCG, GCH, GGAC, Community groups, U3A, schools	Advocate/Partner
Finalise the Open Space Strategy for the municipality (Phase 1 being the implementation of the Wimmera River	HRCC	2020	Commenced	Draft being developed.	Community	Deliver
Advocate for public transport connections to allow community to access facilities and open spaces	HRCC	Ongoing	Commenced	Public Transport Victoria have finalised new bus routes which will be introduced in January 2020	Regional Transport Group	Advocate
Develop and maintain footpaths and walking and bike trails with particular focus on key precinct linkages to promote	HRCC	Ongoing	Commenced	Open Space Strategy to address and currently Bicycle Advisory	VicRoads, HRCC Bike Advisory	Deliver/Partner
Support recreation activities in natural environment spaces including rivers, lakes and major trails across municipality	HRCC	Ongoing	Ongoing	Ongoing - Deliveries to date include: Bush kinder option introduced for	Parks Victoria, DEWLP	Deliver/Partner

<b>2. Reducing Harmful alcohol and drug use</b>						
<b>Objective 1: To reduce alcohol consumption and minimise harm associated with the misuse of alcohol and other drugs</b>						
Deliver Stage 2 of the Alcohol Culture Change Program	HRCC	2019	Completed	Completed/Project chosen by VicHealth for replication	VicHealth, Project Partners, Victoria Police	Deliver
Partner with programs to promote a family-friendly culture at events (e.g. sporting events)	HRCC	Ongoing	Ongoing	Ongoing	Wimmera Drug Action Taskforce,	Partner
Create new, and renew, license agreements with a focus on a positive alcohol culture (e.g. time allowed in facility at night, cost of alcohol) and provide a reward program in	HRCC	Ongoing	Ongoing	Commenced - ground work starting with audit of facilities. Policies to follow. Timing to be 2019.	Community groups, WRSA, Wimmera Drug	Deliver
Advocate for an alcohol and drug rehabilitation clinic in Horsham	HRCC	Ongoing	Ongoing	Re-evaluate in 2019. Has been captured in Youth Strategy.	Wimmera Drug Action Taskforce, Uniting Wimmera, Victoria Police WHCG, GCH	Advocate
<b>3. Improving Mental Health</b>						
<b>Objective 1 - To increase social cohesion and resilience in the community</b>						
Support and promote activities and events that build community resilience and social networks for all groups	HRCC	Ongoing	Ongoing	Ongoing - have been promoting via social media and other sources.	WHCG, Wimmera PCP, community groups, GGAC, GCH	Partner/Advocate
Deliver the My Community Directory	Wimmera PCP	2018	Completed	Completed	Centre for Participation, Wimmera PCP, GGAC	Deliver
Deliver the age friendly Community Project	HRCC	2018	Completed	Completed - Implementation Plan has been developed and is being implemented.	Community groups, Centre for Participation, Wimmera PCP, GCH	Deliver
Review Welcome Packs to ensure they are inclusive	HRCC	2018	Completed	Updates were completed for distribution to new Doctors. Timeframe and extent of review to be discussed with both Economic and Community Development.	Community groups, BGLC, Wimmera Pride, Aboriginal Advisory Group, WHCG, Wimmera PCP	Deliver

**HRCC - EVALUATION TOOL ACTION ITEM UPDATE**

**APPENDIX 9.9A**

Develop, maintain and promote facilities and open spaces as a venue for social connection for all including delivering on the CBD revitalisation project	HRCC	Ongoing	Ongoing	Ongoing - Wimmera Improvement Project - (CAD) revitalisation project. City to River Project lead by Economic	Community, community groups, GCH	Partner
Develop the Youth Strategy	HRCC	2018	Completed	Completed.	Young People, Youth Services	Deliver
<b>4. Preventing family violence</b>						
<b>Objective 1 - Improve awareness and knowledge of violence against women</b>						
Implement the Act@Work program within Council and support the 'Communities of Respect and Equality' (CORE) plan	HRCC	Ongoing	Ongoing	Ongoing - Gender Equity in Community Engagement project has commenced	CORE members	Deliver
Lead and partner on public initiatives	Women's Health	Ongoing	Ongoing	Ongoing, CORE Leading Change luncheon being organised	Women's Health Grampians,	Partner/Advocate
Advocate for a family violence support and safety hub in Horsham	HRCC	Ongoing	Ongoing	On Election and Advocacy Platform - Uniting taking lead in this space	Victoria Police, Uniting Wimmera, Women's Health Grampians, Grampians Community Health, WHCG	Advocate
<b>Objective 2 - Address key drivers of gender inequality leading to violence against women</b>						
Develop and implement council gender equality strategy, policy and procedures	HRCC	2021 (review timeframe)	Ongoing	Appointed position	Women's Health Grampians	Deliver
Ensure the design of council facilities and open spaces considers access, lighting, entrapment points and passive surveillance so they are family friendly and meet the needs	HRCC	Ongoing	Ongoing	Has been included into the project management framework to become business as usual	Community, Women's Health Grampians	Deliver
<b>5. Improving sexual and reproductive health</b>						
<b>Objective 1 - To improve access to information and increase awareness and knowledge around safe sexual practices and services</b>						
Conduct focus groups with diverse participants to investigate root cause of statistics	Women's Health Grampians	2018	Ongoing	Use Youth Strategy focus group data to plan for this (Should be lead by Women's Grampians Health)	Women's Grampians Health (Lead), Uniting Care, WHCG, Nexus, GGAC	Partner
Advocate for the provision of locally based sexual health services and outreach programs	Women's Health Grampians	Ongoing	Ongoing	Highlighted in Youth Strategy including sexual health advocator for young people, WHG leading this. .	WHG, WHCG, Uniting Wimmera, Wimmera Pride, Headspace, GCH	Advocate

**HRCC - EVALUATION TOOL ACTION ITEM UPDATE**

**APPENDIX 9.9A**

Inform the community about sexual health services available and how to access them	Women's Health Grampians	Ongoing	Ongoing	My Community Directory used and this action will be part of work above/youth strategy (Should be lead by Women's Grampians Health)	WHG, WHCG, Uniting Wimmera, Wimmera Pride, Headspace, GCH	Deliver/Partner
<b>6. Improving early years outcomes</b>						
<b>Objective 1 - Improve opportunities for participation and connection with services for parents</b>						
Deliver the Kalkee Rd Children's and Community Hub (KRCCH)	HRCC	Apr-18	Completed	COMPLETE	Early childhood providers, HDKA, local agencies	Deliver
Utilise the KRCCH to strengthen links between Maternal Child and Health Nurses (MCHN) with other service providers and to support transition between service providers	HRCC	Ongoing	Ongoing	Ongoing now HUB delivered	MCHN, Hub service providers, WHCG,GGAC	Deliver/Partner
Provide and promote a range of spaces for parents to meet and provide info that supports and connects parents (HUB and open spaces)	HRCC	Ongoing	Ongoing	Supported playgroups in place and also being used by Uniting and Goolum Goolum. Open Space Strategy will address as well.	Uniting Wimmera, Early Years Planning Committee	Deliver/Partner
<b>Objective 2 - Improve learning and development of young children aged 0-6 years</b>						
Develop principles of 0-6 years programs within council operated areas (e.g. KRCCH, Town Hall, Aquatic Centre, Indoor Stadium and Library) including programs that focus on promoting connection with nature	HRCC	2019	Ongoing	Review of Early Years Plan commencing Oct 18	HDKA, DET, Uniting Wimmera	Partner
	HRCC	2020	Ongoing	Review of Early Years Plan commencing Oct 18	Early Years Planning Committee	Partner
<b>7. Strengthening education and economic development</b>						
<b>Objective 1 - to profile Horsham as a place to do business and generate new business opportunities</b>						
Implement HRCC Economic Development strategy and ensure health and wellbeing priorities are reflected	HRCC	2020	Ongoing	Ongoing Actions include maintaining a cafe presence at the Horsham Regional Livestock Exchange as this facilitates peer support in the farming community.	Business Horsham, WDA, community	Deliver
Develop and promote the municipality's key tourism and events attractions with particular focus on unique natural	HRCC	Ongoing	Ongoing	Nati Fring Festival promoted state wide to promote local artists and	Parks Victoria, RDV, Sports and	Deliver/Partner
Advocate for supporting infrastructure (rail, road, internet, bus routes)	HRCC	Ongoing	Ongoing	Rail has been the primary advocacy. Now will focus on integrated transport strategy. New Horsham bus routes finalised	Public Transport Victoria	Advocate

**HRCC - EVALUATION TOOL ACTION ITEM UPDATE**

**APPENDIX 9.9A**

Develop relationships with businesses (new and current) to ensure business retention and attraction to the area	HRCC	Ongoing	Ongoing	Ongoing - part of Horsham Town Hall strategy there will be crossover with businesses. Business engagement through a variety of channels is taking place; face to face, workshops, referrals and workshops. Development of a business to business web platform (Localised) has been facilitated and close working relationships with industry groups maintained.	Business Horsham, WDA, community	Advocate/Partner
Prepare a Healthy Design Local Planning Policy for inclusions into Clause 22 of the Horsham Planning Scheme; require new developments to meet healthy design guidelines	HRCC	Ongoing	Ongoing	Two new staff members in planning (Joel and Justine). Will provide next steps and update no later than October 2019	WDA, Business Horsham, community	Deliver
Education: Advocate for, and support organisations to promote, lifelong learning	HRCC	Ongoing	Ongoing	Ongoing - support community organisations through grants.	U3A, Centre for Participation, Fed	Advocate/Partner
Education: Support mentoring programs and continue traineeships and work placements within HRCC	HRCC	Ongoing	Ongoing	Ongoing - continued indigenous traineeships and Skillinvest trainees	WDA, Skillinvest, Centre for	Deliver/Partner

