



MEMORANDUM OF UNDERSTANDING

1 December 2021 – 30 June 2026



MEMORANDUM OF UNDERSTANDING

between

WIMMERA DEVELOPMENT ASSOCIATION

**of 62 Darlot Street
Horsham**

and

MEMBER MUNICIPALITIES

Comprising:

HORSHAM RURAL CITY COUNCIL	18 Roberts Ave, Horsham
HINDMARSH SHIRE COUNCIL	92 Nelson Street, Nhill
WEST WIMMERA SHIRE COUNCIL	49 Elizabeth Street, Edenhope
YARRIAMBIACK SHIRE COUNCIL	34 Lyle Street, Warracknabeal
NORTHERN GRAMPIANS SHIRE COUNCIL	59-69 Main Street, Stawell

1. RECITALS

- 1.1 The objective of this Memorandum of Understanding (MoU) is to articulate the arrangements and expectations between Wimmera Development Association (WDA) and Member Councils as funding partners for the core operation of the WDA.
- 1.2 WDA is a Company Ltd formed with the purpose of fostering and undertaking actions that support sustainable growth and development of the Region within the municipal districts of Member Councils (the Region).
- 1.3 The core role of WDA is to build on the existing social, economic and environmental capacity of the Region with regard being given to the WDA Objects and Powers (refer to WDA Constitution).
- 1.4 WDA provides the forum and mechanisms for regional issues or opportunities to be identified and solutions or projects implemented.
- 1.5 The MOU is for the period from 1 December 2021 to 30 June 2026.
- 1.6 WDA will not expand the number of Member Councils unless agreement is obtained from all current Member Councils.
- 1.7 The success of WDA pivots on the participation and good will of people and organisations across the Region.

2. GENERALLY APPLIED CRITERIA FOR WDA ACTIVITY

- 2.1 WDA applies a policy of: "subsidiarity where functions which subordinate or local organisations perform effectively belong more properly to them than to a central organisation such as WDA."
- 2.2 The generally applied criteria for issues or projects to be considered by WDA include assessment as to whether the impact, involvement and benefits are:
 - Regional
 - Multi-agency
 - Triple Bottom Line with overall long term and community benefit
 And generally demonstrate:
 - Support by a Leader, Lead Agency or Project Champion
 - A general need for a cooperative effort to be successful
 - Likelihood of happening

The parties as signatories to this document understand and record the following:

3. RESOURCING

- 3.1 The Member Councils are committed to support WDA via an annual subscription.
- 3.2 Councils are encouraged to participate in activities that further the objectives of WDA.
- 3.3 WDA will work closely with Member Councils' committees, advisory boards, task groups and relevant Council officers to further WDA objectives.
- 3.4 Financial contributions to support the core operation of WDA shall be based on the regional population formula included in Table 1. This formula will remain in place for the four year period of the agreement.
- 3.5 Any proposed variation to the four year contributions listed on Table 1 will be raised by the WDA Board with Member Councils at the Annual Review.
- 3.6 Funding received from Member Councils will be used for the core operation of WDA which includes the staff, on-costs, overheads and out goings required to achieve WDA objectives.
- 3.7 Additional and supplementary funding for the core operation of WDA may be obtained from Federal and State Government sources and will be advised through regular reporting to Councils and Members.
- 3.8 It is recognised that the development and updating of the regional strategic plan will occur through a planning process conducted at a frequency to be determined by the Board. Additional resources will be required to support planning, research, consultation and participation processes.
- 3.9 Additional financial contributions for specific WDA projects (i.e. non-core) may be sought from Member Councils from time to time and will be subject to separate business cases and funding submissions through normal Council approval processes.
- 3.10 It is recognised that the majority of WDA projects require partnerships and funding by a range of stakeholders from various levels of government, business and community agencies and other statutory authorities.

TABLE 1- FINANCIAL CONTRIBUTION FROM MEMBER COUNCILS

Contributor	%Region	2022/23	2023/24	2024/25	2025/26
HRCC	48	\$228,231	\$231,654	\$235,129	\$238,656
WWSC	8	\$36,789	\$37,341	\$37,901	\$38,469
NGSC	20	\$95,632	\$97,066	\$98,522	\$100,000
HSC	10	\$49,030	\$49,765	\$50,512	\$51,270
YSC	14	\$64,395	\$65,361	\$66,341	\$67,336
TOTAL	100%				

4. ACCOUNTABILITY AND COMMUNICATION

- 4.1 WDA is accountable for operating under a Company Constitution.
- 4.2 WDA will make available regional statistics, performance and forecast information of strategic use and interest. Conversely, Council's assistance in making available the same information to WDA will add value to all strategic direction processes.
- 4.3 By 31 July each year, WDA will prepare and adopt a Business Plan that details operational initiatives and targets established to evaluate performance.
- 4.4 WDA will present progress reports twice per annum to Member Councils that include performance outcomes against targets in the WDA Business Plan.
- 4.5 The WDA CEO will consult with Member Council CEOs prior to establishing annual contributions to allow for budget considerations. This will occur by 31 March annually or as agreed with individual Councils.
- 4.6 Councils recognise the independent role, structure, purpose and expertise of WDA and understand the function also includes being an independent voice and advocate for regional direction in local and national media.
- 4.7 On request, WDA will be available to any Council meeting or meeting within the municipality to discuss issues, progress or any items pertinent to WDA as raised by the Council.
- 4.8 In addition to Board meetings, WDA will communicate with Councils and members on a regular basis using a range of media.

5. SPECIFIC ARRANGEMENTS

5.1. Director Nomination:

5.1.1 Each Member Council shall nominate one Director, which will be either the Mayor or Councillor, to the WDA Board as described in the WDA Constitution.

5.2 Innovative Staffing Options:

5.2.1 Councils are encouraged to directly support WDA through initiatives such as officer placements or secondments. These arrangements may be made directly between the WDA CEO and Council CEO.

5.3 Demonstrate Regional Benefits:

5.3.1 WDA related activities must demonstrate regional benefits.

5.4 Integration of Strategic Direction Processes:

5.4.1 The parties acknowledge that WDA success rests largely with Councils recognising WDA as an independent but integral part of their own strategic direction and community building processes.

5.4.2 Every effort will be made by all parties to annually integrate strategic direction processes and timetables to maximise value adding and minimise potential duplication. Examples include the conduct of community and specific consultation, research, performance indicators, demographics or information gathering processes.

5.4.3 Projects will be identified from time to time that involves some or all Councils. Council officers and the WDA CEO are responsible for working cooperatively to ensure funding submissions meet the requirements of individual Councils.

5.5 Communication is a Joint Responsibility:

5.5.1 A two-way communication and feedback loop is essential for an initiative of the type and size of WDA. All parties accept their responsibilities in seeking out and supporting communication and feedback processes.

5.5.2 WDA shall coordinate opportunities as they arise for joint communications and marketing across the region.

6. GENERAL

- 6.1 WDA is accountable for operating to the Company Constitution, Board Charter, Business Plan and arrangements contained in this MoU.
- 6.2 Should a Member Council have concerns with the performance or lack of performance of WDA then discussion should be initiated to address the concerns.
- 6.3 Should a Council wish to withdraw its membership of WDA then written notice must be given twelve months in advance of ceasing membership. Such notice will allow appropriate modifications to the Business Plan and budget process.
- 6.4 If any dispute or difference arises between the parties in carrying out the principles of this Memorandum of Understanding that cannot be resolved, then the parties will seek an agreed independent mediator to resolve the difference.
- 6.5 The terms of this Memorandum of Understanding can only be modified by the agreement of all parties.

DATED this ____ day of _____ 2021

SIGNED on behalf of the
Wimmera Development Association

.....

SIGNED on behalf of the
Horsham Rural City Council

.....

SIGNED on behalf of the
West Wimmera Shire Council

.....

SIGNED on behalf of the
Hindmarsh Shire Council

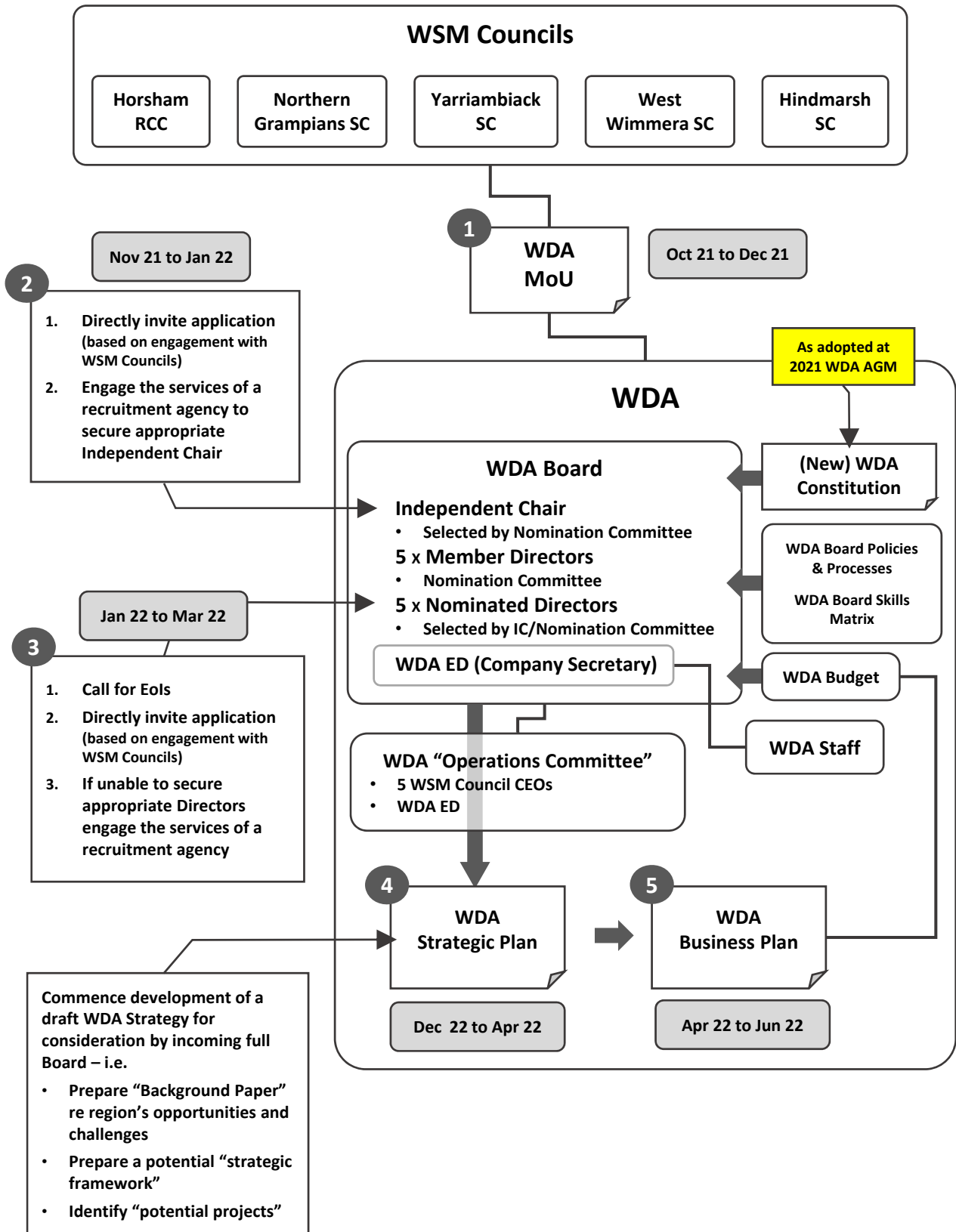
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SIGNED on behalf of the
Yarriambiack Shire Council

.....

SIGNED on behalf of the
Northern Grampians Shire Council

.....



Constitution

A public company limited by guarantee and not having a share capital

Wimmera Development Association Limited
A.C.N. [INSERT ACN]

Effective from: ____th day of _____ 2021

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Constitution of Wimmera Development Association Limited A.C.N. [INSERT ACN]

This Constitution was adopted on _____ day of _____ 2021

1. Interpretation**1.1 This Constitution**

- (a) This Constitution contains clauses setting out the manner in which the Members of the Company have agreed to conduct the internal administration of the Company.
- (b) This Constitution takes the place of the Replaceable Rules contained in the Corporations Act.

1.2 Definitions

In this Constitution, unless the context otherwise requires:

Accounting Standards means:

- (a) the accounting standards required under the Corporations Act including the Approved Accounting Standards issued by the Australian Accounting Standards Board;
- (b) other mandatory professional reporting requirements issued by the joint accounting bodies including the Australian Accounting Standards issued either jointly by CPA Australia and the Institute of Chartered Accountants in Australia or by the Australian Accounting Research Foundation on behalf of CPA Australia and the Institute of Chartered Accountants in Australia; and
- (c) if no accounting standard applies under the Corporations Act or other mandatory professional reporting requirements, the principles set out in the Australian Statement of Accounting Concepts;

AGM means an annual general meeting of the Company held in accordance with section 250N of the Corporations Act;

Appointed Director means a Director appointed in accordance with clause 3.2;

ASIC means the Australian Securities and Investments Commission;

Auditor means the auditor for the time being of the Company;

Board means the board of Directors of the Company comprised of Municipality Appointed Directors, the Chairperson and Appointed Directors;

Chairperson means the independent person appointed as a Director to be the chairperson of meetings of Directors in accordance with clause 3.4;

Committee means any committee formed by the Board to assist with the governance of the Company or other group specifically formed to assist the Board in implementation of strategic initiatives of the Company.

Company means Wimmera Development Association Limited ACN [INSERT ACN];

Constitution means this Constitution and any supplementary, substituted or amended Constitution in force from time to time;

Corporations Act means the *Corporations Act 2001* (Cth);

Director means any person formally and lawfully appointed as a director of the Company and includes both Appointed Directors and Municipality Appointed Directors and unless the context

otherwise requires, includes the Chairperson;

Guarantee means the maximum amount each Member agrees to pay to the Company in accordance with clause 2.3;

Member means a Municipality admitted as a Member under clause 7.2;

Member Representative means the representative nominated by the Member to exercise the powers of the Member in accordance with clause 7.6;

Municipality means a municipality in the Region;

Member Director means a Director nominated by Member in accordance with clause 3.3;

Objects means the object of the Company set out in clause 2.4;

Officer means an officer of the Company within the meaning of the Corporations Act;

Region means the Wimmera Southern Mallee region of Victoria;

Register of Members means the Register of Members to be kept pursuant to section 169 of the Corporations Act; and

Secretary means any person formally and lawfully appointed as a secretary of the Company including any assistant or acting Secretary or any substitute for the time being for the Secretary and in the absence of a determination by the Board shall be the person employed by the Company in the position of Executive Officer.

1.3 Interpretation

In this Constitution, unless the context otherwise requires:

- (a) a reference to **legislation** or a **legislative provision** includes any statutory modification, or substitution of that legislation or legislative provision and any subordinate legislation issued under that legislation or legislative provision;
- (b) a reference to a **body** or **authority** which ceases to exist is a reference to a body or authority having substantially the same objects as the named body or authority;
- (c) a reference to a **clause** is a reference to a clause of this Constitution;
- (d) **clause headings** and the **table of contents** are inserted for convenience only and do not form part of this Constitution;
- (e) a reference to a **person** includes a natural person, corporation, statutory corporation, partnership, the Crown or any other organisation or legal entity;
- (f) **related** or **subsidiary** in respect of a corporation has the same meaning given to that term in the Corporations Act;
- (g) **including** and **includes** are not words of limitation;
- (h) the words **at any time** mean at any time and from time to time;
- (i) a word that is derived from a defined word has a corresponding meaning;
- (j) **monetary amounts** are expressed in Australian dollars;
- (k) the singular includes the plural and vice-versa; and
- (l) words importing one gender include all other genders.

1.4 Application of Legislation

- (a) Unless the context otherwise requires, an expression used in this Constitution that has a particular meaning in the Corporations Act has the same meaning as in the Constitution.
- (b) Subject to the Corporations Act, the Replaceable Rules contained in the Corporations Act do not apply to the Company.
- (c) This Constitution is subject to the Corporations Act and where there is any inconsistency between a clause of this Constitution and the Corporations Act, the Corporations Act prevails to the extent of the inconsistency.

1.5 Transfer of Registration

The Company is formed upon the transfer of registration of Wimmera Development Association Inc.

2. Nature of the Company

2.1 Public Company limited by Guarantee

The Company is a public company limited by guarantee.

2.2 Limitation of Company

- (a) The Company must not be carried on for the purpose of the profit or gain of any Member.
- (b) The Company does not have the power to:
 - (i) issue shares of any kind; or
 - (ii) apply, pay or transfer, whether directly or indirectly, any portion of the income and property of the Company for the benefit of, or to, a Member, other than as provided in clauses 3.10 and 3.11.

2.3 Guarantee of Members

If the Company is wound up:

- (a) while a Member is a Member; or
- (b) within one year after the Member ceases to be a Member, each such Member must contribute a maximum of \$50 to the Company for payment of:
 - (i) the debts and liabilities of the Company;
 - (ii) the costs, charges and expenses of any winding up; and
 - (iii) the adjustment of the rights of Members among themselves.

2.4 Objects of the Company

- (a) The Company is established with the following objectives:
 - (i) lead, support and encourage the sustainable development of the Region in partnership with government, business and the community;
 - (ii) promote, encourage and facilitate the ongoing economic and social development of the Region;
 - (iii) determine the natural and built resources of the region, which might act as focal points for economic development and opportunity;
 - (iv) establish a development strategy which meets the needs of the community and enables it to achieve its potential, while recognising the role other regional organisations and groups play in pursuing similar objectives;

- (v) advocate for the Region by engaging with politicians, relevant government agencies and senior bureaucrats;
- (vi) advocate for the Region through stakeholder engagement and consultations;
- (vii) liaise with other groups and organisations that have an interest in economic and social development, including for the avoidance of doubt groups and organisations outside the Region;
- (viii) increase the levels of communication and co-operation between Municipalities, communities, organisations, industry and individuals interested in developing the Region;
- (ix) increase public awareness of regional development strategies and directions, and to develop an on-going process of public consultation;
- (x) increase the level of understanding and awareness of all relevant Federal and State programs and services, and assist the Region and its communities obtain maximum benefit from such programs;
- (xi) develop a referral centre and comprehensive information database on matters of economic and social concern, to be available to all levels of the community; and
- (xii) ensure that any development strategy will not only preserve the community's quality of life but will seek to improve it through increased opportunities for investment, employment, education, and research and development.