**1. Increasing healthy eating and active living**

**Objective 1 - To increase healthy eating options (food and beverage) in the community**

Indicator	Statistic Quoted in Plan	Target	Next update	Other Resources
The number of people meeting the vegetable consumption guidelines	9.20%	1-5% Increase	2020	<a href="https://hns.dhs.vic.gov.au/3netapps/vhisspublicsite/Report.aspx?LocationType=LGA&amp;LocationID=32&amp;LocationName=Horsham%20(RC)&amp;Sex=P&amp;AgeGroupIDs=0&amp;Income=None&amp;ReportYear=2014&amp;ReportYearIDs=26&amp;ShowNote=1&amp;ReportID=85">https://hns.dhs.vic.gov.au/3netapps/vhisspublicsite/Report.aspx?LocationType=LGA&amp;LocationID=32&amp;LocationName=Horsham%20(RC)&amp;Sex=P&amp;AgeGroupIDs=0&amp;Income=None&amp;ReportYear=2014&amp;ReportYearIDs=26&amp;ShowNote=1&amp;ReportID=85</a>
The number of people meeting the fruit consumption guidelines	47.50%	1-5% Increase	2020	
Proportion of people who consume sugar-sweetened soft drink daily	14.40%	5-10% Decrease	2020	
<b>Objective 2 - To increase opportunities for participation in physical activity</b>				
Indicator	Statistic Quoted in Plan	Target	Next update	Other Resources
Proportion of people participating in organised physical activity	24.50%	1-5% Increase	2020	Horsham LGA Profile, VicHealth Indicators Survey, 2015 Results
Proportion of people who are sufficiently physically active	48.50%	1-5% Increase		Horsham LGA Profile, VicHealth Indicators Survey, 2015 Results
Proportion of people who are overweight/pre-obese	26.60%	1-5% Decrease	2020	<a href="https://hns.dhs.vic.gov.au/3netapps/vhisspublicsite/Report.aspx?LocationType=LGA&amp;LocationID=32&amp;LocationName=Horsham%20(RC)&amp;Sex=P&amp;AgeGroupIDs=0&amp;Income=None&amp;ReportYear=2014&amp;ReportYearIDs=26&amp;ShowNote=1&amp;ReportID=106">https://hns.dhs.vic.gov.au/3netapps/vhisspublicsite/Report.aspx?LocationType=LGA&amp;LocationID=32&amp;LocationName=Horsham%20(RC)&amp;Sex=P&amp;AgeGroupIDs=0&amp;Income=None&amp;ReportYear=2014&amp;ReportYearIDs=26&amp;ShowNote=1&amp;ReportID=106</a>

**2. Reducing Harmful alcohol and drug use**

**Objective 1: To reduce alcohol consumption and minimise harm associated with the misuse of alcohol and other drugs**

Indicator	Statistic Quoted in Plan	Target	Next update	Other Resources
Proportion of adults who consume alcohol at increased lifetime risk of harm	62.30%	1-5% decrease	2020	<a href="https://hns.dhs.vic.gov.au/3netapps/vhisspublicsite/Report.aspx?LocationType=LGA&amp;LocationID=32&amp;LocationName=Horsham(RC)&amp;Sex=P&amp;AgeGroupIDs=0&amp;Income=None&amp;ReportYear=2014&amp;ReportYearIDs=26&amp;ShowNote=1&amp;ReportID=127">https://hns.dhs.vic.gov.au/3netapps/vhisspublicsite/Report.aspx?LocationType=LGA&amp;LocationID=32&amp;LocationName=Horsham(RC)&amp;Sex=P&amp;AgeGroupIDs=0&amp;Income=None&amp;ReportYear=2014&amp;ReportYearIDs=26&amp;ShowNote=1&amp;ReportID=127</a>
Treatment episodes of care rates (per 10,000 population) for alcohol for 0-14 yrs and 15-24 yrs age groups	0-14: 26.4 15-24: 125.3	5-10% decrease		
Rate of prescription drug-related ambulance attendances (per 10,000 population)	23.3	5-10% decrease	Yearly	Population Health and Wellbeing Profile 2016
Rate of illicit drug-related ambulance attendances (per 10,000 population)	10.7	1-5% decrease	Yearly	<a href="http://amboadstats.org.au/VicLGA/">http://amboadstats.org.au/VicLGA/</a>

**3. Improving Mental Health**

**Objective 1 - To increase social cohesion and resilience in the community**

Indicator	Statistic Quoted in Plan	Target	Next update	Other Resources
People with lifetime prevalence of depression and/or anxiety	19.80%	1-5% decrease	2020	Department of Health and Human Services 2014, Victorian Population Health Survey 2011-12 Survey findings (Wimmera PCP Population Health & Wellbeing Profile p.152)
Perceptions of Neighbourhood - proportion of people who agree people are willing to help each other	83.50%	1-5% increase	2020	Horsham LGA Profile, VicHealth Indicators Survey, 2015 Results
Proportion of people who can definatley get help from friend, family and/or neighbours when needed	89.60%	1-5% increase	2020	Horsham Community Indicators, <a href="http://www.communityindicators.net.au/wellbeing_reports/horsham">http://www.communityindicators.net.au/wellbeing_reports/horsham</a>
Community acceptance of diverse cultures	42.40%	5-10% increase	-	This is a 2011 statistic, it is no longer included in VicHealth survey

**4. Preventing family violence**

**Objective 1 - Improve awareness and knowledge of violence against women**

Indicator	Statistic Quoted in Plan	Target	Next update	Other Resources
Family Violence Incident rate per 10,000 population	2,730.60	10-15% decrease	annual	<a href="http://victorianwomenshealthatlas.net.au/#/atlas/Violence%20Against%20Women/V/Family%20Violence/V_04/2016%20Rate%20(per%201000)/102/F/all/F/false">http://victorianwomenshealthatlas.net.au/#/atlas/Violence%20Against%20Women/V/Family%20Violence/V_04/2016%20Rate%20(per%201000)/102/F/all/F/false</a>
<b>Objective 2 - Address key drivers of gender inequality leading to violence against women</b>				
Indicator	Statistic Quoted in Plan	Target	Next update	Other Resources
Perceptions of safety - Proportion of people who feel safe walking alone during the day	92.20%	1-5% increase	2020	Horsham LGA Profile, VicHealth Indicators Survey, 2015 Results
Perceptions of safety - Proportion of people who feel safe walking alone after dark	54.40%	5-10% increase	2020	Horsham LGA Profile, VicHealth Indicators Survey, 2015 Results

**5. Improving sexual and reproductive health**

**Objective 1 - To improve access to information and increase awareness and knowledge around safe sexual practices and services**

Indicator	Statistic Quoted in Plan	Target	Next update	Other Resources
The number of live births to women aged under 19 year (per 1,000 women in this age group)	27.1	10-15% decrease		
The number of females and males who were diagnosed with Chlamydia per 10,000 persons	F:44.09 M:12.97	10-15% decrease	2020	Victorian Notifiable Infectious Diseases Surveillance database, DH, 2015, Data Year Period 2013-2014

**6. Improving early years outcomes**

**Objective 1 - Improve opportunities for participation and connection with services for parents**

Indicator	Statistic Quoted in Plan	Target	Next update	Other Resources
Percentage of children developmentally vulnerable on one or more domains	25.10%	1-5% decrease	2020	<a href="http://victorianwomenshealthatlas.net.au/#!/atlas/Sexual%20and%20Reproductive%20Health/SRH/Teenage%20fertility/SRH_06/Rate%20(Count%20per%201000)/6/F/all/F/false">http://victorianwomenshealthatlas.net.au/#!/atlas/Sexual%20and%20Reproductive%20Health/SRH/Teenage%20fertility/SRH_06/Rate%20(Count%20per%201000)/6/F/all/F/false</a>

**Objective 2 - Improve learning and development of young children aged 0-6 years**

Indicator	Statistic Quoted in Plan	Target	Next update	Other Resources
Percentage of children developmentally vulnerable on two or more domains	18.00%	1-5% decrease	2020	<a href="http://victorianwomenshealthatlas.net.au/#!/atlas/Sexual%20and%20Reproductive%20Health/SRH/Chlamydia/SRH_02/2014%20Rate%20(per%2010,000)/38/F/all/F/false">http://victorianwomenshealthatlas.net.au/#!/atlas/Sexual%20and%20Reproductive%20Health/SRH/Chlamydia/SRH_02/2014%20Rate%20(per%2010,000)/38/F/all/F/false</a>