2.5 Powers of the Company

Solely for the purposes of carrying out the Company's Objects, and without limiting the powers granted to it by section 124 of the Corporations Act, the Company may:

- (a) raise money and otherwise secure sufficient funds to further the Objects;
- (b) receive any funds from any government or authority, municipal, local or otherwise and distribute these funds in a manner that best attains the Objects;
- (c) manage moneys of the Company including funding received from any government or authority, municipal, local or otherwise in a manner consistent with the Objects and with any conditions or contractual obligations attached to that funding;
- (d) support, fund, promote and aid academic research relating to the Objects;
- (e) enter into any arrangements with any government or authority, municipal, local or otherwise that may seem conducive to the Objects;
- (f) employ such staff as is necessary to achieve the Objects or enter into arrangement with a Member for it to employ staff and second that staff to the Company in which event the Member will acknowledge that such staff will report and be accountable to the Board in the performance of their duties;
- (g) invest the moneys of the Company not immediately required in accordance with the investment policy approved by the Board;
- (h) borrow moneys required to facilitate the Company meeting its Objects upon such security as may be determined and to make, accept and endorse any promissory note, bill of exchange and other negotiable instrument; and
- (i) do all such things as are incidental, convenient or conducive to the attainment of all or any

of the Objects.

2.6 Amending this Constitution

This Constitution may only be amended by a unanimous resolution of the Members.

3. Directors

3.1 Number and eligibility of Directors

- (a) The Company must have not more than 11 Directors unless otherwise determined in accordance with this Constitution.
- (b) The Board will be comprised of:
 - (i) up to five Appointed Directors appointed by the Members acting through the Nominations Committee;
 - (ii) an independent Chairperson appointed by the Members acting through the Nominations Committee; and
 - (iii) the Member Directors appointed by each of the Members.

3.2 Appointed Directors

- (a) The Members acting through the Nominations Committee may appoint up to five persons as Appointed Directors.
- (b) No person who is a councilor, chief executive officer or other council officer of a Member shall be eligible to be an Appointed Director.
- (c) Subject to clause 3.2(d), the Board acting through the Nominations Committee will establish procedures relating to the nomination and admission of Appointed Directors.
- (d) The Board will maintain a Board Skills Matrix identifying the skills, knowledge, experience and capabilities desired of the Board to enable it to meet both the current and future objectives of the Company. In exercising its powers the Nominations Committee:
 - (i) may engage an independent expert consultant to facilitate the making of any decisions or selections by the Nominations Committee;
 - (ii) shall have regard to the Board Skills Matrix; and
 - (iii) shall ensure that all vacancies are widely advertised to potential candidates with the relevant skills and experience identified in the Board Skills Matrix.
- (e) Save as otherwise provided in this Constitution, all Appointed Directors will hold office for a maximum term of three years with the term of office being set by the Nominations Committee at the time of their appointment. Subject to any specific provision to the contrary in this Constitution or as may otherwise be provided by the Corporations Act all Appointed Directors shall be eligible for reappointment. The Nominations Committee shall be responsible for evaluating the appropriateness of reappointing the individual Director by reviewing the then current Board Skills Matrix and the individual Director's performance. For the avoidance of doubt, all Appointed Director appointments, including re-elections, must be made pursuant to and in accordance with the procedures relating to the nomination and admission of Appointed Directors implemented by the Nominations Committee.
- (f) No Appointed Director shall hold office for more than three consecutive three year terms. When an Appointed Director has concluded a third consecutive three year term in office, they must vacate the office of Appointed Director for a minimum of one year following

which he or she is eligible for re-election.

3.3 Member Directors

- (a) Each Municipality Member shall nominate one person as a Member Director.
- (b) A Member Director must be the Mayor or a councillor of the Municipality.
- (c) Where a vacancy occurs in the office of a Member Director the relevant Municipality Member shall notify the Board of a replacement nominee whose appointment shall take place automatically upon receipt of such notification.
- (d) A Member may at any time remove its Member Director and replace this person with another nominee of its choosing by notifying the Company, and the appointment of such replacement nominee in his or her capacity shall be automatic.

3.4 Chairperson

- (a) The Nominations Committee excluding the Chair must in consultation with an independent expert consultant and in accordance with the Board Skills Matrix appoint an independent person as a Director to fulfill the role of Chairperson. No person who is a councillor, chief executive officer or other council officer of a Member shall be eligible to be Chairperson.
- (b) The Chairperson shall hold office for a three year term or until such time he or she is removed as Chairperson in accordance with clause 3.4(c) or ceases office as a Director pursuant to clause 3.14. At the end of his or her term as Chairperson, he or she may nominate for re-election as Chairperson.
- (c) The Nominations Committee excluding the Chairperson may at any time revoke the appointment of the Chairperson and elect another person to that office. Upon the appointment of a Chairperson being revoked the Chairperson shall automatically cease to be a Director.
- (d) All members of the Nominations Committee must receive five (5) working days' notice of any resolution proposed to revoke the appointment of the Chairperson.

3.5 Period of appointment of Directors

Each Director may hold office until they:

- (a) die;
- (b) vacate the office in accordance with clause 3.14; or
- (c) are removed in accordance with clause 3.3(d), 3.4(c) or 3.13,

or until the term for which they are appointed or elected expires.

3.6 Casual vacancies

- (a) The Nominations Committee shall whenever there is a vacancy in the number of the Appointed Directors attempt to fill such vacancy.
- (b) A person may be appointed as an Appointed Director in order to make up a quorum for a Directors' meeting even if the total number of Directors otherwise present is not enough to make up that quorum.

3.7 Non-eligibility of Auditor

The Auditor is ineligible to be elected or appointed as a Director.

3.8 Alternate Directors

No Director may appoint an alternate Director to act in his or her place.

3.9 Other offices held by Directors

A Director may hold any other office or position of profit in the Company together with the Directorship on such conditions including additional remuneration as may be agreed by the Directors in accordance with clause 3.10, 3.11 or 3.12.

3.10 No Remuneration of Member Directors

Save as may otherwise be resolved by a unanimous decision of the Nominations Committee, no remuneration or other benefit may be paid or given by the Company to any Member Director except:

- (a) for the reimbursement of out-of-pocket expenses incurred on reasonable commercial terms in carrying out the duties of a Director where the amount does not exceed an amount previously approved by a resolution of the Directors;
- (b) for any service rendered to the Company in a professional or technical capacity, other than in a capacity as Director, where the terms of service are on reasonable commercial terms and have been previously approved by a resolution of the Directors; or
- (c) as an employee of the Company, where the terms of employment are on reasonable commercial terms and have been previously approved by a resolution of the Directors.

3.11 Remuneration of Appointed Directors and Chair

Appointed Directors and the Chair shall be entitled to such remuneration as is determined by a unanimous decision of the Nominations Committee in addition to any other benefit or payment given by the Company to an Appointed Director or the Chair:

- (a) for the reimbursement of out-of-pocket expenses incurred on reasonable commercial terms in carrying out the duties of a Director where the amount does not exceed an amount previously approved by a resolution of the Directors;
- (b) for any service rendered to the Company in a professional or technical capacity, other than in a capacity as Director, where the terms of service are on reasonable commercial terms and have been previously approved by a resolution of the Directors; or
- (c) as an employee of the Company, where the terms of employment are on reasonable commercial terms and have been previously approved by a resolution of the Directors.

3.12 Remuneration of Directors for extra services

- (a) If the Company requests a Director to perform services in addition to those required by the Corporations Act, the Company may remunerate the Director in any manner the Company thinks fit.
- (b) Any remuneration paid as contemplated by clause 3.12(a) is in addition to remuneration paid under clause 3.10 or clause 3.11.

3.13 Removal of Directors

The Nominations Committee may:

- (a) remove an Appointed Director from office; and
- (b) appoint another person as a replacement of the Appointed Director removed.

3.14 Vacation of office of Director

- (a) A Director ceases to be a Director if the Director:
- (i) becomes prohibited from being a Director by virtue of any provision of the Corporations Act;
 - (ii) becomes of unsound mind or a person whose property is liable to be dealt with under a law relating to mental health;
 - (iii) is declared bankrupt;
 - (iv) resigns their office by written notice to the Company;
 - (v) is absent from meetings of the Directors for more than 3 months without obtaining permission for such absence from the other Directors;
 - (vi) is directly or indirectly interested in any contract or proposed contract with the Company (other than as a Member) and fails to disclose details of that interest as required by 4.1;
 - (vii) is removed from the office of Appointed Director by the Nominations Committee in accordance with clause 3.13;
 - (viii) is removed from the office of Chairperson by the Nominations Committee in accordance with clause 3.4;
 - (ix) is a Member Director of a Member which ceases to be a Member; or
 - (x) is a Member Director and is removed from office by the Municipality appointing that Director.

4. Management of business by Directors

4.1 Material personal interest - Director's duty to disclose

- (a) Unless an exception under section 191 of the Corporations Act applies, if a Director has a material personal interest in a matter that relates to the affairs of the Company, the Director must give the other Directors notice of the interest.
- (b) The notice required by clause 4.1(a) must:
- (i) include details of:
 - (A) the nature and extent of the interest; and
 - (B) the relation of the interest to the affairs of the Company; and
 - (ii) be given at a Directors' meeting as soon as practicable after the Director becomes aware of their interest in the matter.

4.2 Director may give standing notice about an interest

A Director with a material personal interest in a matter that relates to the affairs of the Company may give standing notice of this ongoing interest in accordance with clause 4.1 and section 192 of the Corporations Act.

4.3 Voting and completion of transactions in which a Director has a material personal interest

A Director who has a material personal interest in a matter that is being considered at a Director's meeting must not:

- (a) be present while the matter is being considered at the meeting; or

- (b) vote on the matter, unless:
- (c) the interest does not need to be disclosed under section 191 of the Corporations Act; or
- (d) the Directors who do not have a material personal interest in the matter pass a resolution that:
 - (i) identifies the Director, the nature of their interest in the matter and its relation to the affairs of the Company; and
 - (ii) states that the Directors are satisfied that the interest should not disqualify the Director from voting or being present.

4.4 Financial benefits to related parties

The Company must not give a financial benefit to a related party of the Company unless it is authorised in accordance with and complies with the Corporations Act and any laws and regulations applicable to the Company.

4.5 Powers of Directors

- (a) Subject to the Corporations Act and to any provision of this Constitution, the business of the Company is to be managed by or under the direction of the Directors.
- (b) The Directors may exercise all of the powers of the Company except any powers that the Corporations Act or this Constitution requires the Company to exercise in general meeting.

4.6 Negotiable instruments

- (a) Any two Directors may sign, draw, accept, endorse or otherwise execute a negotiable instrument.
- (b) The Directors may determine that a negotiable instrument may be signed, drawn, accepted, endorsed or otherwise executed in a different way.

4.7 Delegation and Committees

- (a) The Board:
 - (i) must establish a Nominations Committee which shall consist of such Municipality Appointed Directors as the Municipality Appointed Directors determine and the Chair;
 - (ii) must establish an Operations Committee which shall consist of the Executive Officer acting as the manager of the Company and the Chief Executive Officer of each Member or such other suitable person who is employed by or holds a position of office at a Member; and
 - (iii) may establish such other Committees as it considers appropriate.
- (b) The Board may specify in writing from time to time the terms of reference and functions of any Committee formed pursuant to this clause 4.7 and shall have the power to appoint and remove any persons appointed to a Committee.
- (c) The Directors may delegate any of their powers to a Committee, a Director, an employee of the Company or any other person.
- (d) A delegate or Committee must exercise the powers delegated to it in accordance with any directions of the Directors.
- (e) The effect of the Committee, Director or employee so exercising a power is the same as if the Directors exercised it.

4.8 Appointment of attorney for Company

The Directors may by power of attorney appoint any company, firm, person or body of persons to be the attorney of the Company for:

- (a) any period; and
- (b) for the purposes and with the powers, authorities and discretions vested in or exercisable by the Directors under this Constitution.

4.9 Accounting for profit

Where a Director's interest is approved by a resolution of Directors in accordance with clause 4.3(d), no Director will be liable to account that interest to the Company for any profit arising from any office or place of profit or realised from any contract or arrangement by reason only of the Director holding that office or of the fiduciary relations so established.

4.10 Director's Duties

- (a) Duty to act in the best interest of the Company

A Director must act in the best interest of the Company. A Director's first loyalty is to the Company, not to individual members or groups of Members or to other organisations or other parties.

- (b) Duty of care and diligence

In the exercise of his or her powers or the exercise of his or her duties, a Director must exercise the degree of care and diligence that a reasonable person in a like position in an organisation would exercise in the Company's circumstances.

- (c) No improper use of inside information

A Director or former Director must not, in relevant circumstances, make improper use of information acquired by virtue of his or her position to gain, directly or indirectly, an advantage for him or herself as or for any other person or to cause detriment to the Company.

- (d) No gain by improper use of the position

A Director must not, in relevant circumstances, make improper use of his or her position to gain, directly or indirectly, an advantage for him or herself as or for any other person or to cause detriment to the Company.

- (e) Not to trade while insolvent

A Director must not permit the Company to trade while insolvent.

- (f) Duty to avoid a conflict of interest

A Director is bound to avoid any conflict between their personal interests and those of the Company.

5. Directors' meetings

5.1 Circulating resolutions

- (a) The Directors may pass a resolution without a Directors' meeting being held if all of the Directors entitled to vote on the resolution sign a document containing a statement that they are in favour of the resolution set out in the document.
- (b) Separate copies of a document may be used for signing by Directors if the wording of the

resolution and statement is identical in each copy.

- (c) The resolution is passed when the last Director signs.

5.2 Calling Directors' meetings

A Directors may at any time, and the Secretary must convene a Directors' meeting on the requisition of not less than three Directors, at least one of whom must be a Member Director. Reasonable notice of a Directors' meeting must be given individually to every Director.

5.3 Use of technology

- (a) A Directors' meeting may be called or held using any technology consented to by the Directors.
- (b) Any consent may be a standing consent.
- (c) A Director may only withdraw their consent within a reasonable period before the meeting.

5.4 Chairing Directors' meetings

- (a) The Chairperson shall chair the Directors' meetings.
- (b) If a Chairperson has not been elected or is not available or declines to act as chair for the meeting or part of it, the Directors must elect a Director present to chair a meeting, or part of it as the case maybe.

5.5 Quorum at Directors' meetings

Unless the Directors determine otherwise, the quorum for a Directors' meeting is a majority in number of the Directors and the quorum must be present at all times during the meeting.

5.6 Passing of Directors' resolutions

- (a) All questions at a Directors' meeting shall be determined by a show of hands and a resolution of the Directors shall be passed by a majority of the votes cast by Directors entitled to vote on the resolution.
- (b) Each Director present in person has one vote on a matter arising and the Chairperson has no casting vote in addition to any vote they have in their capacity as a Director unless this Constitution expressly states otherwise.

6. Secretary

6.1 Appointment

The Directors must appoint a Secretary in accordance with the Corporations Act.

6.2 Terms and conditions of office

A Secretary holds office on the terms and conditions (including as to remuneration) that the Directors think fit.

7. Members

7.1 Number of Members

- (a) There must be at least one Member.
- (b) The Members may set a limit on the maximum number of Members.

7.2 Admission to membership

- (a) Any Municipality in the Region is eligible to be admitted as a Municipality Member.
- (b) The Members may resolve to impose an annual membership fee or application fee.
- (c) The application of a Municipality to become a Member must be:
 - (i) lodged with the Secretary;
 - (ii) made in writing and be in such form that the Board determines; and
 - (iii) accompanied by any applicable application or membership fees.
- (d) As soon as is practicable after the receipt of an application, the Secretary shall refer the application to the Board.
- (e) The Members must determine in its absolute discretion whether to approve or reject the application.
- (f) If the Members approves an application to become a Member, the Board must as soon as practicable notify the applicant in writing that the application has been approved.
- (g) If the Members approve an application, the Secretary must within 28 days enter the applicant's name in the register or Members.
- (h) An applicant becomes a Member and is entitled to exercise the rights of a Member when its name is entered in the Register.
- (i) If the Members rejects an application, the Board must, as soon as practicable, notify the applicant in writing that the application has been rejected. The Board does not have to give any reasons for rejecting an application.
- (j) A right, privilege or obligation of a Member by reason of being a Member is not capable of being transferred or transmitted to another Municipality or person.
- (k) Each Member admitted must sign an undertaking to be bound by this Constitution.

7.3 Classes of Members

- (a) The Members may by Special Resolution:
 - (i) establish additional different classes of Members;
 - (ii) prescribe the qualifications, rights and privileges of Members of a class; and
 - (iii) vary the qualifications, rights and privileges or terminate any class of Members established pursuant to this clause 7.3(a).

7.4 Address and contact details of Member

- (a) Each Member must provide the Secretary with:
 - (i) an address in Australia where the Company can send notices to that Member and the telephone number, facsimile number and email address (as applicable) of the Member; and
 - (ii) such other information as the Board may require.
- (b) Each Member must notify the Secretary in writing of any change in that person's name, address, telephone or facsimile number or email address within one month after the change.

- (c) If a Member fails to provide information in accordance with clause 7.4(a) the address of the Member is deemed to be the registered office of the Company.

7.5 Register of Members

- (a) The Secretary must keep and maintain a Register of Members containing:
- (i) the name and address of each Member; and
 - (ii) the date on which each Member's name was entered in the Register and, where relevant, the date any Member ceased to be a Member.

7.6 Member Representative

7.7 The rights of a Member shall be exercised by a Member Representative nominated in writing by the Member who will exercise the powers of the Member subject to any restrictions placed on such powers by the Member in nominating the Member Representative. Where for the purposes of this Constitution a Member is required to do any act or thing, or where it is required to give meaning or efficacy to this Constitution a reference to a Member shall be or include a reference to a Member Representative and vice versa. In the absence of a written nomination by the Member the Member Representative shall be the Member Director appointed by that Municipality

A Member ceases to be a Member if:

- Cessation of Membership**
- (a) the Member resigns by notice in writing to the Secretary, in which case the resignation shall take effect from the date the notice is received or such later date as is specified in the notice;
 - (b) the Members determine to expel the Member where the Member has failed to pay any applicable membership fees within 3 months of such fees falling due; or
 - (c) the Member has a receiver or a receiver and manager appointed to its assets or some of them, or passes a resolution or takes or has taken against it any action with the effect of its winding up.

7.8 Effect of cessation

A Member who ceases to be a Member continues to be liable for:

- (a) any moneys due by them to the Company; and
- (b) the Guarantee.

7.9 Power of Directors in respect of a Member's conduct

- (a) If any Member:
- (i) wilfully refuses or neglects to comply with the provisions of the Constitution; or
 - (ii) engages in any conduct which, in the opinion of the Members, is unbecoming of a Member or prejudicial to the interests of the Company,
- the Members have the power to censure, fine, suspend or expel the Member.
- (b) At least one week before the meeting of the Directors at which a resolution under clause 7.9(a) is passed, the Company must provide the Member with:
- (i) notice of the meeting;
 - (ii) the allegations against them;

- (iii) the intended resolution; and
- (iv) advice that the Member will have an opportunity, at the meeting and before the passing of the resolution, to give, orally or in writing, any explanation or defence they may think fit.