**7. Strengthening education and economic development**

**Objective 1 - to profile Horsham as a place to do business and generate new business opportunities**

Indicator	Statistic Quoted in Plan	Target	Next update	Other Resources
Number of new businesses opening in Horsham	N/A	1-5% increase		<a href="http://stat.abs.gov.au/itt/r.jsp?RegionSummary&amp;region=215011388&amp;dataset=ABS_REGIONAL_ASGS&amp;geoconcept=REGION&amp;datasetASGS=ABS_REGIONAL_ASGS&amp;datasetLGA=ABS_NRP9_LGA&amp;regionLGA=REGION&amp;regionASGS=REGION">http://stat.abs.gov.au/itt/r.jsp?RegionSummary&amp;region=215011388&amp;dataset=ABS_REGIONAL_ASGS&amp;geoconcept=REGION&amp;datasetASGS=ABS_REGIONAL_ASGS&amp;datasetLGA=ABS_NRP9_LGA&amp;regionLGA=REGION&amp;regionASGS=REGION</a>
Number of full time jobs created	N/A	1-5% increase		<a href="http://stat.abs.gov.au/itt/r.jsp?RegionSummary&amp;region=215011388&amp;dataset=ABS_REGIONAL_ASGS&amp;geoconcept=REGION&amp;datasetASGS=ABS_REGIONAL_ASGS&amp;datasetLGA=ABS_NRP9_LGA&amp;regionLGA=REGION&amp;regionASGS=REGION">http://stat.abs.gov.au/itt/r.jsp?RegionSummary&amp;region=215011388&amp;dataset=ABS_REGIONAL_ASGS&amp;geoconcept=REGION&amp;datasetASGS=ABS_REGIONAL_ASGS&amp;datasetLGA=ABS_NRP9_LGA&amp;regionLGA=REGION&amp;regionASGS=REGION</a>
Proportion of young people (15-19 years) engaged in full time education and/or work	76%	5-10% increase		<a href="http://stat.abs.gov.au/itt/r.jsp?RegionSummary&amp;region=215011388&amp;dataset=ABS_REGIONAL_ASGS&amp;geoconcept=REGION&amp;datasetASGS=ABS_REGIONAL_ASGS&amp;datasetLGA=ABS_NRP9_LGA&amp;regionLGA=REGION&amp;regionASGS=REGION">http://stat.abs.gov.au/itt/r.jsp?RegionSummary&amp;region=215011388&amp;dataset=ABS_REGIONAL_ASGS&amp;geoconcept=REGION&amp;datasetASGS=ABS_REGIONAL_ASGS&amp;datasetLGA=ABS_NRP9_LGA&amp;regionLGA=REGION&amp;regionASGS=REGION</a>

Our Reference: :KOB:kn

Rosie Thomas  
Senior Advisor - Prevention and Health Promotion  
Department of Health and Human Services  
rosie.thomas@dhhs.vic.gov.au

### **Municipal Public Health and Wellbeing Plan Annual Review Completion**

Dear Rosie,

Horsham Rural City Council is pleased to confirm the 2019 Annual Review of the 2017-2021 Health and Wellbeing Plan is complete.

2019 saw a number of achievements for Council including:

- Completion of a range of projects including delivery of the Age Friendly Community Project and Implementation Plan, Youth CAN project and development of the Youth Strategy and the Early Years Plan (which are now both entering implementation mode).
- The large number of cultural offerings to the community including the Karen New Year celebrations, Cultural Diversity Week celebrations, NAIDOC Week art exhibitions at the Horsham Regional Art Gallery and Horsham Town Hall and the HRCC Reconciliation Action Plan was launched as part of Reconciliation Week.

The annual review determined there is no change required to the Plan and Council now looks toward 2020 and the continued delivery of the Plan. 2020 will see a focus on:

- Sexual and Reproductive Health Priority Area by the initiation of a working group and will be delivered through the Youth Strategy implementation in partnership with Women's Health Grampians.
- Continuing the discussion to incorporate the Health and Wellbeing Plan into the Council Plan – this will need to be commenced 2020.

For further information, please contact Michelle Rethus, Community Wellbeing Strategic Projects Officer via email at [michelle.rethus@hrcc.vic.gov.au](mailto:michelle.rethus@hrcc.vic.gov.au)

Yours faithfully

Kevin O'Brien  
**Director, Community Wellbeing**



# **Horsham Rural City Council Community Inclusion Plan 2019-2022**

**Draft for Public Comment**

DRAFT

### **Acknowledgement of Country**

The Horsham Rural City Council acknowledges the five Traditional Owner groups of this land; the Wotjobaluk, Wergaia, Jupagalk, Jaadwa and Jadawadjali people.

We recognise the important and ongoing place that all Indigenous people hold in our community.

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

### **Accessibility**

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**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](mailto:council@hrcc.vic.gov.au)  
W: [www.hrcc.vic.gov.au](http://www.hrcc.vic.gov.au)

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## Message from the Mayor



I am proud to present Horsham Rural City Council Community Inclusion Plan 2019-2022.

This is Council's third disability action plan, and continues our commitment to making Horsham a great place to live, study, raise families and work for everybody, regardless of ability, gender and/or age.

I believe our region is a great place to live, however I also recognise the challenges that living in a regional city can create for people with disabilities, their families and carers. These include access to services, meaningful employment opportunities, access to leisure and recreation, participation in community and civic life and transport.

Our Community Inclusion Plan has developed actions to remove these barriers and promote working together to make access and inclusion everybody's business.

Since our last Plan there has been an increased focus on access and inclusion, particularly with the introduction of the National Disability Insurance Scheme (NDIS). The introduction of Universal Design Principles has also increased access and inclusion in the built environment.

On behalf of the Horsham Rural City Council, we look forward to working with our community, local businesses and organisations in making sure that Horsham is a welcoming, accessible, inclusive and vibrant community to live, work, study and play in.

Cr Mark Radford Mayor  
Horsham Rural City Council

## Definitions

**Access-** refers to the removal of barriers and is generally used to describe outcomes. For example, an accessible toilet is one which is modified in a way in which all members of the community can use the facility regardless of their level of ability or disability

**Access and Inclusion-** are principles based on all aspects of the Disability Discrimination Act. They ensure that no-one is discriminated against directly or indirectly through the actions or inactions of Council. It also includes equitable access and inclusion within the Council to facilities, services and employment. This approach recognises that planning, development and implementation for these areas needs to include the whole community regardless of levels of mobility, disability, age and /or gender

**Advocacy** – A political process by an individual or group which aims to influence public policy and resource allocation decisions within political, economic and social systems and institutions.

**Alternative Formats** – Use of different communication formats (e.g., large print, different font, audio, etc) that allows people with disabilities to access information in a manner other than how the format was originally delivered.

**Auslan-** (Australian Sign Language) is the recognised language of the Australian Deaf Community. It is a visual spatial language represented through hand movements known as “signs”, facial expression and body language.

**Accessible Parking Permit-** are currently referred to as Disability Parking Permit. It is a state wide scheme (Department of Transport) administered locally by local councils. Permits are issued by local governments to people with a medical condition that severely affects their mobility, enabling them to park in designated disability parking areas.

**Changing Places**– Accessible toilets with extra features and more space including: a height adjustable adult-sized changing bench, a tracking hoist system, space and a safe and clean environment.

**Companion Cards** – Available for people with a significant permanent disability who always need a companion to provide attendant care type support in order to participate at community venues and activities.

**Community Group** – A group that shares common characteristics or interests.

**Deaf Access-** is a Victorian State Government funded (Department of Human Services and Health) project that works in partnership with local government local groups, organisation, business and the broader community to develop new ways of including people with a disability in the life of the community

**Disability (Access to Premises -Building) Standards** – These standards aim to provide the building and design sector with certainty that they can design and construct buildings in a way that meets their responsibilities under the Disability Discrimination Act.

**Equity-** The goals of equity are to create conditions that allow all to reach their full potential. In short, equity creates a path from hope to change.

**Hearing Loop or Hearing Augmentation System** – An aid for people with a hearing impairment. A loop of cable around a designated area (usually a room or building) which generates a magnetic field picked up by a hearing aid.

**Inclusion-** Empowering access to opportunity, addressing structural inequalities, tackling unconscious bias and developing inclusive organisations.

**Information, Linkages and Capacity Building Program (ILC)** -is a grant program delivered on behalf of the National Disability Insurance Agency to support the implementation of the NDIS and promote inclusion of people with disabilities within the broader community.

**International Day of People with a Disability (IDPWD)** –Is a United Nations sanctioned day that is celebrated internationally. It aims to increase public awareness, understanding and acceptance of people with disability and celebrate their achievements and contributions.

**LGBTIQ+**- Understanding and using the language and terminology associated with the lesbian, gay, bisexual, transgender, gender diverse, intersex and queer (LGBTIQ+) communities helps to ensure that services and organisations are inclusive and respectful.

**Lived Experience** - Is the knowledge and understanding you get when you have lived through something.

**Local Council Grants** – Grants provided by Council to community groups and organisations to fund community projects.

**National Disability Insurance Scheme (NDIS)**-The NDIS provides funding and support for anyone who acquire or are born with a significant and ongoing disability to identify their goals and aspirations and provide them with the support they need to help them reach their full potential. The introduction of the NDIS has changed the role Council plays in supporting people with a disability to access services and programs.

**Neurodiversity-** is the concept that humans do not come in a one-size-fits-all neurologically “normal” package. It recognizes that all variations of human neurological function, such as autism, need to be respected as just another way of being

**Ordinary life-** Ordinary life means that everyone in the community has the same life opportunities available for them regardless of their barriers.

**Plain English** – Clear straightforward expression, using only as many words as are necessary. It is a language that avoids obscurity, inflated vocabulary and convoluted sentence construction.