8. Meetings of Members

8.1 Calling of meetings of Members by a Director

A minimum of three Directors, at least one of whom must be a Member Director may call a general meeting of Members. The Board must call and arrange to hold a general meeting if required to do so under the Corporations Act.

8.2 Calling of meetings by Members

A Member may call and arrange to hold a general meeting in accordance with section 249F of the Corporations Act.

8.3 Amount of notice of meetings

- (a) Subject to the Corporations Act, at least 21 days' notice must be given of a general meeting of Members.
- (b) Subject to clause 8.3(c), the Company may call on shorter notice:
 - (i) an AGM, if all of the Members entitled to attend and vote at the AGM agree beforehand; and
 - (ii) any other general meeting, if Members with at least 95% of the votes that may be cast at the meeting agree beforehand.
- (c) At least 21 days' notice must be given of a meeting of Members at which a resolution will be moved to remove an Auditor.

8.4 Notice of meetings of Members

- (a) Written notice of the meeting of Members must be given individually to each Member entitled to vote at the meeting and to each Director.
- (b) Notice to joint Members must be given to the joint Member first named in the register of Members.
- (c) The Company may give the notice of meeting to a Member:
 - (i) personally;
 - (ii) by sending it by post to the address of the Member in the Register of Members or the alternative address (if any) nominated by the Member;
 - (iii) by sending it to the electronic address (if any) nominated by the Member; or
 - (iv) by any other means authorised by the Corporations Act.
- (d) A notice of meeting sent by post is taken to be given three days after it is posted. A notice of meeting sent by electronic means is taken to be given on the business day after it is sent.
- (e) A Member's attendance at a meeting of Members waives any objection which that Member may have had to a failure to give notice, or the giving of a defective notice, of the meeting, unless the Member at the beginning of the meeting objects to the holding of the meeting.

8.5 Auditor entitled to notice and other communication

The Company must give its Auditor:

- (a) notice of a general meeting of Members in the same way that a Member is entitled to receive notice; and
- (b) any other communication relating to the general meeting of Members that a Member is entitled to receive.

8.6 Contents of notice of meeting

- (a) The notice of meeting must specify the place, the day and the hour of meeting and if the meeting is to be held in two or more places, the technology that will be used to facilitate the meeting, the general nature of the business to be transacted and any other matters as are required by the Corporations Act.
- (b) The accidental omission to give notice of any general meeting to, or the non-receipt of a notice by, a person entitled to receive notice does not invalidate a resolution passed at a general meeting of Members.

8.7 Notice of adjourned meetings

When a meeting is adjourned, new notice of the resumed meeting must be given if the meeting is adjourned for one month or more.

8.8 Members' resolutions

The Members may propose a resolution to be moved at a general meeting only in accordance with the provisions of Division 4 of Part 2G.2 of the Corporations Act.

8.9 Time and place for meetings of Members

A meeting of Members must be held at a reasonable time and place.

8.10 Technology

The Company may hold a meeting of its Members at two or more venues using any technology that gives the Members as a whole a reasonable opportunity to participate.

8.11 Quorum

- (a) The quorum for a meeting of Members is three Member Representatives present in person. The quorum must be present at all times during the meeting.
- (b) In determining whether a quorum is present:
 - (i) individuals attending as proxies are to be counted;
 - (ii) if a Member has appointed more than one proxy, only one of them is to be counted; and
 - (iii) if a Member has appointed another Member present at a meeting as proxy then the Member present at the meeting shall be counted as being present themselves and as being present for each Member they are appointed as proxy for.
- (c) A meeting that does not have a quorum present within 30 minutes after the time for the meeting set out in the notice of meeting is to be adjourned to a date, time and place as the Directors specify.
- (d) If the Directors do not specify one or more of those requirements, the meeting is adjourned to :
 - (i) if the date is not specified, the same day of the week in the following week;

- (ii) if the time is not specified, the same time; or
 - (iii) if the place is not specified, the same place.
- (e) If no quorum is present at the resumed meeting within 30 minutes after the time for the meeting, the meeting is dissolved.

8.12 Chairing meetings of Members

- (a) The Chairperson shall chair all meetings of Members.
- (b) The Members present at a meeting of the Members must elect a Member present to act as the Chairperson of the meeting (or part of it) if:
 - (i) a Chairperson has not been elected by the Directors; or
 - (ii) the Chairperson is not available or declines to act as chair for the meeting (or part of the meeting).
- (c) The chair of the meeting may determine the procedures to be adopted for proper and orderly discussion or debate at the meeting, and the casting or recording of votes at the meeting.
- (d) The chair of the meeting may make rulings without putting the question (or any question) to the vote if that action is required to ensure orderly conduct of the meeting.
- (e) The chair of the meeting may, subject to the Corporations Act, at any time terminate discussion or debate on any matter being considered at the meeting and require that matter to be put to a vote.
- (f) The chair of the meeting may refuse to allow debate or discussion on any matter which is not business referred to in the notice of that meeting or is not business of the meeting permitted pursuant to the Corporations Act without being referred to in the notice of meeting.
- (g) Subject to the terms of this Constitution regarding adjournment of meetings, the chair of the meeting's ruling on all matters relating to the order of business, procedure and conduct of the general meeting is final and no motion of dissent from a ruling of the chair of the meeting may be accepted.
- (h) The chair of the meeting may, in his or her absolute discretion, refuse any person admission to a general meeting, or expel the person from the general meeting and not permit them to return, if the chair of the meeting reasonably considers that the person's conduct is inappropriate. Inappropriate conduct in a general meeting includes:
 - (i) the use of offensive or abusive language which is directed to any person, object or thing;
 - (ii) attendance at the meeting while under the influence of any kind of drug, or using or consuming any drug at the meeting, including any alcoholic substance; or
 - (iii) possession of any article, including a recording device or other electronic device or a sign or banner, which the chair of the meeting considers is dangerous, offensive or disruptive or likely to become so.
- (i) The chair of the meeting may delegate any power conferred on them to any person.
- (j) Nothing contained in this clause 8.12 limits the powers conferred by law on the chair of the meeting.
- (k) The chair of a meeting of Members must adjourn the meeting if Members present and

holding a majority of votes at the meeting agree or direct that the chair of the meeting must do so.

8.13 Auditor's right to be heard at meetings of Members

- (a) The Auditor is entitled to attend and be heard at meetings of Members.
- (b) The Auditor is entitled to be heard at the meeting on any part of the business of the meeting that concerns the Auditor in their capacity as Auditor.
- (c) The Auditor is entitled to be heard even if:
 - (i) the Auditor retires at the meeting; or
 - (ii) the meeting passes a resolution to remove the Auditor from office.
- (d) The Auditor may authorise a person in writing as their representative for the purpose of attending and speaking at any general meeting.

8.14 Proxies and body corporate representatives

- (a) Each Member Representative is entitled to attend and cast a vote at meetings of Members and Members may also appoint a proxy to attend and cast a vote at that meeting.
- (b) Any proxy or Member Representative appointed by a Member must be appointed in accordance with and has the rights set out in Division 6 of Part 2G.2 of the Corporations Act.
- (c) A proxy need not be a Member, however:
 - (i) a document appointing a proxy must be in writing, in any form permitted by the Corporations Act or in any form (including electronic) which the Board may determine or accept, and signed on behalf of the Member making the appointment; and
 - (ii) a document appointing a proxy may specify the manner in which the proxy is to vote in respect of a particular resolution and, where the document so provides, the proxy is not entitled to vote on the resolution except as specified in the document.
- (d) Before the time for holding the meeting or adjourned meeting at which a proxy proposes to vote, the document appointing the proxy must be deposited with the Company.
- (e) That document must either be:
 - (i) received at the Company's office or at another place or electronic address specified for that purpose in the notice convening the meeting not less than 24 hours before the time for holding the meeting; or
 - (ii) produced to the chair of the meeting before the proxy votes.
- (f) If a general meeting has been adjourned, an appointment and any authority received by the Company at least 24 hours before the resumption of the meeting are effective for the resumed part of the meeting.

8.15 Voting

- (a) Subject to any rights or restrictions attached to any class of Member, at a meeting of Members each Member has one vote on a show of hands and on a poll.
- (b) The Chairperson does not have a casting vote.

8.16 Objections to right to vote

A challenge to a right to vote at a meeting of Members:

- (a) may only be made at the meeting; and
- (b) must be determined by the Chairperson whose decision is final.

8.17 How voting is carried out

- (a) A resolution put to the vote at a meeting of Members must be decided on a show of hands unless a poll is demanded.
- (b) On a show of hands, a declaration by the Chairperson is conclusive evidence of the result.
- (c) Neither the Chairperson nor the minutes need to state the number or proportion of the votes recorded in favour or against a resolution.

8.18 Matters on which a poll may be demanded

- (a) A poll may be demanded on any resolution other than resolutions concerning:
 - (i) the election of the chair of the meeting; or
 - (ii) the adjournment of the meeting.
- (b) A poll may be demanded in accordance with section 250L of the Corporations Act.

8.19 When and how polls must be taken

- (a) A poll demanded on a matter other than the election of a chair or the question of an adjournment must be taken when and in the manner the chair of the meeting directs.
- (b) A poll on the election of the chair of a meeting or on the question of an adjournment must be taken immediately.

8.20 Holding of AGM

- (a) The Company must hold an AGM within 18 months after its registration.
- (b) The Company must hold an AGM at least once in each calendar year and within five months after the end of its financial year.
- (c) An AGM must be held in addition to any other meetings held by the Company in a year.
- (d) If the Company only has one Member, it is not required to hold an AGM.

8.21 Extension of time for AGM

The Company may lodge an application with ASIC to extend the period within which it is required to hold the AGM in accordance with section 250P of the Corporations Act.

8.22 Consideration of reports at AGM

The Directors must make the following available at an AGM:

- (a) the financial report;
- (b) the Directors' report; and
- (c) the Auditor's report,

for the last financial year that ended before the AGM completed in accordance with the requirements of Part 2M.3 of Chapter 2M of the Corporations Act.

8.23 Business of the AGM

The business of the AGM may include any of the following, even if not referred to in the notice of meeting:

- (a) the consideration of the annual financial report, Director's report and Auditor's report;
- (b) the appointment of the Auditor; and
- (c) the fixing of the Auditor's remuneration.

8.24 Questions by Members of the Company

The chair of the AGM must allow a reasonable opportunity for the Members as a whole at the meeting to ask questions about or make comments on the management of the Company.

8.25 Questions by Members to Auditors

If the Auditor or their representative is at the meeting, the chair of an AGM must allow a reasonable opportunity for the Members as a whole at the meeting to ask the Auditor or their representative questions relevant to the conduct of the audit and the preparation and content of the Auditor's report.

8.26 Resolution in writing

- (a) A resolution in writing signed by all Members entitled to vote on the resolution is to be treated as a determination of the Members passed at a meeting of the Members duly convened and held.
- (b) A resolution in writing may consist of several documents in like form, each signed on behalf of one or more Members, and if so signed it takes effect on the latest date on which a Member signs one of the documents.

9. Directors' and Members' minutes

9.1 Minutes

- (a) The Company must keep minute books in which it records within one month:
 - (i) proceedings and resolutions of Members' meetings;
 - (ii) proceedings and resolutions of Directors' meetings, including committee meetings;
 - (iii) resolutions passed by Members without a meeting; and
 - (iv) resolutions passed by Directors without a meeting.
- (b) The Company must ensure that the minutes of a meeting are signed by the Chairperson of the meeting or the Chairperson of the next meeting within a reasonable time after the meeting.
- (c) The Company must ensure that the minutes of the passing of a resolution without a meeting are signed by a Director within a reasonable time after the resolution is passed.

9.2 Members' access to minutes

Members are entitled to gain access to the minute book of meetings of Members in accordance with the Corporations Act.

10. Accounts and audit

10.1 Accounting records

- (a) The Directors must ensure that accounting and other records are kept to correctly record and explain the transactions and financial position of the Company, to enable true and fair

profit and loss accounts and balance sheets to be prepared and to permit preparation of any other documents required by the Corporations Act or this Constitution.

- (b) The records must be kept:
 - (i) in a manner that enables them to be conveniently and properly audited;
 - (ii) for seven years after the completion of the transactions or operations to which they relate; and
 - (iii) at the Company's registered office or at such other place as the Directors think fit.
- (c) The records must at all times be open to inspection by the Directors.

10.2 Accounts

- (a) Each financial year, the Company must prepare a financial report and a Directors' report in accordance with the Corporations Act.
- (b) The financial report for each financial year must consist of:
 - (i) the financial statements for the year;
 - (ii) the notes to the financial statements; and
 - (iii) the Directors' declaration about the statement and the notes.
- (c) The financial statements for the year will consist of:
 - (i) a profit and loss statement for the previous financial year;
 - (ii) a balance sheet at the date to which the profit and loss statement is made up;
 - (iii) a statement of cashflows for the year; and
 - (iv) if required by the Accounting Standards, a consolidated profit and loss statement, balance sheet and statement of cash flows.
- (d) The notes to the financial statements must consist of:
 - (i) disclosures required by the Corporations Regulations;
 - (ii) the notes required by the Accounting Standards (if any); and
 - (iii) if required, any other information necessary to give a true and fair view of the financial position and performance of the Company.
- (e) The Directors' declaration made pursuant to clause 10.2(b)(iii) is a declaration by the Directors:
 - (i) that the financial statement, and the notes required by the Accounting Standards comply with the Accounting Standards;
 - (ii) that the financial statements and the attached notes give a true and fair view of the financial position and performance of the Company;
 - (iii) whether, in the Directors' opinion, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable; and
 - (iv) whether, in the Directors' opinion, the financial statement and attached notes are in accordance with the Corporations Act.

10.3 Auditor

The Company must appoint a registered company auditor to audit the Company's financial statements in accordance with the Corporations Act. The remuneration of the Auditor must be fixed and the Auditor's duties regulated in accordance with the Corporations Act.

11. Winding up

11.1 Rights of Members on winding up

If the Company is wound up or dissolved, the Members have no right to participate in any distribution or payment of the assets or property of the Company.

11.2 Distribution of assets

- (a) If the Company is wound up or dissolved, the assets and property available for distribution after satisfaction of all debts and liabilities must be given or transferred to some other institution or institutions:
 - (i) whose objects are similar to the objects of the Company;
 - (ii) whose constitution prohibits the distribution of its income and property to an extent at least as great as that imposed by clause 2.2(b); and
 - (iii) which is approved by the Commissioner of Taxation as an institution exempt from income tax.
- (b) The Directors must determine the identity of the institution or institutions for the purpose of clause 11.2(a) at the time of dissolution.
- (c) If the Directors fail to determine the identity of the institution or institutions under clause 11.2(b), the Supreme Court of Victoria may make that determination.

12. Indemnity

12.1 Indemnity

- (a) Subject to Part 2D.2 of the Corporations Act, a person who is an Officer or Auditor of the Company is indemnified by the Company against any liability to another person (other than the Company or a related body corporate of the Company as defined in the Corporations Act) incurred in that person's capacity as an Officer unless the liability:
 - (i) arises out of conduct involving a lack of good faith; or
 - (ii) is for a pecuniary penalty order or composition order under Part 9.4B of the Corporations Act.
- (b) The Company will indemnify any other employee of the Company at the Directors' discretion.
- (c) The Company will indemnify an Officer against a liability for costs and expenses (including, legal expenses on a full indemnity basis) incurred by the Officer:
 - (i) in defending proceedings, whether civil or criminal, in which:
 - (A) judgment is given in favour of the Officer; or
 - (B) the Officer is acquitted; or
 - (ii) in connection with an application, in relation to proceedings under clause 12.1(c)(i), in which a court grants relief to the Officer under the Corporations Act,

subject only to an obligation on the Officer to repay to the Company the expenses advanced by the Company if:

- (iii) judgment is not given in the Officer's favour;
 - (iv) the Officer is not acquitted;
 - (v) a court subsequently determines that the indemnification is not permitted; or
 - (vi) the indemnification is not permitted by the Corporations Act.
- (d) For the purposes of this clause, the Company will have the burden of proving that the Officer to be indemnified is not entitled to the requested indemnification.
- (e) The indemnification rights in this clause constitute a contract between the relevant parties seeking indemnification and the Company and will continue to have effect following the rescission or restrictive modification of the clause with respect to events occurring prior to the rescission or modification of the clause.

12.2 Payment of Costs

The Directors may, out of the funds of the Company, pay all costs, losses and expenses which any Officer may incur or become liable to pay by reason of any contract entered into or act or thing done by them in their capacity as an Officer or in any way in discharge of their duties.

12.3 Limit of indemnity

Subject to the provisions of the Corporations Act, an Officer of the Company will not be liable for:

- (a) the acts, receipts, neglect or defaults of any other Officer;
- (b) joining in any receipt or other act of conformity or for any loss or expense happening to the Company through:
 - (i) the insufficiency or deficiency of title to any property acquired by order of the Officers for or on behalf of the Company; or
 - (ii) the insufficiency or deficiency of any security in or upon which any of the moneys of the Company is invested at any time;
- (c) any loss or damage arising from the bankruptcy, insolvency or tortious act of any person with whom any moneys, securities or effects are deposited at any time;
- (d) any loss occasioned by any error of judgment or oversight on the Officer's part; or
- (e) any other loss, damage or misfortune which occurs in the execution of the duties of the Officer's office,

unless the loss, damage or misfortune occurred through the Officer's own dishonesty.

13. Insurance

Except to the extent precluded by the Corporations Act, the Company may pay a premium for a contract insuring a person who is or has been an Officer, against:

- (a) any liability incurred by the Officer which does not arise out of conduct involving a wilful breach of duty in relation to the Company or a contravention of sections 182 or 183 of the Corporations Act; or
- (b) any liability for costs and expenses incurred by that person in defending proceedings relating to that person's position with the Company, whether civil or criminal and whatever their outcome.



Horsham Rural City Council

urban rural balance

ROAD MANAGEMENT PLAN

2021

FIRST ADOPTED BY COUNCIL:	6 December 2004
LAST ADOPTED BY COUNCIL:	2017
NEXT SCHEDULED REVIEW:	January 2025



Notes on Versions

Date	Editor	Comments	File
5 Jan 2021	JM	Initial review to identify issues	2021 0105 RMP v0
20 July 2021	JM	Significantly updated document, ready for community engagement	2021 0720 RMP Review tracked changes
26 Sep 2021	JM	Version for EMT review, inc insurer comments	2021 0926 RMP
19 Oct 2021	JM	Final update draft for Council endorsement	2021 1019 RMP

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1. INTRODUCTION

1.1. BACKGROUND

This Road Management Plan describes how Horsham Rural City Council manages its road and related assets in accordance with the requirements of the Road Management Act 2004 (the Act), and associated Regulations and Codes of Practice. The Plan is applicable to road and road related infrastructure, as defined under the Act, for which Council is responsible.

The Act was introduced to establish a statutory framework for the management of the road network to facilitate the coordination of the various uses of road reserves for roadways, pathways, infrastructure and similar purposes.

1.2. PURPOSE

The purpose of this Road Management Plan is to establish a management system for Council to inspect, maintain and repair its public roads based on policy and operational objectives having regard to available resources.

The key elements of the Road Management Plan include:

- definition of Council's maintenance responsibility on various infrastructure.
- the management system that Council employs for the inspection, maintenance and repair of its roads.
- inspection standards that document the nature and frequency of different type of inspections (i.e. reactive and proactive).
- maintenance standards that document intervention levels, maintenance response requirements, and maintenance response times.

1.3. SCOPE

The provisions of this Road Management Plan apply to those public roads listed in the Register of Public Roads for which Horsham Rural City Council is the co-ordinating road authority, and roads or parts of roads¹ that Council maintain under agreement with another road authority.

This plan applies to road infrastructure including;

- Roadways (refer to Act definition)
- Pathways (footpath and shared paths)
- Shoulders
- Bridges and culverts
- Road related infrastructure (refer to the definition in Act)
- Line marking
- Safety barriers
- Ancillary areas

¹ In accordance with the Code of Practice – Operational Responsibility for Public Roads – 2017, Council utilises some of the arterial roadsides within the urban boundary as parking lanes. Those parking lanes are maintained by the Council as per this plan.

This Plan does not apply to non-road infrastructure and non-Council owned assets. This includes assets related to water, telecommunications, gas, electricity and railway functions which are the responsibility of other authorities. The exclusion also applies to any bridge or culvert over a water supply channel, sewer or drain, other than a bridge or culvert owned by Council.

1.4. LEGAL BASIS FOR THE PLAN

This Road Management Plan has been prepared pursuant to the requirements of the following Acts, Regulations and Codes of Practice:

- Road Management Act, 2004;
- Local Government Act, 1989 and 2020;
- Road Management (General) Regulations 2005
- Code of Practice for Road Management Plans
- Code of Practice Operational Responsibility for Public Roads
- Code of Practice for Management of Infrastructure in Road Reserves

Horsham Rural City Council is a Road Authority as defined in Section 37 of the Road Management Act 2004. It is responsible for the care and maintenance of public roads within the municipality that are not the legislated or otherwise accepted, responsibility of other road authorities, persons or bodies.

Council must ensure that if a road is required for public traffic that it is kept open for public use and may, at its discretion, carry out work on the road. It is the decision of Council as to the extent and standard of any works carried out on a road.

1.5. RESPONSIBILITIES FOR ROAD MANAGEMENT PLAN IMPLEMENTATION

Council has responsibility for assigning the roles and responsibilities of Council officers for the purpose of implementing the requirements of the Road Management Act and this Road Management Plan. Duties to be undertaken by Council staff shall include but are not limited to those set out in Schedule 7 of the Act.

1.6. KEY STAKEHOLDERS

This Road Management Plan is intended to demonstrate to stakeholders that Council is managing its roads and the road related assets responsibly.

The key stakeholders include -

- Residents and businesses serviced by the road network
- Pedestrians including those with disabilities and the elderly with restricted mobility
- State Government - having responsibility for Local Government
- State and Federal Governments - as fund providers for road infrastructure development
- Councillors - as stewards of Council's infrastructure assets
- Community - as users of services
- Utilities / developers - as infrastructure providers
- Employees - having responsibilities for implementation of this Plan
- Contractors / suppliers - as providers of services required in the implementation of this Plan
- Emergency agencies (Police, Fire, Ambulance, State Emergency Service)

Council recognises the following as some of the key users of Council's roads and paths:

- Users of a range of miscellaneous smaller, lightweight vehicles such as cyclists mobility scooters, wheel chairs, prams, etc.
- Vehicle users such as trucks, buses, commercial vehicles, cars and motor cycles.
- Tourists and visitors to the area (for example, for recreation, sport, leisure and business).

1.7. COUNCIL IS A ROAD AUTHORITY

Under the Local Government Act 1989, Council has the care and management of certain roads and under the Road Management Act, Council is a road authority. [Note that at the time of writing, most of the road related aspects of the Local Government Act remain within the 1989 version of the LG Act, and not the 2020 version LG Act.]

1.7.1. Role of a Road Authority

Under the Road Management Act, a road authority must, in performing road management functions, have regard to the principal object of road management and the works and infrastructure management principles. As defined in S 20(1) of the Act:

The principal object of road management is to ensure that a network of roads is provided primarily for the movement of persons and goods as part of an integrated transport system and that road reserves are available for other appropriate uses.

1.7.2. General Functions of a Road Authority

A road authority has the following general functions—

- to provide and maintain, as part of a network of roads, roads for use by the community served by the road authority;
- to manage the use of roads having regard to the principle that the primary purpose of a road is for use by members of the public, and that other uses are to be managed in a manner which minimises any adverse effect on the safe and efficient operation of the road and on the environment;
- to manage traffic on roads in a manner that enhances the safe and efficient operation of roads;
- to coordinate the installation of infrastructure on roads and the conduct of other works in such a way as to minimise, as far as is reasonably practicable, adverse impacts on the provision of utility services;
- to undertake works and activities above.

In seeking to achieve its functions, a road authority should—

- consult with the community and disseminate information in relation to the exercise of those functions;
- take steps as are reasonably practicable to ensure the structural integrity and safety of public roads in accordance with the Act.

1.7.3. Exercise of Functions and Powers of a Road Authority by Council

In exercising its functions and powers as a road authority, Council will consider—

- the principal object of road management (see 1.7.1); works and infrastructure management principles;

- the rights of road users;
- the need to exercise the functions and powers within its overall policy and budgetary context;
- laws, policies, codes of practice, and other matters and priorities in relation to road management
- any roadside management plan developed to protect flora and fauna;
- any matters arising from consultation with the community, utilities and other stakeholders.

In exercising its functions and powers as a road authority, Council will -

- determine policies and priorities for the construction and maintenance of roads
- manage its road network in cooperation with other road authorities, utilities, providers of public transport, government agencies, community organisations and the private sector;
- seek to ensure—
 - the efficient and effective management and use of the road network and infrastructure to meet the needs of the community and road users;
 - the most efficient use of the resources available for road management;
 - that the public road network and infrastructure are as safe for users as is reasonably practicable;
- in the case of a coordinating road authority, coordinate the development and use of the road reserve.

1.8. DEFINITION OF “ROAD”

The Road Management Act defines a “road” as;

- (a) *any public highway;*
- (b) *any ancillary area;*
- (c) *any land declared to be a road under section 11 or forming part of a public highway or ancillary area,*

and defines a “public highway” as;

any area of land that is a highway for the purposes of the common law.

1.9. OBLIGATIONS OF ROAD USERS

Council is limited in its ability and power to maintain the road network in a condition that provides an ideal environment for its intended use. Therefore it should be understood that road users have a responsibility when using a public road or path.

Section 17A of the Road Safety Act 1986 states the obligations of a road user as:

- (1) *A person who drives a motor vehicle on a highway must drive in a safe manner having regard to all the relevant factors, including (without limiting the generality) the –*
 - a) *physical characteristics of the road;*
 - b) *prevailing weather conditions;*
 - c) *level of visibility;*
 - d) *condition of the motor vehicle;*

- e) *prevailing traffic conditions;*
- f) *relevant road laws and advisory signs;*
- g) *physical and mental condition of the driver.*

(2) *A road user other than a person driving a motor vehicle must use a highway in a safe manner having regard to all relevant factors.*

(3) *A road user must-*

- a) *have regard to the rights of other road users and take reasonable care to avoid any conduct that may endanger the safety or welfare of the other road users.*
- b) *have regard to the rights of the community and infrastructure managers in relation to road infrastructure and non-road infrastructure on the road reserve and take reasonable care to avoid any conduct that may damage road infrastructure and non-road infrastructure on the road reserve.*
- c) *have regard to the rights of the community in relation to the road reserve and take reasonable care to avoid conduct that may harm the environment of the road reserve.”*

(4) *In subsection (3), infrastructure manager, non-road infrastructure, road infrastructure and road reserve have the same meanings as in section 3(1) of the Road Management Act 2004.*

1.10. EXCEPTIONAL CIRCUMSTANCES

Council will make every endeavour to meet all aspects of this Road Management Plan.

Periodically there will be situations or circumstances that affect Council's business activities to the extent that it cannot deliver on the service levels of the Plan. These include but are not limited to natural disasters, such as fires, floods, or storms, or a prolonged labour or resource shortage.

In the event that the Council has considered the impact of such an event on financial and other resources of Council and its other conflicting priorities, and determined that some or all of the functions outlined in the Road Management Plan cannot be met, then in keeping with the intention of Section 83 of the Wrongs Act, the CEO will write to Council's Officer in Charge of this Plan to inform that some, or all of the timeframes and responses in Council's Road Management Plan are to be suspended.

Once the scope of the event/s have been determined, and the resources committed to the event response have been identified, then there will be an ongoing consultation between Council's CEO and the Officer in Charge of this Plan, to determine which parts of Council's Plan are to be reactivated and when.

Council statements to residents about the suspension or reduction of the services under the Road Management Plan will include reference to how the work that will be done has been prioritised, and the period for which it is likely to be affected.

Unless otherwise advised, for the purposes of this section, the Officer in Charge of this Plan will be the Director Infrastructure, or the Officer acting in that role.

2. ASSET DESCRIPTION AND RESPONSIBILITIES

2.1. COORDINATING ROAD AUTHORITY AND RESPONSIBLE ROAD AUTHORITY

Council is both the Coordinating Road Authority and the Responsible Road Authority for municipal roads as defined in the Act.

2.2. REGISTERS OF PUBLIC ROADS AND PUBLIC FOOTPATHS

Under Section 19 of the Act, Council must keep a register of public roads specifying the roads in respect of which it is the coordinating road authority and a register of public footpaths.

The register includes (but is not limited to) the name of each public road, the classification of the road, ancillary areas, and a reference to any arrangement under which road management functions in respect of any part of a public road or ancillary area is transferred to or from another road authority.

The Register of Public Roads and Register of Public Footpaths are available for viewing on Council's website, www.hrcc.vic.gov.au, or during normal business hours at;

Municipal Offices, 18 Roberts Avenue, Horsham

During the hours of 9.00am to 5.00pm each working day:

The Registers are separate documents to this Plan.

2.3. ROADS REASONABLY REQUIRED FOR GENERAL PUBLIC USE

Under Section 17 of the Act, the relevant coordinating road authority must register on its register of public roads a road which the road authority has made a decision that the road is reasonably required for general public use.

A road authority must remove a road from its register of public roads if the road authority has made a decision that the road is no longer reasonably required for general public use.

2.4. ROAD HIERARCHY

A road hierarchy is a classification system which identifies the function of each road. It provides a basis for establishing the policies which will guide the management of the road, by grouping roads together into categories according to their intended service or qualities.

The hierarchy allows a road authority to set standards, and allocate the resources to construct and maintain an efficient and safe road network through differing,

- service levels
- frequencies
- intervention levels
- design/construction standards, and
- maintenance standards.

The definition of classes for Council's road hierarchy is shown in Table A1: Road Hierarchy in Appendix A.

2.5. FOOTPATH AND PATHWAY HIERARCHY

Footpath maintenance standards are not necessarily reflected by the road classification, or the significance of the adjacent road within the network, but are instead determined by the level of pedestrian usage.

The key factor which influences the specific categories of footpath hierarchy is the volume of pedestrian traffic for that pathway with consideration given to the proximity to schools, aged care facilities, hospitals and public use establishments tending to attract greater numbers of pedestrians.

Council also maintains a network of shared paths, including those along the river frontage. The footpath (inclusive of other pathways) hierarchy takes into consideration the levels of estimated foot and cycling traffic.

The definition of classes for Council's footpath hierarchy is shown in Table A2: Footpath and Shared Path Hierarchy in Appendix A.

2.6. MAINTENANCE CATEGORY:

A maintenance category has been determined for each public road and footpath taking into account the above hierarchy as per Appendix A. Maintenance categories are used to define the level of maintenance commitment, including inspection frequency and maintenance response times.

The assets within category E will not be routinely inspected or maintained by Council.

2.7. DEMARCATIION AND MAINTENANCE AGREEMENTS WITH OTHER ROAD AUTHORITIES

The Department of Transport is the coordinating road authority for national and state arterial roads within Victoria. Regional roads are managed by Regional Roads Victoria, a branch of the Department of Transport.

Arterial roads within the municipality are:

- Western Highway
- Henty Highway
- Wimmera Highway
- Natimuk - Frances Rd
- Horsham - Noradjuha Rd
- Natimuk Hamilton Rd
- Wombelano Rd
- Horsham Kalkee Rd
- Horsham – Lubeck Rd (part)
- Horsham - Minyip Rd
- Northern Grampians Rd.

Utilisation of some parts of the arterial network by Council is managed in accordance with the Code of Practice – Operational Responsibility for Public Roads – 2017,

Council is in the process of formalising maintenance agreements with the neighbouring municipalities of Southern Grampians Shire Council, Northern Grampians Shire Council, Yarriambiack Shire Council, Hindmarsh Shire Council and West Wimmera Shire Council, and with the Department of Environment, Land, Water and Planning. The current maintenance responsibilities on boundary roads are reflected in the register of public roads.

Council is responsible for maintenance of:

- Local roads (listed in its register of public roads)
- Boundary roads as defined in the boundary road agreements
- Parking lanes on local roads
- Parking lanes on arterial roads within township boundaries
- Service roads on arterial roads
- Footpaths and kerbs and channels on local roads
- Kerbs and channels adjacent to parking lanes on arterial roads
- Bridges and culverts over natural waterways and drainage lines
- Underground drainage pipes, pits and pit lids.

Some other agencies are responsible for infrastructure within the road reserve, e.g.

GWMWater is responsible for maintenance of:

- Underground sewer pipes, pits and pit lids.
- Water valves and water mains
- Structures (bridges and culverts) over water supply channels
- Access roads to GWMWater facilities owned by GWMWater.

Regional Roads Victoria is responsible for maintenance of:

- Arterial roads listed above
- Bridges and culverts on arterial roads

Telstra and other communication utilities are responsible for maintenance of their pits and pit lids.

Powercor is responsible for maintenance of power poles and power pits.

Landowners are responsible for private roads. In some cases these are listed in Council's register of public roads, noting that they are private roads, to remove uncertainty about responsibility for these roads.

Body Corporates are responsible for maintenance of any roads and footpaths constructed within their developments.

Any hazards identified in:

- Rural crossovers
- Railway crossovers and
- Utility assets

will be notified to the relevant asset owner within two weeks of Council recording a defect that exceeds the intervention level. The road shall be checked to confirm that it has been

reinstated to Council's standards within four weeks of reporting the hazard to the related party.

2.8. CROWN LAND

A number of roads are located on crown land managed by the Department of Environment, Land, Water and Planning. Roads through crown land managed by Council are recorded in Council's Register of Public Roads.

2.9. RAIL SAFETY

A road manager must identify and assess, so far as is reasonably practicable, risks to safety that arise from the existence or use of any rail crossing that is part of the road or path infrastructure and determine measures to manage, so far as is reasonably practicable, any risks identified and assessed.

2.10. OFF ROAD PATHS

Council owned paths, tracks and trails that are not located on road reserves are not included in the Council Register of Public Roads as they are not covered under the Road Management Act but where appropriate Council adopts the same standards consistent with this Plan.

2.11. LANDOWNERS RESPONSIBILITIES - DRIVEWAYS

Driveways are the responsibility of the owner of the land for which the driveway provides access to and from the road. The landowner is responsible for that part of the driveway as shown in Figure 1, specifically;

- The infills between the kerb and channel and the footpath, and the footpath and property line, and
- The layback through the kerb (excluding the channel).
- The immediate surrounds impacted on by the driveway.

The footpath crossover is part of the footpath and is the responsibility of Council however Council may charge the landowner for the cost of repairs to damage to the footpath caused by vehicles using the driveway.

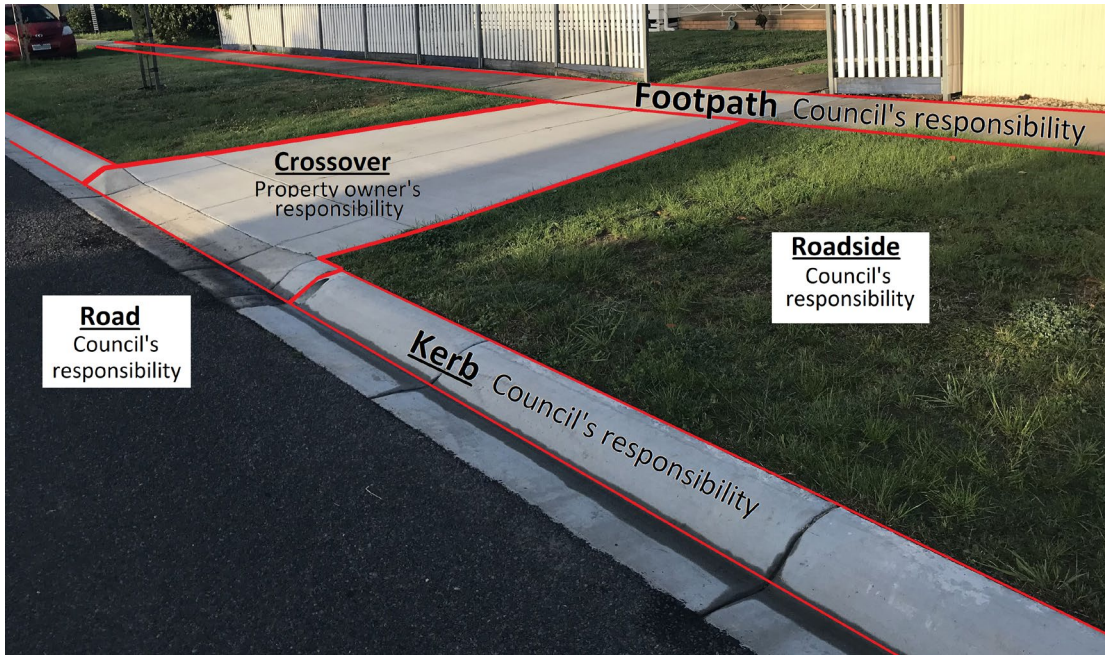


Figure 1 – Driveway responsibilities – Urban areas

Note – The Road Management Act (s107) specifically states that a road authority does not have a statutory duty or a common law duty to maintain, inspect or repair a roadside

Arrangements are similar for culvert crossings over an open table drain (in urban or rural areas) where the owner’s responsibilities are:

- Culvert and endwalls.
- Driveway infill between the road edge and the property line excluding any footpath crossover.
- Maintenance of the road seal adjacent to the driveway to be free of loose material sourced from the property or the driveway.