**Public Meetings** – Meetings arranged by Council that are open to members of the public and encourage community feedback.

**Reasonable Adjustment Policy** – A policy that aims to remove barriers preventing people with a disability from fully integrating into the workplace.

**Service Provider** – An organisation that provides goods, facilities or services to the public.

**Support** – To agree with an idea, group or person and to provide assistance because you want them to succeed.

**Universal Design Principles** – The design of products and environments to be usable to the greatest extent possible by people of all ages and abilities, without the need for adaption or specialised design

## Access Signs and Symbols

International  
Wheelchair Symbol



Accessible Unisex  
Toilet (left handed)



Assistive Hearing  
Device  
(hearing loop and 'T'  
switch)



Closed Captioning



Large Print Symbol



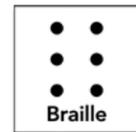
Low Vision



Clear Directional  
Signage



Braille available



## Introduction

Access, inclusion and participation in community and civic life are fundamental human rights.

One in five Australians live with disability. Primary carers are more likely than non-carers to live with a disability<sup>1</sup>. Disability adversely impacts on a person's ability to earn income and people with a disability of working age are approximately 30 per cent less likely to be in employment in comparison to people without disability:

*Due to unconscious bias, many people with disability face barriers in the workplace. As a result, the unemployment rate for people with disability is twice that of the general population<sup>2</sup>.*

The Introduction of the National Disability Insurance Scheme (NDIS) has seen a significant shift in the provision and delivery of disability services and programs. While challenges with NDIS continue to be experienced, especially in areas of the Wimmera, the NDIS shift of focus to inclusion, empowerment and the opportunity to live ordinary lives is welcomed.

Council has a critical role in increasing access and inclusion for Horsham in its role as a civic leader, community planner, infrastructure builder, policy leader and service provider. While Council has a key role in developing this Plan, it is also everybody's responsibility.

The Community Inclusion Plan (CIP) 2019-2022 sees Council broaden the scope from a focus on disability to one of community inclusion, to support the vision of making Horsham municipality *a vibrant, inclusive community to live, work, play and invest*.

The CIP sets out Council's vision over the next four years that include six principles that establish Council's focus and priority action areas:

1. **Participation:** Maximise participation of all in Council's and Community activities
2. **Equity:** Ensure equitable access to all Council services
3. **Adaptability:** Ensure the built environment is designed for flexibility and to be usable to the greatest extent possible by people of all ages and abilities, without the need for adaption or specialised design in its use over time
4. **Inclusion:** Empowering access to opportunity, addressing structural inequalities, tackling unconscious bias and developing inclusive organisations.
5. **Advocacy:** Advocate on behalf of people with a disability, their families and carers about their needs, and about issues impacting upon their ability to live a life they value.
6. **Celebrate:** Celebrate and champion examples of community inclusion

## Disability

A disability is any impairment of a physical, intellectual, psychiatric, neurological or sensory nature (*Disability Discrimination Act 1992*). Disability can be either temporary or permanent and something that is acquired or present from birth.

While traditional definitions of disability focus on restriction or lack of ability on the part of an individual, Horsham Rural City Council (Council) approach to inclusion uses a social model of disability.

<sup>1</sup> Australian Bureau of Statistics (ABS) Disability, Ageing and Carers, Australia: Summary of Findings, 2015

<sup>2</sup> Remove the Barrier 2019 Campaign

The social model describes the interaction of a person living with an impairment with the physical, social, attitudinal and communication barriers that prevent people living with impairment from participating in society on an equal basis. This perspective places the onus on the community to make adjustments to accommodate disability as an expected form of human diversity.

The Victorian State Disability Plan, 2017-2022 *Absolutely Everyone*<sup>3</sup>, defines disability as:

*Some conditions and impairments are present from birth. Other people acquire or develop a disability during their lifetime from an accident, condition, illness or injury. For some people, support needs can increase over time. Others can experience fluctuating or episodic disability. This can particularly be the case for some people with mental illness. Some people are said to have a dual disability, such as intellectual disability and mental illness, giving rise to different support needs*

### Council's Role

Council has a critical role in increasing access and inclusion for Horsham in its role as a civic leader, community planner, infrastructure builder, policy leader and service provider. While Council has a key role in developing this Plan, it is also everybody's responsibility.

Councils are required to develop and report on a Disability Action Plan (DAPs). DAPs are not in a prescribed format which provide Council with the flexibility to be able to develop a DAP that best suits their community's needs.

### Policy Context

Access and inclusion are covered by a broad legislative and policy framework that has both a focus on access and inclusion as well as discrimination. There has been a shift in policy from a focus on compliance to a focus on universal access and inclusion.

Local government are required to develop a DAP Section 38(1) of the *Victorian Disability Act 2006* that states:

*a public sector body must ensure that a Disability Action Plan is prepared for the purpose of:*

- (a) reducing barriers to persons with a disability accessing goods, services and facilities*
- (b) reducing barriers to persons with a disability obtaining and maintaining employment*
- (c) promoting inclusion and participation in the community of persons with a disability*
- (d) achieving tangible changes in attitudes and practices which discriminate against persons with a disability*

### Council

- Council Plan (2019-23): *A vibrant, inclusive community to live, work, play and invest:*
  - Goal 1: Develop Horsham and the municipality as a diverse, inclusive and vibrant community
- Health and Wellbeing Plan (2017-2021)
- Youth Strategy (2018-2028)
- Economic Development Strategy (2017-20121)
- Innovate Reconciliation Action Plan (2018- 2020)

<sup>3</sup> Victorian State Government, 2017, *Absolutely Everyone: State Disability Plan*.  
<http://www.statedisabilityplan.vic.gov.au/>

- Municipal Parking Strategy 2017
- Early Years Plan Draft (2019-2023)
- Horsham Urban Transport Plan Draft
- Open Space Strategy Draft
- Property Strategy Draft
- City to River Masterplan Draft
- Aged Friendly Communities Action Plan 2019
- Strengthening Volunteering Project
- Asset Management Policy
- Social Infrastructure Plan (in development)

#### Victoria

- Local Government Act 1989
- Disability Act 2006
- Equal Opportunity Act 2010
- Victorian Charter of Human Rights & Responsibilities
- Absolutely Everyone state disability plan 2017-2020
- Every Opportunity 2018 – 2020

#### Federal

- Commonwealth Disability Discrimination Act
- Disability Discrimination Act 1992
- Fair Work Act 2009
- National Disability Strategy 2010-2020
- National Disability Insurance Scheme (NDIS)
- Disability (Access to Premises - buildings) Standards 2010

#### International

- United Nations Convention on the Rights of Persons with Disabilities:  
*Persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others*
- Web Content Accessibility Guidelines (WCAG) 2.1

## Horsham Community

Horsham Rural City is a vibrant, diverse community situated approximately 300 kilometres north-west of Melbourne and north of the Grampians National Park, in the heart of the Wimmera region of Victoria. Horsham is bordered by Yarriambiack, Northern Grampians, Southern Grampians, West Wimmera and Hindmarsh Shires. Horsham is the main population centre for the Wimmera and Southern Mallee region.

The Horsham municipality has a population of 19,889 (2017)<sup>4</sup> and covers an area of 4,267 square kilometres with almost three quarters of residents living in the urban area of Horsham.

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<sup>4</sup> ABS Census data

It is estimated that there are approximately 4000 people with a disability living in Horsham and of those 1,333 have a severe or profound disability. 1,175 people or 6.0 percent of the population in the municipality reported in 2016 to needing help in their day-to-day lives due to disability<sup>5</sup>.

Future population projections indicate that Horsham will experience population growth over the next 15 years. Between 2016 and 2031, the population is expected to grow by approximately 2,167 people, with an additional 600 people added to the population every five years. In 2031, the estimated population is projected to reach 21,794.

Victorians are living longer and Horsham is no exception. Horsham municipality has an ageing population higher than the Victorian state average. Currently, people aged 65 years make up over 21.6 percent of the local population. As the population continues to increase, and the proportion of older people within Horsham grows, so too will the level of disability as people are found to acquire disabilities as they age. These changing demographics means there will soon be equal numbers of older people as there are children, with people over the age of 80 becoming the fastest growing age group in the State.

By ensuring the Horsham municipality and its communities are inclusive and accessible for all regardless of peoples age, abilities and genders is critical in making local communities stronger, more cohesive, resilient, sustainable and healthy for everyone.

Of the current population<sup>6</sup>:

- 51% female and 49% male
- 19% of the population are aged 14 years or younger
- 21.6 % aged over 64 years
- 647 females and 533 males report having a disability
- 6 % report needing help in their daily lives due to their disability
- 13.4 % of the working population provided unpaid care to a person with a disability

For more detailed age and disability breakdown see Appendix 1.

## Disability Action Plan (2013-2016)

The Disability Action Plan (2013-2016) was Council's DAP focused on reducing barriers created by attitudes, practices and structures, to ensure that all people can participate equally in community life.

The DAP was successfully implemented and delivered<sup>7</sup> and resulted in a positive shift in culture and increased accessibility for in the community. Like most Council previous DAPs, the focus on this DAP focused on meeting legislative requirements and the action plan reflected this.

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<sup>5</sup> Please note: A person's reported need for assistance is based on a subjective assessment and should therefore be treated with caution.