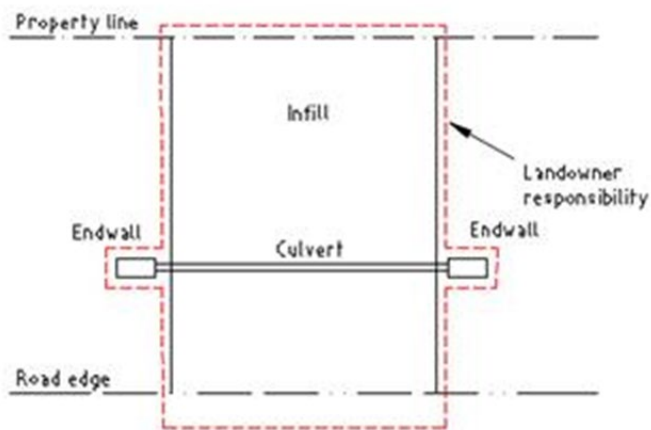


Figure 2 – Driveway responsibility – Rural areas

When Council identifies hazards within the area of the crossover for which the property owner is responsible, the property owner will be informed of the identified hazard and provided with a timeframe in which to rectify the hazard.

However, there may be occasions where a property owner's asset is presenting a hazard in an area of the road or footpath that Council is responsible for. For example, a tree branch protruding from the property owner's premises and overhanging the footpath for which Council is responsible and is presenting a hazard to pedestrians. As above, the property owner will be informed of the identified hazard and provided with a timeframe in which to rectify it. The difference being in this instance that Council remains responsible for the footpath and if the property owner fails to remove the hazard within a reasonable timeframe then Council will remove the hazard and may invoice the owner for any associated costs. In this case if Council allows the property owner to remove the hazard, Council must monitor the situation to ensure it is done as quickly as possible as Council ultimately remains liable having identified the hazard on its footpath.

Council retains the right to direct the standard of construction, materials and location of driveways within the road reserve. Council also reserves the right to reconstruct / replace the footpath at its sole discretion.

On grading of roads or other maintenance, Council will remedy any culverts that are inadvertently impacted by the grading, e.g. where they are blocked due to movement of road material.

3. LEVELS OF SERVICE

3.1. GENERAL

A Level of Service is the defined quality of service for a certain activity or area, (i.e.; roads, kerbs and channels, footpaths) against which the performance of each asset can be measured in both function and presentation.

Levels of Service ideally relate to quality, reliability, responsiveness, quantity, accessibility and cost. Levels of service must be meaningful and must address the issues that customers believe to be important while meeting the technical parameters within Council's resources.

The levels of service in this plan have been identified and developed from:

- Acquired knowledge of key infrastructure issues;
- Customers' expectations;
- Council's policies, goals and strategies;
- Legislative requirements and standards;
- Level of risk
- Available resources (funding levels, staffing, asset capacity).

3.2. COMMUNITY CONSULTATION AND STAKEHOLDERS EXPECTATIONS

Consultation requirements for the review of the Road Management Plan are defined in the Road Management Act 2004 and its related regulations. Key elements of this engagement included publishing details of the review on or in:

- Council's website (including a copy of relevant documents)
- The Government Gazette
- Council's public notices in the print media.

Community consultation was undertaken as part of the development of the initial Council Road Management Plan to measure residents' perceptions of Council's performance on road maintenance, major construction works, street furniture, Council signs, line marking, flooding of roads and complaints and related requests made to Council.

Further consultation has been undertaken at each subsequent review of the Plan.

Often, this consultation has identified concerns about the construction standard of a particular road, which is outside the scope of this Plan.

In the 2021 review, consultation was linked to Council's consultation on the Rural Road Network Plan, where the focus of consultation was on:

- The appropriateness of the levels of service for each different road hierarchy level.
- The hierarchy level of certain roads.

This consultation included a series of eight community workshops around the municipality in the week of 10 May 2021, which was followed up by some web-based engagement supported by public media and social media coverage to highlight the calls for input to Council's plans.

Consultation beyond that required in the regulations included:

-
- Emails to emergency management agencies which participate in the Horsham Municipal Emergency Management Planning Committee.
- The period of notification in Council's Public Notice exceeded the 28 day period required.

The draft Road Management Plan was advertised for public comment on 29 July 2021 and comments closed on 10 September 2021.

Seven submissions were received on the road management plan, mostly relating to maintenance issues on specific roads.

The 2021 review of this Plan also considered the recommendations of the Victorian Auditor-General's Office (VAGO) in its March 2021 report "Maintaining Local Roads". The relevant recommendations from that report are:

- 11. collect and retain data on compliance with timeliness standards in road management plans*
- 12. establish performance measures for road management plans and use them to annually review performance and the practicality of standards set out in the plans*

Council's maintenance management system, Reflect, ensures the collection and maintenance of data to meet the requirements of recommendation 11 (refer Section 4.5 of this Plan). Section 5.1 of the Plan outlines the approach in the Plan to address recommendation 12.

No changes were required to the Plan to address the VAGO recommendations.

3.3. STANDARDS OF MAINTENANCE

The standards of maintenance applicable to roads subject to this Plan are detailed in Appendix B, which sets out;

- a) the schedule of inspections to be undertaken of specified matters at specified intervals;
- b) intervention levels where action is to be taken with respect to repair or maintenance action;
- c) the rectification expected to be undertaken;
- d) the response time applicable to the intervention action under point c) above;
- e) provision, as far as practicable, for the unpredictable, i.e. emergencies, natural disasters;

3.4. ENVIRONMENT

When undertaking roadworks, Council will comply with its *Environmental Management Plan (Including Cultural Heritage Aspects) Roads Construction & Maintenance*, and with the guidelines for managing native vegetation on roadsides provided by the Department of Environment, Land, Water and Planning.

3.5. MUNICIPAL FIRE MANAGEMENT PLAN

Council undertakes mowing, slashing, grading and weedicide application on road reserves, in accordance with the Municipal Fire Management Plan, for the maintenance of strategic fire breaks.

4. ROAD MAINTENANCE MANAGEMENT SYSTEM

4.1. INSPECTIONS

Asset inspections and surveys and the resulting information are required for competent management of the road network assets. Three primary inspection systems have been implemented. The first two as per 4.1.1 and 4.1.2 are aimed at defect identification and measurement of those against stated intervention levels to determine whether remedial works are required. The third as per 4.1.3 is an overall general condition inspection of the network to assess remaining lifespan and assist with long term planning and programming of asset renewal. Condition inspections are high level inspections and are not intended to identify and measure specific defects, this is done via the other two inspections.

The primary inspection types are:

4.1.1. Reactive Safety Inspections

These inspections are to assess if a reported defect is outside the tolerable level as defined in the relevant intervention level as per Table B4 in Appendix B. These are reactive by nature and are undertaken following notification to Council by members of the community or by Council employees while undertaking their normal work duties. When identified by community members, these inspections are first recorded in Council's customer response system, Merit, and transferred into the Reflect asset maintenance system for action by staff. Where identified by staff, the inspections are recorded directly into the Reflect system.

4.1.2. Programmed Proactive Inspection

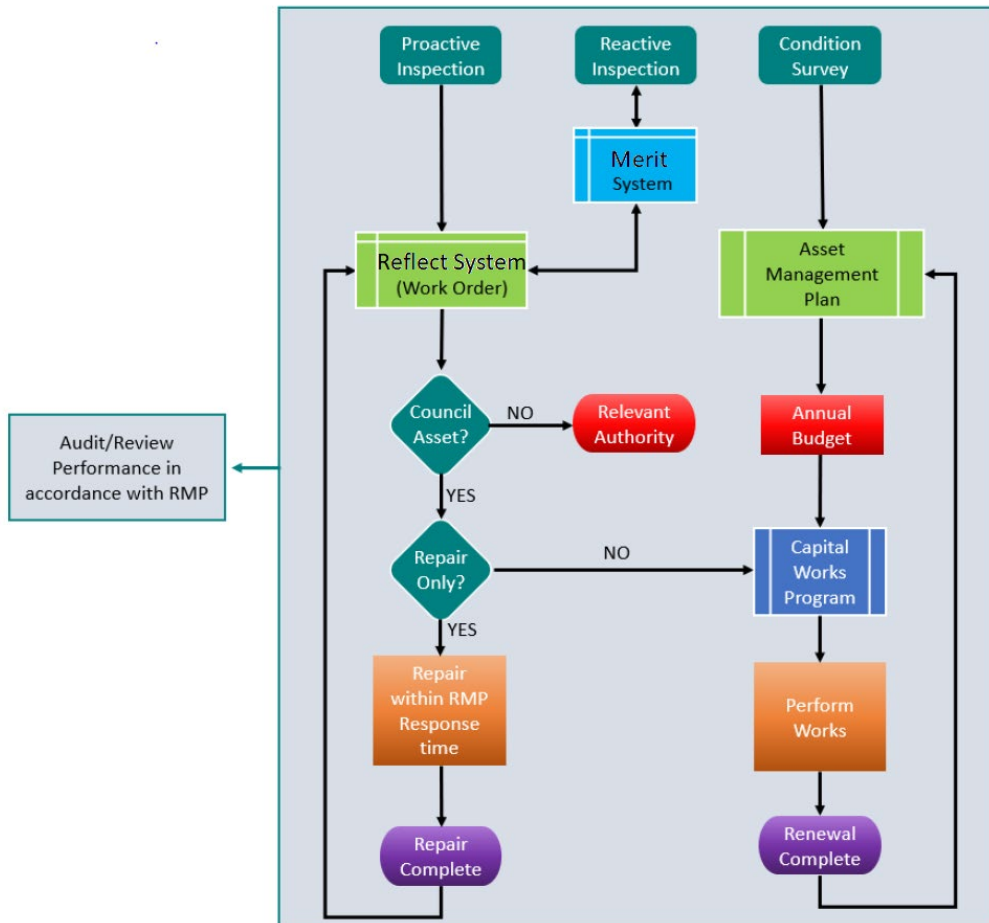
These inspections are undertaken in accordance with the schedule specified in Appendix B Table B1 – to monitor asset condition and asset defects against stated intervention levels as outlined in Appendix B – Table B4. The inspection frequencies for roads have been determined on the basis of road hierarchy.

4.1.3. Condition Inspections

Condition inspections consider the overall structural integrity of the roadway (pavement, kerb and channel, table drains at a high level to assess the ability of that asset to perform for the period of its intended life span. This condition information provides lifecycle management information essential to strategic long term planning.

Programmed and condition inspections are undertaken by way of a formal scheduled regime.

The diagram below shows the process in Council's asset and maintenance management system for managing inspections and maintenance activities relating to roads.



Staff carrying out inspections are trained in the requirements of this Road Management Plan, with periodic reviews. These staff also participate in regular review meetings to monitor performance against the requirements of the Plan.

4.2. NOTIFICATION OF POTENTIAL HAZARDS - SERVICE REQUESTS

Requests for works to be undertaken, both from external and internal customers are entered in Council's customer request system. This system has been established to receive and deal with service requests, complaints and other information from users and the community. A customer request will generate a reactive inspection task in Council's maintenance management system, depending on the level of perceived risk.

The following information is recorded and processed to determine the required priority of the responding inspection: -

- the nature, location and extent of the perceived hazard requiring investigation by Council
- name and address of person reporting the hazard.

Details of any repair and / or maintenance are recorded on completion.

This system provides for the regular monitoring and review of the community's service requests, complaints and information regarding the nature and standard of responses.

4.3. ESTABLISHING WORKS PRIORITIES

Council will establish works priorities in accordance with;

- the response times shown in Appendix B
- the level of risk associated with each hazard
- operational efficiency, i.e. aiming to remedy hazards in relative proximity to each other, and
- budget constraints.

4.4. EMERGENCY RESPONSE

Council provides an emergency response service for maintenance issues that arise outside normal business hours. This service is provided to enable the Police, emergency services or a member of the public to report an emergency or high risk situation.

The sequence to emergency response is as follows:

- Initial safety inspection to confirm the extent of hazard
- If a public hazard is considered as an emergency, either perform temporary repairs or barricade immediately
- If barricades are erected, inspect on a regular basis to ensure barricades are still effective
- Attend to the rectification within the specified response times

Response times are set out in Table B4 in Appendix B

In extreme events, these response times may not be achievable due to resource limitations at the time.

4.5. RECORDS OF INSPECTIONS AND MAINTENANCE WORKS

Records of all inspections and maintenance works undertaken on the road and paths network are kept in the maintenance management system to meet the requirements of the Act and this Plan. In particular, defects above Intervention Levels are to be identified and prioritised before rectification/repair works are undertaken.

5. PERFORMANCE MANAGEMENT AND REVIEW

5.1. PERFORMANCE MEASURING OF THE PLAN

The following activities will be undertaken to measure the performance of the plan:

Performance Measure	Description
Customer satisfaction surveys	Telephone survey poll conducted as a part of Victorian Local Government Satisfaction Survey
Customer Service request	The quantity and type of service requests received are analysed annually to evaluate the performance of maintenance activities against the agreed level of service
Actual versus prescribed response time	The analysis of prescribed time versus the actual time taken to inspect and rectify the defect

5.2. INTERNAL AUDITING OF PROCESSES

Internal audits are carried out twice each year of the following processes;

- Collection and storage of condition information;
Recording of complaints/requests in the appropriate database in the manner required;
- Complaint/request is inspected and/or assessed in relation to specified maintenance intervention levels; A sample audit of this process to be undertaken
- That programmed inspections are carried out as scheduled;
- Relevant inspection reporting and recording mechanisms are in place;
- That reported defects are being properly recorded in the system;
- Where required, appropriate rectification responses are determined and works orders issued;
- Where customer requests require scheduling of works onto annual maintenance programs or long-term renewal works programs, that the required listing takes place;
- Record that maintenance works have been delivered as intended (i.e. someone has signed off on the satisfactory completion of the work);
- Management system in place to record and respond to customer enquiries;

The Manager Strategic Asset Management is responsible for overseeing the audit process, and for reporting the outcome of the internal audits to Council's Executive Management Team. This reporting will include the highlighting of any non-compliance and the actions already taken or required to remedy any non-compliance.

5.3. AMENDMENT OF ROAD MANAGEMENT PLAN

This Plan may be reviewed from time to time to reflect changes to legislation, agreed levels of service, management systems, availability of resources or other factors that affect the Plan.

Any review will be carried out in accordance with the consultation and approval processes as detailed in Section 54 of the Act.

5.4. STATUTORY REVIEW OF THE PLAN

Regulation 301 of the Road Management (General) Regulations 2005, requires Council to conduct a review of its road management plan within the period referred to in section 125(1)(b) of the Local Government Act 1989 which states “*A Council must prepare and approve a Council Plan within the period of 6 months after each general election or by the next 30 June, whichever is later*”. However, the Local Government Act 2020 has superseded that clause, with the new LG Act now requiring Council Plans to be reviewed by 31 October in the year following a general election (section 90 (3)). This date now applies for review of the Road Management Plan, i.e. 31 October 2021.

APPENDICES

Appendix A –Road and Footpath Hierarchies

Appendix B - Inspection Frequency

Appendix C - Road Management Plan Risk Management

Appendix A

Table A1: Road Hierarchy Classes

NAME	FUNCTION	Indicative Traffic Volume (VPD)	Category
Link	Roads other than arterial roads that link significant destinations ¹ and are designed for efficient movement of people and goods between and within regions. Also provide property ² access. Link Roads may consist of a number of roads which form a route.	Rural >100 Urban >1000	A
Collector	Roads other than arterial or link roads that provide movement of traffic within local areas and connect access roads to a substantial number of higher order roads. Also provide property access.	Rural 50 - 100 Urban 500 - 1000	B
Access	Roads other than arterial, link or collector roads, that provide access to the street address of occupied properties ³ .	Rural < 50 Urban < 500	C
Minor	Roads other than arterial, link, collector or primary access roads that provide access to occupied property other than to the street address, or access to non-occupied abutting properties ⁴ , and non-residential property.	Less than 50	D
Ancillary Area	An area of land owned or managed by Council, maintained by a responsible road authority as ancillary to a public road.		C
Path	A road reserve that contains a constructed pathway but does not contain a constructed or formed roadway.		C
Paper Road	Road reserve not reasonably required for general public use		E

Notes:

1. Significant destinations
 - Rural include towns (excluding suburbs), with a minimum population of 200, major tourist attractions and places of significance.
 - Urban include arterial roads, towns, major tourist attractions, and
2. Property means an area of land with its own title.
3. Occupied property means a property which is occupied for residential purposes or commercial purposes where workers attend for work on a number of days per week basis.
4. Non-occupied property means a property which is not occupied for residential purposes or commercial purposes where workers attend for work on a number of days per week basis.

Table A2: Footpath and Shared Path Hierarchy

Hierarchy	Broad description	Category
F1	<p>High Use & Risk:- Major shopping centres and heavily used pedestrian areas.</p> <p>Horsham Central Business District; Intermittent high pedestrian use areas (examples are, sporting complexes; medical/hospital facilities, retirement complexes; etc) . (Category includes 'Sure Walk' paths)</p>	A
F2	<p>Medium Use & Risk: - Busy urbanised areas and heavy use link paths.</p> <p>Moderately pedestrian use areas. Typical of these are small suburban shops; walking /running and leisure tracks with high usage, such as Wimmera River track adjacent to Barnes Blvd ;</p>	B
F3	<p>Lower Use & Risk: - Less frequently used paths.</p> <p>Footpaths in less well used areas ;running tracks; cycle and Recreational tracks.</p>	C

Appendix B.