<sup>6</sup> As per ABS data

<sup>7</sup> The DAP 2013-2016 was comprehensively reviewed and all actions had been either completed or were progressing. See Council Report 17 Dec 2018: 1) That Council note the review and successful implementation of the Disability Access and Action Plan 2013-2016 2) The development of a broader access and community inclusion plan will continue to build on this good work and increase access and inclusion for all the community

As Council and their community build more capacity and knowledge, the focus shifts to more structural and aspirational issues, such as embedding access, inclusion, universal design and best practice in the everyday work of Council.

The CIP has been developed to be an agile and flexible document focusing on priorities and embedding access and inclusion across all of Council.

## Key achievements

The DAP delivered many sustainable achievements:

- Council publications are available in alternative accessible formats
- Desktop hearing shuttles are located at Customer Service Centres, Civic Centre, Horsham Town Hall and Visitor Information Centre making it easier for those that are hard of hearing to communicate
- My Community Directory was established and contains comprehensive information on disability services, accessible facilities and up-to-date information on a range of community organisation
- Installation of Changing Places in May Park that allows people with specific requirements to have access to a toilet and appropriate change facilities to enable greater participation in community life.
- Council's Community Grant Guidelines updated to include improving access as a key outcome
- Community Education sessions held on the use of companion cards
- Disability Awareness Training for staff, volunteers and councillors. This includes an e-training module that forms part of the Council Induction program
- AUSLAN training

### **May Park** *(in edited version in call out box with pictures and text)*

-May Park is a regionally significant park as it is used by both local community for celebrations and play as well as travellers between Melbourne and Adelaide.

-The installation of Changing Places in May Park means people both in the local community and visitors with significant needs can engage more in community life and travel.

-It is critical for regional Victoria to be able to continue to provide fully accessible facilities

-Accessible furniture has been installed to allow for greater enjoyment of the park

## Community Inclusion Plan

Council has a critical role in increasing access and inclusion for the community. The Community Inclusion Plan (CIP) reframes Council's approach and details Council's priorities to embed inclusion in the everyday work of Council.

Strengthening inclusion is everybody business and the whole community benefits when there is better access and inclusion

Disability does not define a person.:

*Disability, sexuality, cultural diversity, it's not 'special', or 'unusual' or 'not our problem'. It is the lived reality of a human being and therefore everybody's responsibility to ensure all are given an equal chance to experience their educational and social potential in a non-judgemental, inclusive, transparent, accountable and empowering way<sup>8</sup>*

The CIP demonstrates Council's shift towards more strategic and sustainable plans, policies and strategies that are aimed at advocating for real systematic, attitudinal and sustainable change.

Over the last couple of years, Council has embarked on Transforming Horsham that includes development of a number of strategic documents. There has been significant community consultation undertaken as part of this suite of work. This recent consultation data was reviewed and has provided a rich data source for the development of the CIP.

Consultation themes:

- Accessible footpaths with more safe crossing points
- Accessible car parking in the required locations
- Better access to recreation, sporting and cultural facilities
- Advocacy by Council on NDIS and improved services for the community
- Plan and build spaces and places that all the community feel welcome and can access
- Accessible playgrounds
- Longer consultation times for more complex strategies/ plans

Targeted consultation with key organisations and individuals was also undertaken and this has formed the basis of the CIP (see Appendix 2).

## Vision

The vision and principles have been developed based on community and stakeholder discussion and put into action Council's commitment to community inclusion and for Horsham to be ***a vibrant, inclusive community to live, work, play and invest.***

## Principles

All of Council has a key role to play in improving community inclusion for the Horsham community. The principles and action plan support Council's vision to embed community inclusion into everyday business.

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<sup>8</sup> **Absolutely Everyone** State disability plan 2017–2020 consultation participant

- **Participation:** Council will develop, deliver and partner in services and projects that maximise community participation in all of Council's and Horsham activities
- **Equity:** Council will ensure all its services are equitable
- **Adaptability:** Council will develop policies and practices to ensure the built environment is designed for flexibility and to be usable to the greatest extent possible by people of all ages and abilities, without the need for adaption or specialised design in its use over time
- **Inclusion:** Council will empower access to opportunity, addressing structural inequalities, tackling unconscious bias and developing inclusive organisations.
- **Advocacy:** Council will advocate on behalf of people with a disability, their families and carers about their needs, and about issues impacting upon their ability to live an ordinary and everyday life.
- **Celebrate:** Council will celebrate and champion examples of community inclusion including recognising and celebrating International Day of People with a Disability (3 December)

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	Principle	Aim	Actions	Lead	Deliverable
			<p>1.3 Continue to work with sporting, community, arts and culture organisations and clubs to be more inclusive:</p> <ul style="list-style-type: none"> <li>○ 1.3 a) Community inclusion information sessions</li> <li>○ 1.3 b) Investigate updating community grants and Council funding guidelines to ensure recipients are displaying commitment to strengthening community inclusion</li> </ul> <p>1.4 Investigate establishing a Community Inclusion Reference Group to improve engagement and participation of lived experience and provide oversight to all Council's strategies and plans</p> <p>1.5 Continue to promote Accessible Events Guidelines:</p> <ul style="list-style-type: none"> <li>○ 1.5 a) Promote Guidelines to community through media, Council website etc</li> <li>○ 1.5 b) Consider an annual information session for the community on event planning with a focus on inclusion</li> </ul> <p>1.6 Use the Guidelines to review and audit each Council run event</p>	<p>Arts, Culture &amp; Recreation</p> <p>Community Wellbeing</p> <p>Events</p> <p>Events</p>	
<b>2</b>	<b>Equity</b>	Council will ensure all its services are equitable	<p>2.1 Consider integrating Community Inclusion Action Plan into the Council Plan</p> <p>2.2 Review and make recommendations on internal capacity to lead community inclusion</p>	<p>Community Wellbeing &amp; Governance</p> <p>Community Wellbeing</p>	Living our values

	Principle	Aim	Actions	Lead	Deliverable
			<p>2.3 Develop a self-assessment community inclusion checklist and measures for all Council services, programs and projects</p> <p>2.4 Report on the self-assessment community inclusion results annually to identify best practice and identify opportunities for improvement</p>	<p>Community Wellbeing</p> <p>Community Wellbeing</p>	
3	<b>Adaptability</b>	Council will develop policies and practices to ensure the built environment is designed for flexibility and to be usable to the greatest extent possible by people of all ages and abilities, without the need for adaption or specialised design in its use over time	<p>3.1 Develop a Universal Design Guideline:</p> <ul style="list-style-type: none"> <li>○ 3.1 a) Incorporate Guidelines into Council processes, such as master planning, scoping of capital works, engineering design and Project Office processes</li> <li>○ 3.1 b) Use hierarchy of facilities/open space definitions (as per the Draft Open Space Strategy) to develop Guidelines</li> </ul> <p>3.2 Build internal capacity on Universal Design by undertaking ongoing internal training. Consider having internal specialists</p> <p>3.3 Incorporate Universal Design outcomes into all built environment external projects specifications and contracts</p> <p>3.4 Continue to implement the Age Friendly Communities recommendations</p> <p>3.5 Advocate for funding to retrofit existing buildings to improve accessibility using Universal Access Design (UAD)</p>	<p>Infrastructure &amp; Community Wellbeing</p> <p>Infrastructure, Community Wellbeing &amp; People and Culture</p> <p>Infrastructure</p> <p>Community Wellbeing</p> <p>CEO's Office</p>	Accessible and flexible built environment

	Principle	Aim	Actions	Lead	Deliverable
4	Inclusion	Council will provide access to opportunity, addressing structural inequalities, tackling unconscious bias and developing inclusive organisations.	<p>4.1 Continue to include Access and Inclusion e-module in Council Induction Program</p> <p>4.2 Build on organisational and governance capacity and develop yearly training on community inclusion for all Council Officers and Councillors</p> <p>4.3 Review all Band 1-3 positions descriptions and create plain English versions.</p> <p>4.4 Review Band 4-8 positions descriptions and identify if any opportunities to create plain English versions</p> <p>4.5 Audit and review current recruitment process including advertisement, PDs, interview questions and process to identify any unconscious bias and barriers that may exist or people with different abilities, age and/ or gender</p> <p>4.6 Based on above finding, consider trialling different recruitment strategies and processes to increase workforce diversity</p> <p>4.7 Review volunteer positions descriptions and ensure they are in plain English</p> <p>4.8 Review volunteer recruitment and training process and ensure in plain English and accessible to people of all abilities, age and gender</p>	People and Culture	Be an employer of choice

	Principle	Aim	Actions	Lead	Deliverable
5	<b>Advocacy</b>	Council will advocate on behalf of people with a disability, their families and carers about their needs, and about issues impacting upon their ability to live an ordinary and everyday life.	<p>5.1 Continue to advocate on NDIS including making submissions as appropriate</p> <p>5.2 Demonstrate leadership by publicly supporting campaigns, such as Remove the Barrier</p> <p>5.3 Continue to advocate for better accessible public transport options including shared ride options<sup>9</sup></p>	<p>CEO Office &amp; Community Wellbeing</p> <p>Community Relations &amp; Advocacy</p>	Advocating for real and meaningful change
6	<b>Celebrate</b>	Council will celebrate and champion examples of community inclusion	<p>6.1 Incorporate International Day of People with Disability into Council's annual event calendar, include an annual event, with accompanying street flags and promotion</p> <p>6.2 Celebrate and champion diversity and living an ordinary everyday life</p>	<p>Arts, Culture &amp; Recreation</p> <p>Community Relations &amp; Advocacy</p>	Community inclusion champion

<sup>9</sup> Draft Horsham Urban Transport Plan 3.5 Disruptive Technology 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

## Measuring Council Performance

Council is committed to reporting back to the community on the Community Inclusion Plan progress and success.