LEVEL OF SERVICE AND RISK REDUCTION TABLES

Table B1: Hazard Inspection Frequency

Hazard Inspection Type	Hazard Inspection Frequency by Maintenance Category				
	Link / A	Collector / B	Access / C	Minor	Paper
Day-time (roads)	6 months	12 months	24 months	36 months	NA
Night-time (roads)	24 months	48 months	N.A.	N.A.	NA
Day - time footpath and shared path	4 months	12 months	24 months	N.A.	NA
Inspection following flood or fire event	4 weeks	4 weeks	4 weeks	4 weeks	NA
Night inspection following fire event	8 weeks	8 weeks	8 weeks	8 weeks	NA

Table B2 Reactive Inspection timeframes

Inspection Type	Hazard Inspection Frequency by Maintenance Category			
	Link / A	Collector / B	Access / C	Minor
Emergency response	24 hours	24 hours	24 hours	48 hours
All other requests	1 week	2 weeks	4 weeks	4 weeks

Table B3 Infrastructure Defects to be considered by inspection type

Inspection Type	Items to be included in inspections
Night-time inspection of sealed road	Visibility of signage, line-marking, guide posts and raised reflective pavement markers (RRPMs)
Night-time inspection of unsealed road	Visibility of signage and guideposts
Day-time inspection of sealed road	Potholes, edge breaks, major cracks, shoulder drop-offs, bleeding or stripping of seal, excessive loose stones, signage, line-marking, guideposts, RRPMs, table drain, culverts, kerb and channel and vegetation clearance
Day-time inspection of unsealed road	Potholes, loose material, pavement failures, signage, guide posts, table drains, culverts and vegetation clearance
Footpath and shared paths	Vertical lips, pit lids and similar utility assets, potholes, mounds or depressions and vegetation clearance, traffic control signs at road intersections, reflectors on bollards
Reactive inspection	Inspection of the specific defect reported to Council and compared to the stated intervention levels in Table B4.

Table B4: Defect intervention levels and Response times

Description of Defect	Response Time			
	Link / A	Collector / B	Access / C	Minor
Obstructions to Traffic				
Fallen trees and/or limbs encroaching onto the traffic lane, materials fallen from vehicles, dead animals, wet clay and other slippery substances or other obstacles	24 hrs	24 hrs	2 weeks	2 weeks
Accumulation of dirt or granular materials on the traffic lane of sealed roads (of a quantity that creates a hazard)	1 week	2 weeks	2 months	2 months
Ponding of water > 300 mm deep, , oil spills, stray livestock – merge this with line 1 above.	24 hrs	24 hrs	2 weeks	2 weeks
Pavement or Surface Defects				
Sealed Roads: Potholes in traffic lane of road pavement greater than 300 mm in diameter and greater than 100 mm deep.	4 weeks	2 months	6 months	6 months
Deformations greater than 100 mm under a 3 m straight edge	1 month	6 months	6 months	6 months
Edge drop offs onto unsealed shoulder greater than 100 mm over the distance greater than 1 metre	2 months	2 months	6 months	6 months
Edge break exceeds 150 mm laterally over at least a 1 m length from the nominal edge of seal	4 weeks	2 months	3 months	6 months
When “bleeding” bitumen is sticking to tyres or shoes	2 weeks	2 weeks	2 weeks	2 weeks
Traffic islands have damaged paving or kerbing that presents a hazard to traffic and/or pedestrians	4 weeks	2 months	3 months	6 months
Gravel Roads: (Should say unsealed roads) Potholes in traffic lane of road pavement greater than 500 mm diameter and 150 mm deep.	2 months	6 months	6 months	12-24 months 12 months
Deformations greater than 150 mm under a 3 metre straight edge (includes rutting).	2 months	6 months	6 months	12-24 months
Loose sand greater than 150 mm deep and greater than 10 m long	6 months	12 months	12 months	12-24 months
Corrugations greater than 50mm in depth for a length >500m or total road length.	N/A	3 months	6 months	12 months
Drainage				
(Urban Roads) Damaged or missing drainage pit lids, surrounds, grates, broken pipes (causing hole in pavement or subsidence) in pedestrian areas or traffic lanes	24 hours	24 hours	2 weeks	2 weeks
Kerb and Channel – Vertical misalignment > 100mm or horizontal misalignment >250mm over less than 3m length (greater than this requires referral to Capital Works Program)	4 weeks	2 months	3 months	6 months

Description of Defect	Response Time			
	Link / A	Collector / B	Access / C	Minor
(Rural Roads) Blocked culverts and/or table drains, damaged headwalls	2 months	6 months	6 months	12 months
(Rural Roads) Broken or displaced pipes (causing hole in pavement or subsidence) in traffic lane	24 hours	1 week	1 month	2 months
ROADSIDE				
Vegetation – Trees, Shrubs and Grassed Areas				
Trees, shrubs or grasses that have grown to restrict design sight distance to intersections or restrict viewing of safety signs**	4 weeks	4 weeks	2 months	2 months
Vegetation intruding within an envelope over roadways from the back of shoulder and/or kerb and a minimum of 4.5 m height clearance over pavement and the trafficable portion of shoulders	2 months	6 months	12 months	12-24 months
Vegetation which presents a physical hazard to the public over pedestrian / bicycle paths, intruding into a clearance envelope between the edges of path and a minimum of 2.5 m height clearance over path	2 months			
ROADSIDE FURNITURE/SIGNAGE/PUBLIC UTILITIES				
Safety Signs **				
Safety signs ** missing, illegible or damaged making them substantially ineffective	4 weeks	4 weeks	2 months	2 months
Regulatory Signs				
Regulatory signs missing, illegible or damaged making them substantially ineffective	1 week	1 month	2 months	3 months
Warning Signs				
Warning signs missing, illegible or damaged making them substantially ineffective	1 week	1 month	2 months	3 months
Temporary signs, associated either with works in progress or as a preliminary response to other RMP hazards	1 day	1 day	1 week	2 weeks
Tourist and Service Signs				
Tourist & Services signs missing, illegible or damaged making them substantially ineffective	1 month	1 month	2 months	6 months
Other signs				
Other signs such as street fingerboards missing, illegible or damaged making them substantially ineffective	2 months	2 months	3 months	6 months
Guideposts				

Description of Defect	Response Time			
	Link / A	Collector / B	Access / C	Minor
Missing or damaged making them substantially ineffective	2 months	2 months	6 months	6 months
Safety Barriers and Fencing				
Missing or damaged making them substantially ineffective	4 weeks	4 weeks	2 months	6 months
Pavement Markings / Line Marking				
Missing, illegible or confusing	3 months	3 months	6 months	6 months
Bus Shelters				
Bus shelter has broken or damaged components such as glass walls, seats, roof etc. that present a hazard to pedestrians and/or traffic	4 weeks	2 months	3 months	6 months
Non-Standard Street Lights				
Non-standard streetlights with lamp malfunction, broken or damaged components such as poles, lamp shade etc. that present a hazard to pedestrians and/or traffic	2 weeks	1 month	2 months	3 months
STRUCTURES (BRIDGES AND MAJOR CULVERTS)				
Damage affecting structural performance	2 weeks	2 weeks	2 weeks	4 weeks
TRAFFIC SIGNALS AND ON-ROAD ELECTRICAL ASSETS				
Traffic signal inoperable or confusing	24 hrs	24 hrs	24 hrs	24 hrs
FOOTPATHS AND SHARED PATHS				
Defective with a vertical step greater than 25mm	4 weeks	4 weeks	4 weeks	NA
Footpath mounds and depressions greater than 100 mm under a 1.2 m straight edge	4 weeks	3 months	6 months	NA
Vegetation which presents a physical hazard to the public intruding into a clearance envelope 0.5 m from the edge of path and a minimum of 2.1 m height clearance over path.	4 weeks	4 weeks	4 weeks	NA
Wet and Slippery surface, accumulation of dirt, debris or granular material that becomes a hazard to pedestrians or cyclist	3 weeks	4 weeks	2 months	NA
Surface cracking wider than 20 mm on footpath and/or pathways	4 weeks	3 months	6 months	
Hole in asphalt or concrete path >100mm dia. and >50mm deep	1 week	4 weeks	2 months	

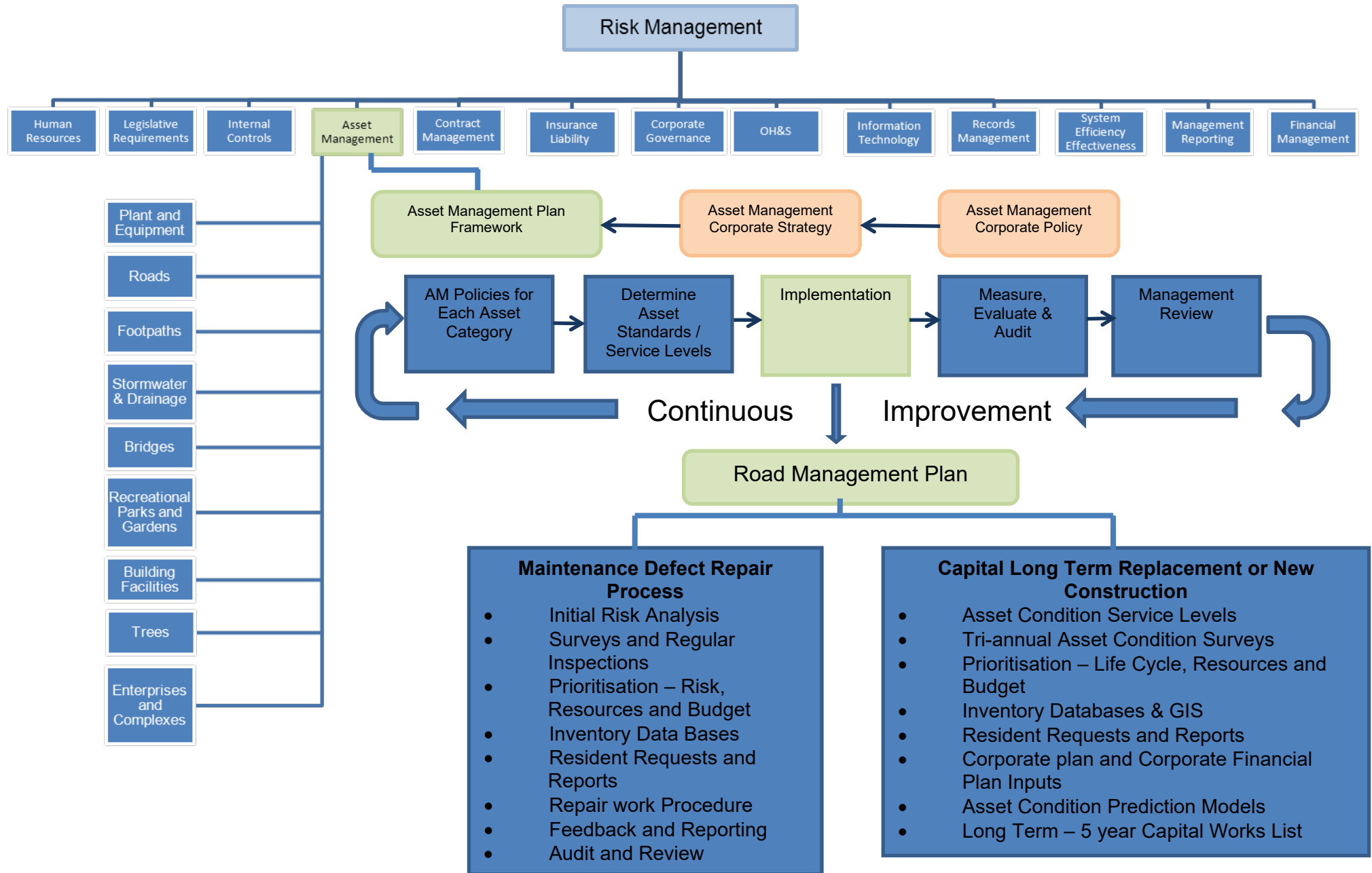
** A "safety sign" is a road sign that provides the driver with advice on the safe use of the road.

Where it is not possible to rectify the defect within the specified response time due to workload, the level of resources required, or site conditions (e.g. wet weather) appropriate warning is to be provided until the repair can be completed.

Appropriate warning could include, for example:

- Provision of appropriate warning signage or similar
- Traffic control action
- Diverting traffic around the site
- Installation of a temporary speed limit lane closure
- Closure of the road to use by certain vehicle (e.g. a load limit)
- Road closure
- Publicity/media advice

Response may be in the form of written advice of proposed future action or referred to Council for budget consideration with associated immediate action to reduce risk, if required.



Council Plan

2021-2025

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Message from your Councillors

It is our pleasure to present to you the 2021-25 Council Plan, which outlines the strategic objectives of Council for the next four years and how we will strive to support our community. This year we have also included the required outputs for the Health and Wellbeing Plan as part of the Council Plan.

Council recognises that the Covid-19 Pandemic has challenged the way we all undertake business and live our daily lives, and also recognises the important role that it must play in supporting the community during these difficult times.

When developing the Council Plan, we actively engaged with the community through listening posts, community group conversations, online surveys, the community satisfactions survey and engagement expos. We gained valuable insight through these discussions and heard directly from people in the community about their aspirations for the future.

A 26 person independent community panel was established and tasked with creating a Community Vision for the next 20 years and providing recommendations to Council regarding the Council Plan and the important question of trust and governance. The panel produced the Horsham 2041 Community Vision which now serves as the key document to guide and inform the development of the Council Plan and other strategic planning documents in to the future.

This new Council Plan has been developed in line with the Community Vision and focuses on strategic aims and priorities for Council for the next four years.

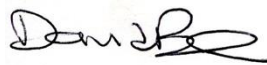
This Community Vision of “In 2041, Horsham region is a vibrant, liveable hub that thrives on strong economic growth and social connectedness. Empowering people to live, work and access opportunities for recreation and culture, now and into the future” will be foremost in our mind as we plan and deliver services, facilities and infrastructure to meet the community’s needs.



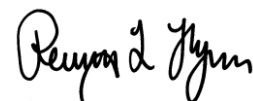
Cr Robyn Gulline, Mayor



Cr Di Bell



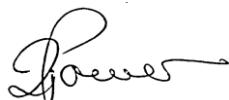
Cr David Bowe



Cr Penny Flynn



Cr Claudia Haenel



Cr Les Power



Cr Ian Ross

Meet your Councillors 2020-24

Horsham Rural City Council has seven Councillors elected every four years by the residents of the municipality. Voting is conducted via postal vote, with the most recent election being held on 24 October 2020.

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

The seven Councillors are the elected representatives of all residents and ratepayers across the municipality. They have responsibility for setting the strategic direction for the municipality, policy development, identifying service standards and monitoring performance across the organisation.



Mayor Cr Robyn Gulline

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Cr Di Bell

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Cr David Bowe

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Cr Ian Ross

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Welcome to the Council Plan 2021-25

The Council Plan plays an influential role in Horsham's future over a four year period. It is a key strategic document describing Council's and the community's vision for the future, where and how Council will focus its efforts over the four year period and how it will measure progress as it strives towards that vision. The plan now also integrates the Municipal Public Health and Wellbeing Plan and outlines how Council will safeguard, improve and promote the health and wellbeing of the residents within the municipality.

This plan is the result of deliberative engagement with an extensive cross-section of the community, who live, work, study, visit, or own a business in the municipality. These engagement processes have brought the voice of the community to Council, identifying challenges and opportunities and outlining objectives, strategies, and initiatives to deliver change and positive improvement to the Horsham Rural City municipality.

The Council Plan Strategies, Initiatives and Priorities are measured and reported to Council and the community through quarterly reporting and the Annual Report at the end of each financial year. The health and wellbeing elements will be reviewed as part of this process.

The following aligned plans support the implementation of the Council Plan.

- Organisational Plan – a four year plan detailing how Council will implement the Initiatives and Priorities listed in the Council Plan
- Annual Action Plan – the key actions that will be the focus activities in each year
- Budget – an itemised summary of the intended expenditures strategically aligned to the services, strategies and Council Plan actions
- Capital Works Program – documents and tracks progress for the delivery of major initiatives supported by the Council Plan
- Workforce Plan – will specify the projected staffing requirements to deliver the Council Plan

The five long-term Strategic Objectives for Horsham Rural City are:

Theme 1 – Community

Theme 2 – Liveability

Theme 3 – Sustainability

Theme 4 – Accessibility

Theme 5 – Leadership

The Council Plan 2021-25 has been prepared to meet the requirements of the new *Local Government Act 2020*.





ACKNOWLEDGEMENT OF COUNTRY

“The Horsham Rural City Council acknowledges the five Traditional Owner groups of this land: the Wotjobaluk, Wergaia, Jupagulk, 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, past, present and emerging, and commit to working together in the spirit of mutual understanding and respect for the benefit of the broader community and future generations.”

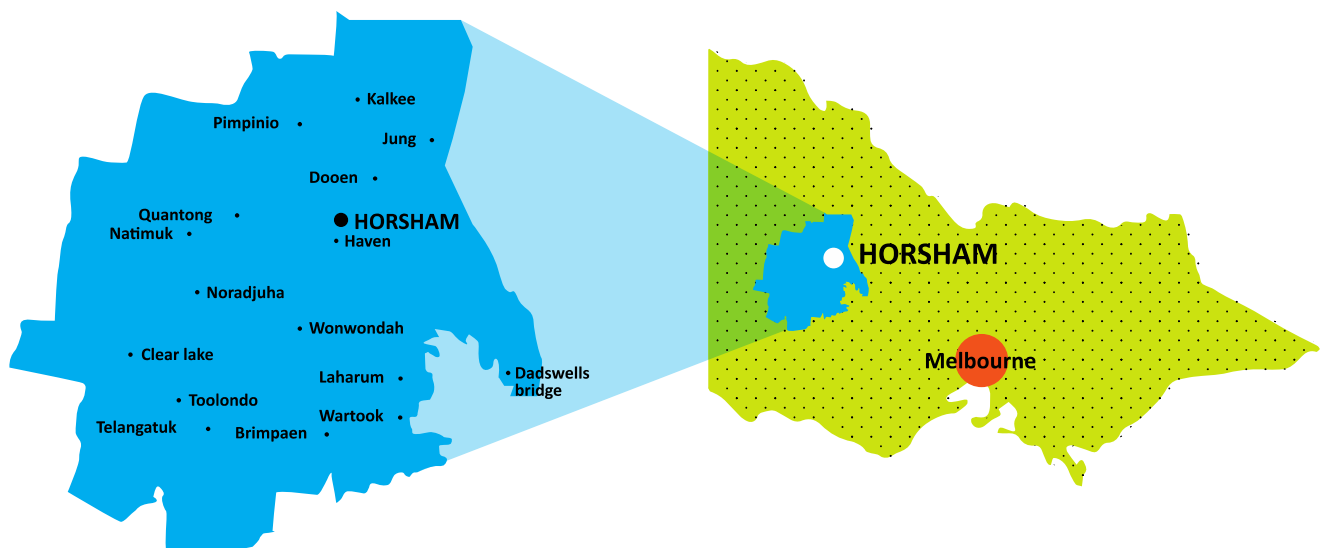
Our Region

Horsham Rural City is a regional city in the Wimmera Southern Mallee region of Western Victoria. A feature of the Wimmera Southern Mallee is it encompasses 20 percent of the area of Victoria and only one percent of the population. Located along the Wimmera River, Horsham is approximately 300 kilometres north-west of Melbourne. The municipality covers an area of 4,267 square kilometres and includes the major centres of Horsham and Natimuk, and the localities of:

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

The success of the municipality is linked to its rich history, strong community and resilient economy. The centre of Horsham is a thriving commercial, cultural, civic and recreation hub that will continue to evolve over time to meet the needs of the community, support and encourage business activity growth and promote the region in order to inspire tourism. Horsham is a hub for health care, speciality retail, community services and arts and culture opportunities. A dryland and broadacre agricultural municipality, Horsham is home to the Grains Innovation Park, a nationally acclaimed agricultural research centre, and quality educational facilities including private and public secondary colleges, a university and an agricultural college. The municipality also has a rich indigenous history and an abundance of diverse natural assets including recreational lakes, wetlands, the Wimmera River, Mount Arapiles (widely regarded as Australia's best rock climbing area) and Wartook Valley and the Grampians National Park is nearby.