Council will provide the community with an accessible annual report on the progress of the CIP implementation as well as through the Council Annual Plan reporting process.

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## Appendix 1 Horsham Community

Horsham municipality age cohorts' number and percent 2016. The Horsham municipality has a higher than state average of people over 55 years of age.

Age cohorts	Horsham total population number	Percent	Victoria population number	Percent <sup>10</sup>	Number of females with a disability Horsham	Number of males with a disability Horsham
0-4	957	6.6	371,220	6.3	0	13
5-9	921	6.3	368,631	6.2	18	40
10-14	817	5.6	341,063	5.8	22	24
15-19	820	5.6	356,340	6.0	23	23
20-24	910	6.3	413,792	7.0	6	24
25-29	985	6.8	441,266	7.4	14	13
30-34	903	6.2	447,927	7.6	12	17
35-39	768	5.3	404,026	6.8	12	11
40-44	789	5.4	401,887	6.8	25	10
45-49	782	5.4	402,043	6.8	17	26
50-54	880	6.1	378,371	6.4	25	30
55-59	947	6.5	357,616	6.0	39	37
60-64	922	6.3	319,840	5.4	50	28
65-69	833	5.5	291,397	4.9	36	39
70-74	695	4.8	218,203	3.7	33	36
75-79	606	4.2	165,115	2.8	55	42
80-84	489	3.4	119,89	2.0	71	41
85 +	521	3.6	127,993	2.2	185	75
<b>Total</b>					<b>647</b>	<b>533</b>

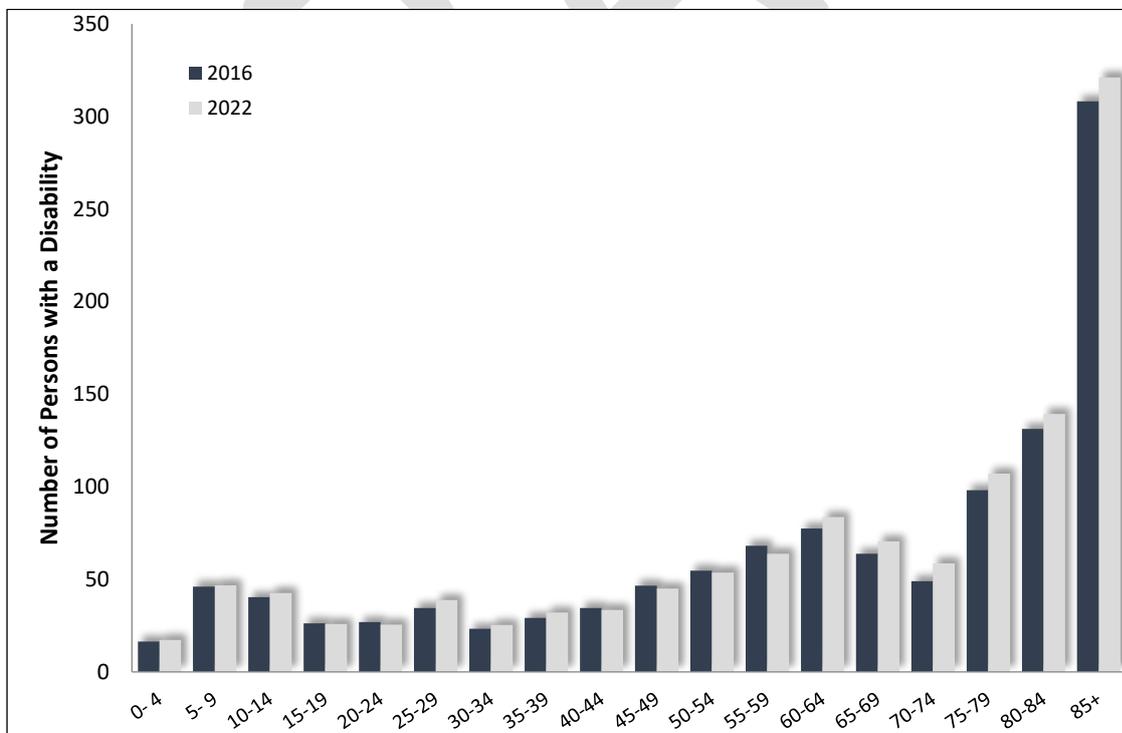
<sup>10</sup> ABS Quick Stats

[https://quickstats.censusdata.abs.gov.au/census\\_services/getproduct/census/2016/quickstat/SSC21197](https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/SSC21197)

This table demonstrates the number of people who report providing unpaid care for a person with a disability in 2016. It needs to be noted, that the number of people providing some type of level of care is probably higher due to people not reporting and/ or identifying the support they provide as caring.

Age cohorts	Number of males providing care	Number of females providing care
15-19	16	24
20-24	32	27
25-29	41	56
30-34	42	65
35-39	45	76
40-44	58	80
45-49	83	101
50-54	91	147
55-59	107	184
60-64	96	132
65-69	70	86
70-74	34	60
75-79	35	49
80-84	29	33
85 +	19	24
<b>Total</b>	<b>804</b>	<b>1144</b>

This figure demonstrates projected population changes from 2016-2022. As the population ages, it is projected that people with disabilities will continue to increase.



## Appendix 2 Consultation

Over the last couple of years, HRCC has undertaken significant community consultation that has provided good data source for the development of the CIP. Due to this rich data and other significant plans out for consultation, a decision was taken to develop the CIP based on recent consultation and targeted external and internal consultation.

The following organisations provided valuable feedback, insights and suggestions that have helped shape the Community Inclusion Plan:

- Horsham Rural City Council Officers
- Uniting Wimmera
- Rights Information Advocacy Centre (Horsham)
- Woodbine
- Wimmera Health Care Group
- Wimmera Primary Care Partnership
- Department of Health and Human Services
- Grampians Community Health
- Latrobe Community Health Service

Community consultation data that has informed the CIP:

- Council Plan (2019-23)
- Health and Wellbeing Plan (2017-2021)
- Youth Strategy (2018-2028)
- Economic Development Strategy (2017-2021)
- Innovate Reconciliation Action Plan (2018- 2020)
- Early Years Plan Draft (2019-2023)
- Horsham Urban Transport Plan Draft
- Open Space Strategy Draft
- City to River Masterplan Draft
- Aged Friendly Communities Action Plan Project
- Strengthening Volunteering Project -internally focused on coordinating Council volunteers centrally, better training, induction and consistent rewards & recognition



## MEMORANDUM

**DATE:** 25 September 2019

**TO:**

**FROM:** John Martin, Director Infrastructure

**SUBJECT:** Horsham Rural Road Network Plan

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### **PURPOSE**

Horsham Rural City Council seeks a suitably qualified Consultant to assist in the preparation of a Rural Road Network Plan.

The scope of the Rural Transport Network Plan is to 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;
- Economically sustainable improvements to provide all weather access to key farming property locations;
- Rationalisation of the road network where appropriate;
- Development of an achievable service level / hierarchy combination for Council's sealed and unsealed rural road network; and
- Recommendations for relevant amendments to Council strategies and plans.

The Consultant is to base its recommendations on a strong understanding of Council's financial status and a sustainable approach to road maintenance and improvement and the community and stakeholder engagement program undertaken as part of the consultancy.

The Plan will also address a further range of issues, a preliminary list of these being presented in Attachment 1 to this scoping document.

The scope of this Plan does not encompass evaluation of route alignments for a proposed Western Highway bypass of Horsham, however, the Plan will need to consider VicRoads' (/Regional Roads Victoria) work in this regard, and any relevant outcomes from the Horsham Urban Transport Plan as part of the interface of the rural road network with the Horsham urban network.

## BACKGROUND

Council's road network comprises 143 km of urban sealed roads, 814 km of rural sealed roads, 957 km of unsealed roads, approximately 760 km of formed roads and approximately 140 km of unmaintained roads. For the purposes of this work, the unsealed road network includes unsealed roads, formed roads and unmaintained roads.

Council has recently (24 September 2019) placed on exhibition the draft Horsham Urban Transport Plan.

This consultancy is to establish a complementary rural road network plan for the municipality.

In 2016 Council also undertook some work (Horsham Integrated Transport Strategy) aiming to consider highway routes around Horsham's perimeter, however the report was not adopted.

In addition to the core project scope, a further list of issues included as Attachment 1, has been identified by Council in its initial scoping of this project. Further issues will be identified by the consultant through a community and stakeholder engagement process.

A number of Council and other strategies and policy documents are listed in the "references" section of this Brief to provide further background to development of this Strategy. The VicRoads' planning documents for the Horsham Bypass and the Planning Panel's Report on the amendment proposal may be of some relevance to this study, although the Bypass is not within the scope of this current project.

## OBJECTIVE

In broad terms, the objectives of the Rural Road Network Plan are to define the future desired standards of service that would apply to each road segment in rural parts of the municipality, and to develop an affordable implementation plan to achieve those standards.