Horsham Rural City has an estimated residential population of 20,018 people (2020), a number expected to reach 20,599 by 2036. At the 2016 Census, Aboriginal and/or Torres Strait Islander people made up 1.5 percent of the population and 87.7 percent of the population were born in Australia. People aged 65 years and over make up 20.2 percent of population, a figure projected to increase by 2036. This will have implications for demand and accessibility of housing, infrastructure, services and amenities. 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.



Community Vision 2041



In 2041, Horsham region is a vibrant, liveable hub that thrives on strong economic growth and social connectedness. Empowering people to live, work and access opportunities for recreation and culture, now and into the future.

Themes

Sustainability

A sustainable community is driven by strong economic growth in a healthy and safe, natural environment.

Liveability

A liveable community is a place where green spaces are prioritised and specialised services are available to promote physical and mental health and wellbeing.

Accessibility

An accessible community is a connected hub supported by an extensive transport network. It is designed to meet the growing demand for services and supports education and wellbeing.

Community

A welcoming community connects the diverse population and enables all people to feel a strong sense of belonging. It is underpinned by a framework of community consultation and accountable and transparent decision making.

Community Engagement Process

Council conducted an extensive and deliberative engagement process to inform and develop the Council Plan 2021-25 and the Health and Wellbeing planning process in accordance with Council's Community Engagement Policy.

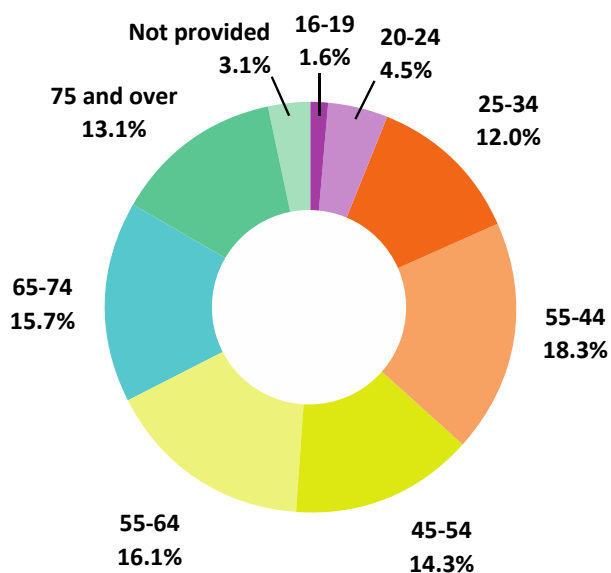
What We Did

Running from February to May 2021, consultants "i.e. community" and the Horsham Rural City Council conducted Horsham Talks - Our Future 2041 community consultation, hearing from the community their aspirations for the future of the Horsham region. The outcomes of this broader community engagement process were used as important inputs into for a community panel of 26 people that was established through an independent process and tasked with developing the Community Vision for the Horsham region in 2041 and to provide recommendations to Council on the Council Plan and Health and Wellbeing Plan.

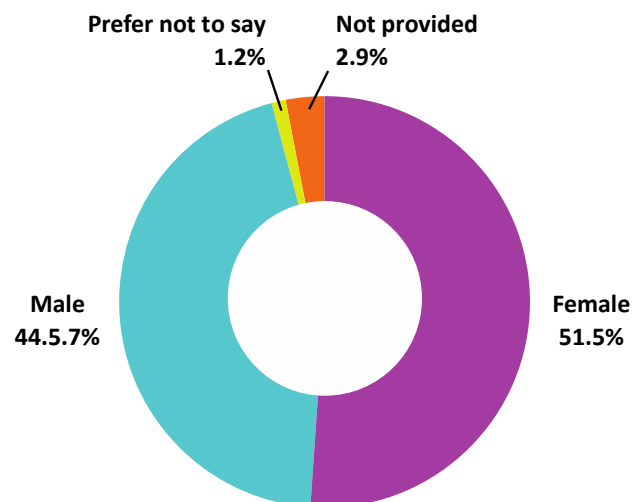
Who did we hear from?

We had a total of 937 responses from 926 people and 11 groups through five different engagement activities. We heard from people of all ages, from all areas of the Horsham region, including those who come for work or to visit.

Age of Respondents



Gender of Respondents



There were opportunities to have a say through a variety of channels, including:

- Online engagement on 'Have Your Say' platform
- Random telephone surveys as part of the Community Satisfaction survey process
- Hosting a community conversation
- Providing feedback via a postcard distributed through Council and community facilities
- Listening posts held at Jung Market and the Horsham Plaza

The six questions asked were consistent across the five different engagement activities, however a subset of the questions were asked at some engagement activities.

1. What do you love about living in the Horsham region? Why is this important to you?
2. What are some things that you are less happy about?
3. If there was one thing you could change to make our municipality better, what would it be?
4. What gives you a sense of belonging or makes you feel most connected to your community?
5. Thinking ahead to 2041, what would you like life in the Horsham region to look or feel like?
6. If you were to tell someone that the Horsham Rural City municipality is a great place to live, what are three things you would highlight?

Some of the feedback from the community can be found in the Themes section between pages 19-31 as well as in Council's Community Vision document.



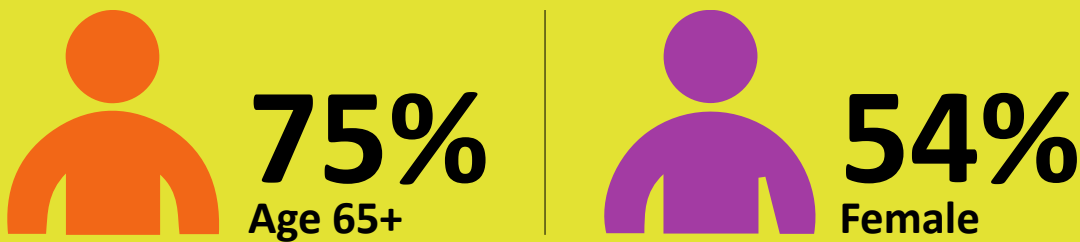
204 Attendees at Expo

Health and Wellbeing Engagement

In addition to the above, Council ran a “Horsham Talks ... Why We Live Here” engagement ‘expo’ across five days which included an opportunity for engagement with the general community on health and wellbeing. The expo included two structured health and wellbeing workshops with HRCC staff and key health organisation stakeholders. To ensure the community had a range of accessible options for input, an online multiple choice survey provided another avenue for engagement however after the extensive Horsham talks surveying, this online survey yielded only 24 respondents.

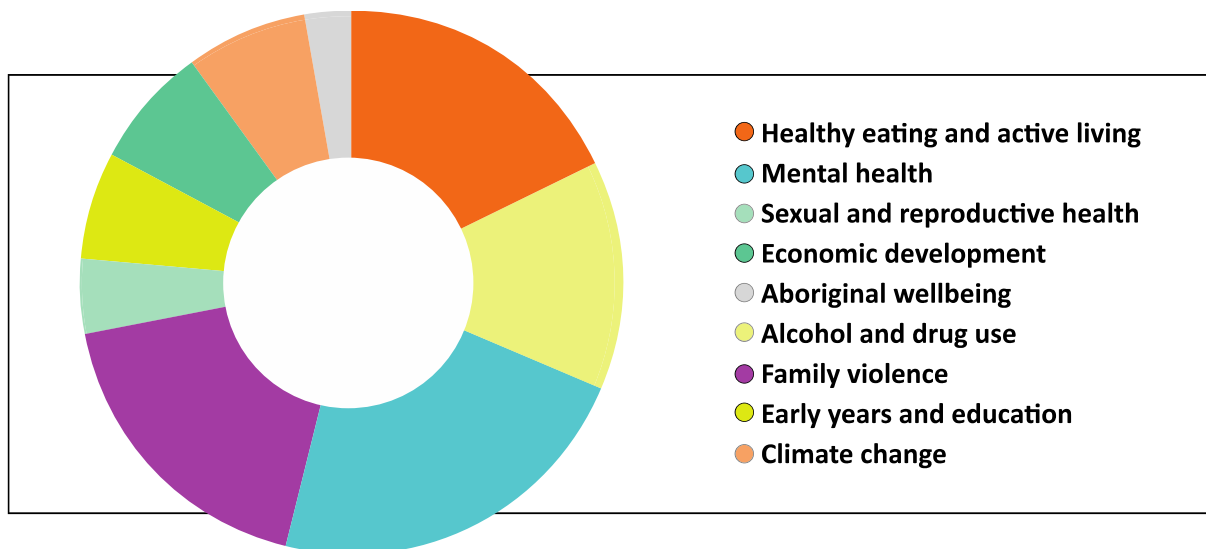
In addition to these, a workshop was held in April 2021 with identified key stakeholders to assess and identify priorities.

Age demographics: 71% of attendees were aged 65 and over and 54% were female.



Key combined output from the expo and survey highlight:

Percentage of responses from survey and expo rating the below as one of their top 3 priorities



Mental health emerging as a key priority is further supported by the deliberative Community Panel which identified Mental Health and Economic Development.

Majority disagree that:

- Drug and alcohol issues are being addressed in my community.

Majority disagree or unsure that:

- My community has a strong focus on tackling climate change.
- My community has a good understanding of safe sexual practices and services available.

Roughly equal numbers agree and strongly disagree that:

- Gender equality is important in my community.

The Community Panel

The Horsham Rural City Council Community Panel met over the course of three days in 2021. The Panel consisted of 26 people from diverse backgrounds, and came together with an aim to generate a vision for future Horsham in 2041 and to provide recommendations to Council in relation to the Council Plan and Health and Wellbeing Plan.

1. The Council Plan

The Panel was asked: “How can Council and the community work together to build trust and a more effective partnership? What can be done locally to build closer connections with the community?”

1. The Panel made the following recommendations:

1. Create a working list of community groups within HRCC. Develop purposeful relationships with them by rostering Council members to attend community group meetings to introduce Council and work together.
2. Individual KPIs for Councillors that are community driven (e.g. attending a certain number of community events and meeting with local groups). Community members should have the ability to trace outcomes.
3. Continuation of community panel, real engagement from members of the community.

Council has responded as follows:

We understand there is a strong desire for Council and the community to work together more effectively. We also understand that the community would like to see Councillors work together to further the interests of the community.

In response to the issues raised and recommendations from the Panel, Council will do the following:

- Work together to better understand the problems with trust and governance identified by the community and how best to respond. We will provide a more detailed plan for how we will address the issues in the next three months.
- Create and publish a list of community groups on our website.
- Work with the community to develop a “how we will work with you” handbook which will:
 - provide clarity about what community groups can expect from Council
 - outline Councillor commitments to attending community meetings and events.
- Provide regular reporting on:
 - community meetings, events and activities attended by Councillors
 - planned attendance at future activities.
- Invite the Community Panel to meet with Councillors in July 2022, one year after the Panel’s deliberations, to discuss our progress in implementing the Vision and recommendations.
- Continue to engage with the Community Panel by providing written notification of engagement activities and invitations to participate where possible.
- Explore opportunities to undertake further deliberative engagement on major projects or issues that affect the Horsham community as a whole.

2. The Health and Wellbeing Plan

The Panel was asked: “How can Council build equity through the services and community infrastructure it provides, to best promote social connection, and health and wellbeing in the community?”

The Panel made the following recommendations:

- a) The areas we would like Council to prioritise to promote health and wellbeing in the community are mental health and economic development.
 - Mental health is a priority because having good mental health is vital for social growth, economic development and community well-being. Education and awareness around mental health will help reduce social stigma. Poor mental health contributes to other social issues and is a significant burden on our limited health care resources.
 - Economic development is a priority because we need to grow services and industry in our region through employment opportunities, education and increased access to specialised services. As a region, it is a challenge to attract specialised services and new members to the community which impacts our ability to grow.
- b) To best promote social connection, over the next four years we recommend the community do the following:
 - For Council and community to support, endorse, and promote community groups and events, including sharing council resources and facilities.
 - Encourage and celebrate cultural diversity (create combined events and focus on different ideals and targeting all demographics).
 - Creating a safe space to encourage social connection, it may be psychologically or physically (e.g. meeting places with a purpose).

Council has responded as follows:

In response to the issues raised and recommendations from the Panel, Council will do the following:

- Focus on the priority areas of mental health and economic development in the development of the Health and Wellbeing Plan as part of the Council Plan. Social connection is being considered in many of the strategies and initiatives to promote positive mental health. Economic development is also being considered in respect to supporting tourism, local business and new investment opportunities.
- Develop initiatives to improve social connection, drawing on the ideas put forward by the Community Panel. Specifically, all three recommendations will be included or incorporated into the Health and Wellbeing actions of the Annual Action Plan and will be highlighted to reflect they refer to the Community Panel’s recommendation.

Health and Wellbeing Plan



Horsham Rural City Council understands the health and wellbeing of our community underpins all that we do. As such, Council has undertaken to integrate the Municipal Health and Wellbeing Plan into the Council Plan in 2021 in accordance with Section 26 of the Victorian Public Health and Wellbeing Act 2008. This approach recognises both the important role and natural alignment of health and wellbeing in all aspects of Council work along with the increase in efficiency of planning processes.

The Council Plan recognises that health and wellbeing is influenced by a series of factors across the built, social, economic and natural environments. In these environments, contributors to good health include safe and accessible footpaths, social connection opportunities, secure housing and access to clean air and open spaces respectively. Similarly, contributors to poor health include inaccessible and unsafe facilities, unemployment, isolation/social exclusion and times of natural disaster (e.g. fire, flood and drought). Certain demographic characteristics also have a significant impact on health outcomes, such as: gender, age and disability. As such, Council adopts a life course approach to health and wellbeing planning (recognising that health outcomes will change across a person's life).

Health inequities also exist in the municipality that are highlighted in the data snapshots (located on the HRCC website alongside the Council Plan). These include: gender, culture and linguistic diversity, living with a disability and age. For example, the risk of family violence is worse for Aboriginal and Torres Strait Islander women, rural/regional women, culturally and linguistically diverse women, women with disabilities and the elderly because they already face other systems of oppression and discrimination which compound their experience of violence.

Rurality is another inequity facing the municipality regarding access to quality health services and some areas of the municipality have a low SEIFA index (Index calculated from data in the Census outlining Relative Socio – Economic Disadvantage). This highlights that certain geographic areas exist with less favourable social and economic circumstances. These areas can often experience poorer health and wellbeing outcomes. These inequities are acknowledged and addressed in this Plan and will be addressed in implementation of actions.

To inform the health and wellbeing planning process, Council has:

- Considered both the 2019-2023 Victorian Health and Wellbeing Plan, Wimmera Primary Care Partnership priorities and the Municipal planning Strategy
- Reviewed the actions and achievements of the 2017-21 HRCC Health and Wellbeing Plan
- Analysed community consultation data
- Engaged staff across Council and members from partner organisations implementing health and wellbeing actions to identify emerging priorities and community need
- Analysed a range of health determinant data snapshots (located on the HRCC website alongside the Council Plan). These include LGA demographic data, health and wellbeing data, Aboriginal and Torres Strait Islander Demographic Profile and Early Years.
- Considered the Royal Commission into Mental Health, the Climate Change Act 2017 and the Gender Equality Act 2020, as well as the requirement for Council's to: 'report on the measures they propose to take to reduce family violence and respond to the needs of victims'

As a result of the above, the identified health and wellbeing priorities remain largely unchanged from the 2017-2021 plan and are (in no particular order):

- Increasing healthy eating and active living
- Reducing harmful alcohol and drug use
- Preventing family violence
- Improving mental health/social connection
- Improving sexual and reproductive health
- Improving early years and education outcomes
- Strengthening economic development
- Tackling climate change
- Improving Aboriginal health and wellbeing



Partnerships


Given the breadth of factors that influence health and wellbeing outcomes, no one agency can be responsible for health and wellbeing alone. Council must work in partnership with other agencies and the general community to work towards the goal of creating a community in which people can achieve maximum health and wellbeing.

This collaborative approach has already begun in the development phase outlined in the engagement process and will continue in the delivery of initiatives and priorities and the review process.

Key partners in ensuring our community's health and wellbeing include (but not limited to):

- CoRE Alliance (HRCC is a member) (Communities of Respect and Equality)
- Department of Education and Training
- Federation University
- Goolum Goolum Aboriginal Co-operative
- Grampians Community Health
- Headspace
- Horsham Aquatic Centre
- Horsham Community House
- Regional Development Victoria
- The Sexual Assault and Family Violence Centre
- Uniting Wimmera
- Victoria Police
- Western Victoria Primary Health Network
- Wimmera Catchment Management Authority
- Wimmera Development Association
- Wimmera Health Care Group
- Wimmera Primary Care Partnership
- Wimmera Regional Library Corporation
- Wimmera Regional Sports Assembly
- Wimmera Southern Mallee LLEN
- Women's Health Grampians
- Other Wimmera Councils

Initiatives

The initiatives/priorities in this Council Plan that are identified as contributing to the Health and Wellbeing priority areas are denoted by a . Detailed health and wellbeing actions are captured in the Annual Action Plan to support the achievement of the Council Plan's initiatives.

The Annual Action Plan outlines the specific health and wellbeing actions. It identifies the health and wellbeing priority areas being addressed, the role of Council in delivery and potential partners. It will be located on the website alongside the Council Plan.

In the early phase of commencing work on these actions SMART measures will be identified and added to the Annual Action Plan. Partners including community will continue to be engaged during the implementation and evaluation of actions.