The network plan is to encompass at least the following areas:

- A review of the road hierarchy across the study area to identify changes to that hierarchy where appropriate;
- The identification of priority freight routes to complement the arterial network, and to link with freight routes in adjoining municipalities;
- The identification of a priority farm machinery network, and the standards required for this purpose, e.g. in relation to road geometry, surface, canopy clearance, highway/railway crossings and other issues;
- Identification of potential safety issues, and a prioritised approach to address these, including narrow seals, crests, intersections and other relevant aspects, including application of the Safe Systems principles, as reflected in the Transport Infrastructure Council's communique of 2 August 2019;
- Expansion of the extent of all-weather access roads using appropriate technologies / pavement design, particularly those which access key farming

property locations and determination of the basis on which any such expansion might occur in an economically sustainable manner;

- Rationalisation of the road network where appropriate, and the principles that might apply to any such rationalisation, including consideration of the extent to which the extent of individual properties encompass minor roads – making them in effect internal roads;
- Development of an achievable service level / hierarchy combination for Council's rural road network; and

Other key areas to be addressed in the report include:

- Identification of the key drivers of freight transport within and through the municipality, beyond general broadacre agricultural production, including WIFT, the Horsham Regional Livestock Exchange and other industrial developments;
- Identification of priority road safety issues that emerge during this planning, including in the municipality's smaller towns;
- A costed, staged works program to address the recommendations for improvements; and
- Further issues identified by the community and stakeholders in initial consultation.

The plan is to cover all of the municipality, including towns other than Horsham.

### **Project Process**

The following tasks are to be undertaken for this study:

1. Develop and implement a methodology for the study, incorporating
  - the objectives of this brief;
  - relevant information from background reports either provided by Council or as identified by the consultant; and
  - an initial workshop with Council staff to assist in understanding issues and discussion of some preliminary concepts that may facilitate the study.
2. Research and document any background information required to inform the community engagement program and complete the required strategic development. This will include:
  - Gaining a good understanding of Council's existing road hierarchy and extent of the sealed and unsealed road network;
  - Gaining a good understanding of Council's long-term financial sustainability, road maintenance capacity and Council's current performance against its adopted technical level of service targets;
  - Identifying strengths and weaknesses within long-term funding arrangements;
  - Gaining a thorough understanding of freight transport and farm machinery trends including size and type of vehicles and machinery likely to be used on local roads in the municipality

- Reviewing definitions and matching to road level of service and asset standard for all road hierarchy classifications and include vegetation clearance templates.
  - Reviewing strategies undertaken in other municipalities with similar broad acre cropping agricultural activities, e.g. Buloke and Yarriambiack
3. Develop and implement an extensive community and stakeholder engagement plan to inform the preparation of this Strategy, in accordance with the consultation section of this brief.
  4. Present a draft Rural Road Network Plan document and recommended variations to the Road Asset Management Plan.
  5. Amendment and presentation of final documents after incorporation of community, stakeholder and Council feedback.

The proposed methodology, integration matrix and engagement plan are subject to review and approval by the Director Infrastructure prior to implementation by the Consultant.

## **CONSULTATION**

As indicated in the previous section, the Consultant is to prepare and implement an inclusive and targeted engagement plan for this project.

A well planned and well executed engagement will lead to better proposals and greater support for implementation.

The engagement plan is to address the project's objectives and should clearly fit with the stages of the Rural Network Plan with direct links between the outcomes of consultation process and planning decisions. The process should take into account the previous transport planning work done for the Horsham Rural City Council. The engagement plan should be targeted to ensure that the views gathered are representative and that hard to reach groups and people also are involved. Innovative use of social media or other internet-based techniques that encourage participation and information sharing should be considered.

The engagement plan should have the following attributes:

- Stakeholder mapping to determine the level of engagement required for each target group, e.g. inform, engage or involve
- It should be transparent so that those taking part fully understand the aims and objectives and the reasons for the Plan
- It should be clear in showing how the views of those taking part are taken into account;
- It should commence as early as possible in the study process and continue throughout to maximise community ownership;
- It should involve stakeholders in the identification of problems and the development of solutions;
- It should provide feedback to stakeholders wherever possible;

- It is anticipated that it will require extensive place-based face-to-face consultation and use on-line map-based tools

The engagement plan is to be developed in accordance with Council's Community Engagement Policy and Procedure.

To support the engagement process, Council will establish a focus group including community representatives (up to 8 members) from a spread of locations throughout the municipality to advise Council on progress of this plan.. [See comment below]

The following aims of the engagement plan will ensure that there is broad understanding of the purposes and aims of the study and that the issues and ideas of the community are captured and considered. The following steps are shown as a guide:

1. Develop an information package that explains the purpose and objectives of the study and provides appropriate updates as the project progresses.
2. Develop, circulate and analyse an electronic survey to inform the strategic planning process by seeking to identify the key issues [Include location-based feedback re issues, i.e. through Pozi]
3. Conduct an initial key focus group workshop, including the community representatives to provide a good understanding of the purpose of the Plan, to ensure that the breadth of issues is identified and that initial input is provided to the process. Issues to be discussed at this introductory workshop should include:
  - affordable/ acceptable levels of service;
  - perceived acceptable community outcomes;
  - key customer expectations in regards to the road hierarchy and road service levels; and
  - identifying important freight and farm machinery movements, and key farming property access requirements; and
4. From this preliminary work, develop an Issues and Opportunities paper
5. Conduct a second key stakeholder (Focus Group) workshop,:
  - to review analysis of concepts developed by the Consultant aiming to identify the strengths / weaknesses of each concept; and
  - to develop and document;
    - perceived acceptable community outcomes and key customer expectations in regards to the road hierarchy, road maintenance and potential performance improvements for the unsealed road network;
    - community expectations for the performance of the unsealed road network; and
    - proposed consensus reached on the affordable/ acceptable target levels of service, adjustments to the road hierarchy and maintenance regimes.
6. Community consultation, through public workshops, on the analysis of concepts, after review of outcomes from the key stakeholder workshop. In this regard,

consideration will need to be given to local area consultation, with potentially multiple workshops across the municipality. It is anticipated that public workshops would be conducted in at least five separate sites around the municipality, that encompass the full geographic spread of the municipality.

7. A final key stakeholder workshop, including the community representatives to help finalise key outcomes identified through the consultation process.
8. Councillor workshops at key stages of the project (at least three briefings),
9. Exhibition of the Draft Plan for community comment. Appropriate response forms will need to be provided, both paper based and on-line.

Tender respondents are encouraged to review the above as a guide and recommendations to vary the engagement program are encouraged, noting however that Council is concerned that community engagement is thorough and comprehensive.

### **PROJECT DELIVERABLES**

The Consultant will be required to provide:

1. a written Rural Road Network Plan report, including photos, plans, maps and the like as required. This report will directly address the objectives outlined in this brief and will include
  - a. a revised road hierarchy
  - b. a farm machinery network
  - c. maintenance principles and guidelines for each classification of road;
  - d. budgetary context
  - e. a staged program of upgrade and improvement works which will inform Council's Capex Plan
  - f. current and future service levels for roads
  - g. a community engagement report detailing the extent and outcomes of the engagement undertaken
2. an accompanying report which provides recommended variations to the Asset Management Plan - Part B – Roads based on the main report.

The documents, including all draft versions, are to be provided in an editable, MS Word format. Copyright and all other rights for use of the document will be in Council's name.

### **PROJECT GOVERNANCE**

The project will be overseen by the Director Infrastructure or his nominee. There will be an internal Project Control Group that will monitor the progress of the project against budget, timeframes and the objectives of the Plan. This PCG will comprise key staff from the Infrastructure Department, the project manager, and community engagement staff with oversight from Council's executive team.

The key stakeholder group (Focus Group) referred to above will comprise representatives from the following groups/agencies:

- An Independent Chair

- Council's Director Infrastructure;
- Transport Industry;
- Victorian Farmers Federation;
- Department of Transport;
- Regional Roads Victoria; and
- Up to eight community representatives from a spread of locations throughout the municipality.

Community representatives will be sought by public advertisement, and the selected representatives will be determined by Council against established criteria.

### **PROJECT BUDGET**

To be determined.

Consultant proposals are to include a detailed methodology, including a breakdown of proposed tasks that address the requirement of this brief with a costing for each task.

Information is to be provided by the Consultant on any additional optional tasks that should be considered in development of the study, including the cost and importance/significance of these tasks in the context of the study.

### **PROJECT TIMEFRAME**

The Consultant is to propose a timeframe for the project, including milestones based around key stages of the project, potentially linked to phases of community consultation.

**Council is seeking the completed study by 31 May 2020**

### **REFERENCE DOCUMENTS**

Including, but not limited to:

- Council Plan
- Asset Management Policy
- Asset Management Plan - Part A – General Information
- Asset Management Plan - Part B – Roads
- Road Management Plan – Revision 2017
- Horsham Integrated Transport Strategy Inception Report (2016)
- Horsham Integrated Transport Strategy Stage 1 (2016) – draft
- Horsham Planning Scheme
- Framework for Managing Growth (2013)
- Wimmera Southern Mallee Regional Transport Strategy (2015).
- WSM RTG Transport Supply Chains (First and Last Mile) (2016)
- Horsham Railway Bypass Study (2013)
- WIFT Precinct Plan (2012)

- Transport Infrastructure Council communique – 2 August 2019
- Western Highway Horsham Bypass – VicRoads planning documents
- Western Highway Horsham Bypass – Amendment C72 Planning Panel Report
- Horsham Rural City Council Community Engagement Policy and Procedure
- Western Highway Corridor Strategy, Background Report (VicRoads, 2018)

John Martin

**Director Infrastructure**

**Attachment 1 – Horsham Integrated Transport Strategy - Rural Network Issues**

<b>Issue</b>	<b>Theme</b>
Boundary issues, Municipalities, Grampians, Arapiles	Freight
Connections with neighbouring municipalities	Freight
Freight connections	Freight
Grain facilities	Freight
Highway / arterial connections	Freight
Larger trucks, B triples etc	Freight
Murray Basin Rail	Freight
NHVR exemptions	Freight
Rail freight	Freight
Rail relocation	Freight
Supply chains	Freight
Under-capacity bridges (weight/width)	Freight
WIFT precinct	Freight
Aerodrome - rural transport routes	Land Use
Agricultural production	Land Use
Energy production	Land Use
Mining	Land Use
Farm residence / business access	Level of Service
Flooding isolation	Level of Service
Machinery preferred routes	Level of Service
Tourism	Level of Service
Vegetation clearance	Level of Service
Black spots	Safety
Narrow roads	Safety
Western Highway Corridor strategy	Strategic



**ASSEMBLY OF COUNCILLORS REGISTER****COUNCIL BRIEFING HELD IN THE RECEPTION ROOM  
ON MONDAY 7 OCTOBER 2019 AT 5.00PM**

**Present:** Cr MA Radford, Mayor; Cr P Clarke, Cr DA Grimble (from 5.33pm), Cr A Gulvin, Cr L Power (from 5.20pm), Cr J Koenig; Graeme Harrison, Acting Chief Executive Officer; Angela Murphy, Director Development Services; Kevin O'Brien, Director Community Wellbeing; John Martin, Director Infrastructure; Justine Kingan, Co-ordinator Strategic Planning (item 3.1 only); Maggie Bridgewater, Deaf Access Worder (item 3.2 only)

**Apologies:** Sunil Bhalla, Chief Executive Officer, Cr J Robinson

**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 City to River**

Justine Kingan summarised the draft consultation findings. Discussed the next steps in the process.

**3.2 Community Inclusion Plan 2019/2020**

Maggie Bridgewater provided an overview of the Community Inclusion Plan.

**4. COUNCIL MEETING REPORTS FOR DISCUSSION****4.1 Future Delivery of Aged and Disability Services**

Discussed.

**5. GENERAL DISCUSSION****6. CLOSE**

Meeting closed at 7.23pm

**ASSEMBLY OF COUNCILLORS REGISTER****COUNCIL BRIEFING HELD IN THE RECEPTION ROOM  
ON MONDAY 14 OCTOBER 2019 AT 5.00PM**

**Present:** Cr MA Radford, Mayor; Cr P Clarke, Cr L Power, Cr J Koenig; Graeme Harrison, Acting Chief Executive Officer; Angela Murphy, Director Development Services; Kevin O'Brien, Director Community Wellbeing; Mazen Aldaghstani, Acting Director Infrastructure; Heather Proctor, Finance Manager (item 3 only); Zac Gorman, Management Accountant (item 3 only); Justine Kingan, Co-ordinator Strategic Planning (item 4.1 only); Lauren Coman, Manager Regulatory Services (item 4.2 only); Michelle Rethus, Community Wellbeing Strategic Projects Officer (item 5.1 only); Shana Miatke, Co-ordinator Performance and Events (item 5.1 only)

**Apologies:** Cr A Gulvin, Cr DA Grimble, Cr J Robinson; Sunil Bhalla, Chief Executive Officer; John Martin, Director Infrastructure

**1. WELCOME AND INTRODUCTION**

Cr Radford welcomed everyone.

**2. DISCLOSURE OF CONFLICT OF INTEREST SEC 79, LOCAL GOVERNMENT ACT, 1989 (AS AMENDED)**

Cr Koenig and Cr Clarke both declared a conflict of interest regarding item 4.1 Horsham South Structure Plan.

**3. FINANCE AND PERFORMANCE MEETING**

Heather Proctor and Zac Gorman presented the monthly report.

**4. PRESENTATION****4.1 Horsham South Structure Plan**

Justine Kingan provided a presentation which was discussed.

**4.2 Domestic Animal Management Plan**

Lauren Coman provided a presentation which was discussed.

**5. COUNCIL MEETING REPORTS FOR DISCUSSION****5.1 Health and Wellbeing Plan Annual Update**

Michelle Rethus and Shana Miatke provided a presentation on the achievements and challenges against the Health and Wellbeing Plan for 2019.

**5.2 Local Government (LG) Rating System Review – Submission**

Discussed draft submission.

5.3 Council Resolutions

Discussed.

5.4 Council Meeting Dates 2020

Discussed.

5.5 Election Period Policy Review

Discussed.

5.6 Rural Road Reconstruction – Wail Kalkee

Discussed.

5.7 Urban Road Reconstruction Contract

Discussed.

5.8 Rural Road Network Plan

Discussed.

5.9 Pearsons Road Partial Closure

Discussed.

**6. INFORMATION ONLY**

6.1 2020 Motocross Nationals Double Header Championship

6.2 Public Health and Wellbeing Regulations Sunset Review

6.3 Council Property Strategy

6.4 Annual Report

6.5 Valuation Objections

**7. GENERAL DISCUSSION**

**8. CLOSE**

Meeting closed at 7.35pm

## MINUTES

### Dudley W Cornell Advisory Committee Meeting Held Thursday, 18 July 2019 at 6.00pm Kalkee Road Children's Hub

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<b>Attendees:</b>	David Johns	Horsham Little Athletics Centre
	Megan Ashton	Horsham Primary School (Rasmussen Campus)
	Shayne Keenan	Community Representative
	Kath Dumesny	Community Representative
	Mandy Kirsopp	Horsham Rural City Council
	Dean Arnott	Colts Cricket Club
	Terry Baldwin	Colts Cricket Club

<b>Apologies</b>	Josh Koenig	HRCC Councillor
	Mandi Stewart	Kalkee Road Children's Hub
	Rae Talbot	Community Patch

#### Agenda Items:

1. **Welcome**
2. **Apologies**
3. **Disclosure of Conflict of Interest**  
None declared
4. **Minutes of the meeting held 21 February 2019**  
**Moved:** David Johns **Seconded:** Shayne Keenan  
 That the Minutes of the meeting 21 February be accepted as a true and correct record of the meeting. **CARRIED**
5. **Business arising**
  - 5.1 **Information sharing – Minutes to committees**  
 Agendas and Minutes of meetings will also be distributed to the Secretary of each club or organisation represented. This is to ensure information is shared between the committee and the club or organisation.
  - 5.2 **Facility management: Smoking policy, Child Safe Standards**  
 Discussion re: smoking within the reserve and a reminder that smoking is not permitted within 10 metres of an organised under age event, or playground.  
 Little Athletics – does not allow smoking anywhere on the reserve during events and training  
 Junior Cricket – no smoking at any time  
 Senior cricket – is mindful of legislation re: the 10m restriction  
  
**Child Safe Standards**  
 The importance of this was discussed and emphasised and clubs were encouraged to ensure they had commenced the process of becoming Child Safe. A workshop is being held in September (5 September) for club representatives and all clubs are strongly advised to attend.

**6. General Business****6.1 Current projects: Open Space Strategy, City to River project**

Council is encouraging feedback on both the draft Open Space Strategy and the City to River visioning project. The more feedback received, the better the documents will reflect community ideas.

Details of both projects are available on council's website.

**6.2 Facility management: accommodation in venues, sharing of keys**

Accommodation in council managed facilities is not permitted. Council is aware this has occurred in the past but this cannot continue. There is no insurance for this type of activity, the buildings are not appropriate for overnight accommodation, and Child Safe procedures cannot be guaranteed. All clubs and current users of council managed facilities have been notified.

Keys to facilities are not to be shared between non-authorized users. Keys are issued to named individuals and the individual is responsible for the use of the key.

**6.3 Traffic management**

The new change rooms and public toilets have impacted on the traffic flow in and around the reserve.

Currently, vehicle access is not permitted past the bbq shelter.

Emergency vehicle access is available via the chained sections in the boundary fences around both ovals. Representatives of clubs have been issued with a key to access the chain barriers.

When the construction of the change rooms has been completed, limited vehicle access will be available (key to chain barrier). Responsibility for managing this process will be with each club. It is expected that vehicles will only travel to the northern part of the reserve if heavy equipment or other resources are required in that area. General access is not allowed.

A eucalypt and an ironbark tree are located immediately west of the change rooms. If there is excessive vehicle traffic past the tree, the roots of the trees will be damaged and the trees will die. Clubs are encouraged to manage vehicle activity to protect the trees.

**6.4 Email versus traditional letters**

It was requested that email contact be used to support traditional letter contact. (ie: use both options when communicating to clubs) Clubs operating on a seasonal basis may not regularly check their postal boxes for correspondence during the 'off' season.

**7. Next Meeting**

The next meeting will be held at the Kalkee Road Children's Hub, date to be confirmed.

**8. Close of meeting**

The meeting was closed at 7.40pm

**Confirmation of Minutes**

The Minutes with / without amendments are a true and accurate record of the meeting.

Mandy Kirsopp  
Acting Chairperson  
Dudley Cornell Park Advisory Committee



Date

10/10/19