Council Plan 2021-25

The Council Plan 2021-25 includes the following elements


20 Year Plan Community Vision

- Describes the community's 20 year aspirational vision for the municipality and guides Council planning

4 Year Plan Council Plan

- Strategic Direction - Council's overarching direction that reflects the Community Vision
- Strategic Objectives - Represent Council's strategic direction for the next four years and have been based on the Themes identified by the Community Panel
- Strategies - Approaches to how Council will implement the Strategic Objectives
- Initiatives and Priorities - High level actions for services, infrastructure and amenity
- Monitoring achievements - High level performance indicators for monitoring the achievement of the Strategic Objectives

4 Year Plan Health and Wellbeing

- Health and Wellbeing Plan outlines how the Council will safeguard, improve and promote the health and wellbeing of the residents within the municipality
- Focus areas - the  symbol denotes which initiatives align with and contribute to Council's health and wellbeing focus areas

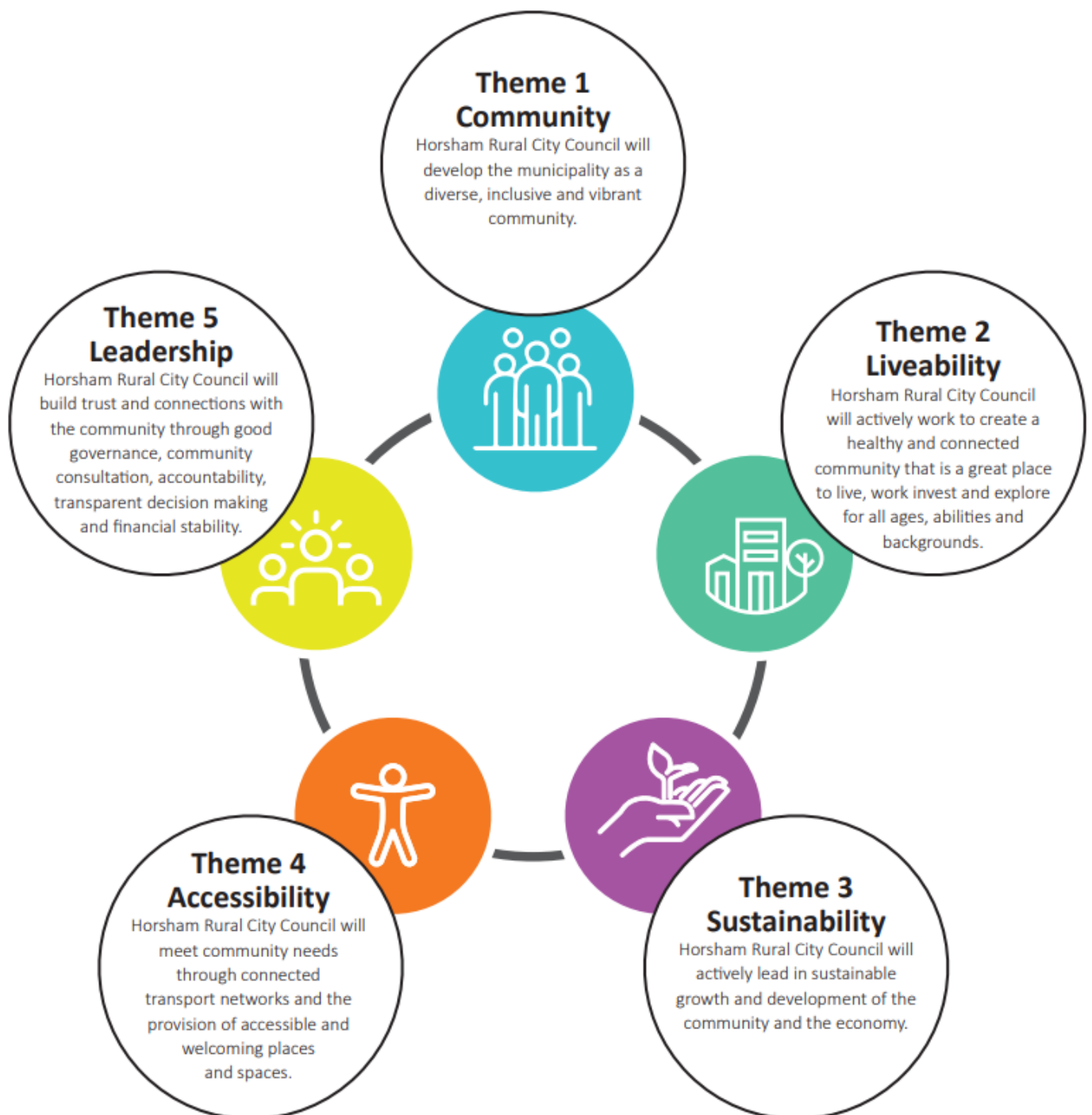
Strategic Direction

Horsham Rural City Council commits to working with the community, listening to and considering the knowledge and experience of residents, embracing social connection and valuing our natural environment. Opportunities for strong economic growth, accessibility and sustainability, will be delivered through good governance, strategic planning and transparent decision making.

Council Values



Strategic Objectives that support the Vision



Theme 1

Community

“A welcoming community connects the diverse population and enables all people to feel a strong sense of belonging”.

What you told us...

“There are diverse and creative people to connect and work with. This gives meaning to my life.”

“The disconnect between the larger towns and the smaller towns in our wider region.”

“I moved to Horsham almost 20 years ago, as soon as I first entered town I knew it was a place I wanted to stay. There is a ‘vibe’ in Horsham that is progressively evolving. There is a sense of community and I enjoy being a part of it.”

“More focus on the community that lives in the Council or surrounding Wimmera towns, rather than focusing on attracting tourists.”

“Close engagement with Aboriginal traditional owners to preserve recreational access to our beautiful wilderness.”

“Just walking into your cafe and knowing the regulars and having a chat. I love that the most.”

“I love that I can walk around and say hello to so many familiar faces in town.”

Theme 1 Community

Horsham Rural City Council will develop the municipality as a diverse, inclusive and vibrant community.

To achieve this Council will put in place the following:

Strategies

1. An inclusive, accessible, connected and safe community
2. A community that encourages and celebrates all cultures, heritage and diversity
3. A community that is empowered in shaping the future of our region
4. A region that acknowledges and engages with First Nations people on place, connection and truth

Initiatives and Priorities

- Communicate and engage effectively with our community to understand their needs and advocate on their behalf
- Support and empower localised community groups in their goals and plans ❤️
- Enhance the inclusivity, accessibility and safety of our places and spaces ❤️
- Develop a principles based and community need driven planning approach for our infrastructure ❤️
- Value and respect the culture of our traditional owners through strengthening relationships and partnerships with the Aboriginal and Torres Strait Islander community in Horsham ❤️
- Promote and support the municipality's key tourism, events and local and cultural offerings ❤️
- Partner on public initiatives to reduce family violence, alcohol and other drugs, tobacco, and gambling related harm ❤️
- Support the communication process to increase knowledge of local health and community services available to the public ❤️
- Support gender equity initiatives in the prevention of family violence ❤️



Monitoring Achievements	Target
1. Implementation of actions identified in the 2019-2022 Community Inclusion Plan	100% of actions by 2025
2. In consultation with Barengi Gadjin Land Council, develop a partnership agreement	By 30 June 2022
3. Improved diversity in community and programmed events	10% Increase over 4 year period of Council plan
4. Ensure gender equity on all Council Committees	Gender balance
5. Increased reach and diversity of allocation of Annual Community Grants program	10% increase of new successful applicants over 4 year period of Council plan

Key related Strategic Documents

Age Friendly Communities Implementation Plan 2019-23	Arts and Cultural Plan 2014-18	City to River Master Plan 2020
Community Inclusion Plan 2019-22	Community Local Law 2011	Horsham Flood Emergency Plan 2018
Horsham North Urban Design Framework 2013	Horsham South Structure Plan 2021	HRCC Tourism Master Plan 2016-20
Horsham Urban Transport Plan 2020	Innovate (Indigenous) Reconciliation Action Plan 2018-20	Municipal Emergency Management Plan 2017-20
Municipal Fire Management Plan 2017-20	Open Space Strategy 2019	Social Infrastructure Framework 2020

Services that support this theme

- **Visitor Services** – Events, Attraction and Activation, Event Support
- **Tourism** – Caravan Park, Tourism Development
- **Creative Services** – Arts Development, Creative Education Services, Horsham Town Hall, Wesley PAC and Horsham Regional Art Gallery Operations, Public Art Provision
- **Recreational Asset Provision** – Community Facilities management and improvement
- **Community Services** – Community Engagement, Disability Awareness and Capacity, Youth Services, Access and inclusion
- **Emergency Management** – State Emergency Service Support, Wimmera Emergency Management, Resource Sharing
- **Community Safety** – Administration of Community Local Law, Fire Hazard Enforcement
- **Animal Management**
- **Streetscapes and Public Conveniences** – City Centre, Public Conveniences, Street Lighting, Street Signage, Other Street Assets, Tree Maintenance
- **Sports and Recreation** – Horsham Aquatic Centre, Sports Complexes Indoor – Maintenance, Sports Complexes Outdoor – Ovals, Turf and Grass, Major Projects

Theme 2

Liveability

“A liveable community is a place where green spaces are prioritised and specialised services are available to promote physical and mental health and wellbeing”.

What you told us...

“Horsham is so central. You can go to Adelaide, Bendigo, Warrnambool or Ballarat. Hub of the Wimmera.”

“I love the wide open spaces, clean air and it’s safe.”

“Increase the use of the area around the river and soundshell and make it a precinct where people want to go to enjoy the view, live music and food.”

“It’s quiet living, a slower, more peaceful way of life as compared to the city... a simple and quiet life.”

“Reap more benefits from the Wimmera River and really shape the development of the region around it. E.g. nightlife opportunities on the river such as restaurants. Cafe’s for morning walkers etc.”

“Horsham is well serviced with health, education, retail and service industries.”

“Football and netball clubs are the fabric of the town and provide purpose for people.”

“New industries to keep younger people here and work and earn a decent wage.”

Theme 2 Liveability

Horsham Rural City Council will actively work to create a healthy and connected community that is a great place to live, work invest and explore for all ages, abilities and backgrounds.

To achieve this Council will put in place the following:

Strategies

1. A resilient, inclusive and socially connected community
2. A destination to live, work, explore and invest
3. A region with a defined identity
4. Diverse and connected open spaces
5. Quality opportunities and facilities that meet the health and wellbeing needs and interests of all ages, abilities and backgrounds

Initiatives and Priorities

- Promote opportunities for life long social interactions and enjoyment ❤️
- Advocate for educational opportunities, delivered locally, to support and encourage lifelong learning ❤️
- Create engaging spaces and places for social connection and wellbeing to build community resilience ❤️
- Encourage participation, diversity and growth in sports, events, arts and culture
- Respond to key community needs, ensuring our municipality is child and youth friendly and encourages positive aging ❤️
- Promote the municipality as a destination highlighting Horsham as a base in Western Victoria, halfway between Melbourne and Adelaide
- Develop range of recreational opportunities with a focus on our natural environment and recreational waterways
- Promote recreational opportunities in our natural environment and recreational waterways to increase visitation
- Advocate and support the establishment and growth of integrated health services and facilities that meet the needs of all community members ❤️
- Plan for sustainable and affordable housing needs of our community ❤️



Monitoring Achievements	Target
1. Number of visits to aquatic facilities per head of municipal population	5% increase over 4 year period of Council Plan
2. Participation in Horsham Town Hall programs	5% Increase over 4 year period of Council Plan
3. Participation in the Maternal and Child Health service	95% participation annually
4. Active library borrowers in municipality	5% increase over 4 year period of Council Plan
5. Increased number of new planning permits approved for new housing	2% increase annually
6. Increase Horsham Rural City population	5% increase over 4 year period of Council Plan
7. Increased number of new building/planning permits approved for commercial development	2% increase annually

Key related Strategic Documents

Age Friendly Communities Implementation Plan 2019-23	Arts and Cultural Plan 2014-18	CAD (Central Activity District) Revitalisation 2019
City to River Master Plan 2020	Community Inclusion Plan 2019-22	Early Years Plan 2019-23
Economic Development Strategy 2017-21	Health and Wellbeing Plan 2017-21	Open Space Strategy 2019
Public Arts Implementation Plan 2017	Sport and Recreation Strategy Draft 2013	

Services that support this theme

- **Aged and Disability** – Meals on Wheels
- **Community Wellbeing Strategic Management** – Health and Wellbeing
- **Environmental Health**
- **Early Years** – Supported Play Group, Maternal and Child Health Services – Universal
- **Library Services and Aquatic Services**
- **Parks and Gardens** – Provision of Playgrounds, Open Spaces, Community Housing, Street Cleaning
- **Visitor Services** – Events, Attraction and Activation, Event Support
- **Tourism** – Caravan Park, Tourism Development
- **Creative Services** – Arts Development, Creative Education Services, Horsham Town Hall, Wesley PAC and Horsham Regional Art Gallery Operations, Public Art Provision
- **Streetscapes and Public Conveniences** – City Centre, Public Conveniences, Street Lighting, Street Signage, Other Street Assets, Tree Maintenance
- **Sports and Recreation** – Sports Complexes Indoor – Maintenance, Sports Complexes Outdoor – Ovals, Turf and Grass, Major Projects

Theme 3

Sustainability

“A sustainable community is driven by strong economic growth in a healthy and safe, natural environment”.

What you told us...

“That our region is lagging behind with meaningful action on climate change, especially now we are seeing the effects.”

“A council commitment to carbon neutrality by 2050 and efforts to revegetate large areas with biodiverse plantings.”

“Each year climbers bring many millions of dollars into the Wimmera community and this is now at risk as the bans become more widespread and climbers and their families leave the region. The Horsham Rural City council needs to address this important issue before it is too late. Rock climbers (residents and visitors) are an important part of the fabric of the Wimmera community bringing much needed professional jobs and economic input.”

“100% renewable energy production and use, with net zero carbon emissions. Exporting energy and good care for our natural environment.”

“Be more progressive... be leaders in sustainability. Be leaders in greenscaping.”

“I don't like that we are encroaching more onto our bush with increased small parcels and dwellings. We need more and larger green spaces, both in and out of town.”

Theme 3 Sustainability

Horsham Rural City Council will actively lead in sustainable growth and development of the community and the economy.

To achieve this Council will put in place the following:

Strategies

1. Achieve a sustainable and sound environmental future
2. A sustainable economy where local business, agriculture, tourism and other diverse industries thrive
3. A region where climate change impacts are addressed and remediated
4. A region that attracts new investment, technologies and opportunities

Initiatives and Priorities

- Plan for sustainable development which balances economic, environmental and social considerations ❤️
- Support business, from start-ups to expansion, value adding products and services for our community
- Promote and encourage innovation and new technologies in our community
- Support business resilience and recovery from the impact of business interruption
- Advocate for mining in our region to meet world's best practice
- Support our community and region in adapting to reduce emissions, build resilience to climate change and respond to environmental challenges ❤️
- Advocate for protection, conservation and management of our natural environment to sustain biodiversity and habitats.
- Promote recreational and social environments for people to enjoy (open spaces, waterways etc) ❤️



Monitoring Achievements	Target
1. Reduce Council's net carbon emissions	24% reduction by 2025
2. Reduce the municipality's net carbon emissions	12% reduction by 2025
3. Employment in government and health services	Maintain at current level
4. Increase the diversion of recyclables from landfill	40% diversion from landfill by 2025
5. Increase the utilisation of alternative water sources (reduced use of potable water)	10% increase by 2025

Key related Strategic Documents

Council Property Strategy 2019	Economic Development Strategy 2017-21	Environment Sustainability Strategy 2010
Health and Wellbeing Plan 2017-21	Heritage Study 2014	Municipal Parking Strategy 2017
Municipal Tree Strategy Draft	Open Space Strategy 2019	Planning Scheme 2021
Roadside Weeds and Pests Program 2013	Social Infrastructure Framework 2020	Wimmera River Improvement Plan 2013
Zero Carbon Plan 2021		

Services that support this theme

- **Building Services Regulatory** – Building Approvals
- **Planning Services** – Statutory Planning
- **Waste Management Services** – Garbage, Recycling, Transfer Stations and Landfills
- **Natural Resource Management** – Fire Protection Works, Other Street Assets, Roadside Vegetation Management
- **Parks and Gardens** – Waterways, Foreshores and Wetlands
- **Management and Administration** – Planning and Promotional Management and Administration, Planning and Economic Development Services
- **Economic Development** – Business Development, Industrial Estates, Wimmera Business Centre, Wimmera Development Association, Wimmera Intermodal Freight Terminal
- **Parking and Traffic Management** – Parking Control, School Crossing Supervision
- **Sustainability** – Developing sustainability, carbon neutral and climate change plans
- **Community Facilities Management**
- **Long term Asset Planning**
- **Open Public Space Planning**
- **Streetscapes and Public Conveniences** – City Centre, Public Conveniences, Street Lighting, Street Signage, Other Street Assets, Tree Maintenance

Theme 4

Accessibility

“An accessible community is a connected hub supported by an extensive transport network. It is designed to meet the growing demand for services and supports education and wellbeing”.

What you told us...

“Not a truck, highway, heavy transport route running through the very heart of our beautiful river town. We desperately need a transport bypass to progress our vibrant city in 2021 and beyond.”

“Domestic air transport services would make specialist health professionals more likely to offer services.”

“I would make Horsham a bike and walking friendly town, and make that the normal.”

“I am unhappy about the lack of a passenger train service and the current state of the Railway Station Precinct.”

“Community transport from small towns to Horsham.”

“Opening up of roads blocked by railway lines. Planning of roads and traffic movement to cater for new residential expansion.”

“More bike friendly, encourages people to ride to work, ride for fun, or ride to get to places such as parks.”

Theme 4 Accessibility

Horsham Rural City Council will meet community needs through connected transport networks and the provision of accessible and welcoming places and spaces.

To achieve this Council will put in place the following:

Strategies

1. Improved and connected transport services and networks in and around the region
2. Diverse services, programs and facilities that are accessible to all
3. An integrated, strategic and needs based approach to investing in our places and spaces

Initiatives and Priorities

- Ensure a safe and connected transport network including active transport ❤️
- Advocate for supporting infrastructure to ensure connections to key places and services ❤️
- Planning for places and spaces to provide connectedness and social inclusion ❤️
- Support lifelong learning opportunities for all people ❤️



Monitoring Achievements	Target
1. Numbers of vehicle crashes, and their impacts (e.g. numbers of injuries / fatalities)	5% reduction by 2025
2. Increase the percentage of urban population within 400 m of a fully developed open space	5% increase by 2025
3. Increase the percentage of Tree canopy in Horsham urban area	1% increase by 2025
4. Sealed road satisfaction – excluding arterial roads	5% Improvement annually

Key related Strategic Documents

Age Friendly Communities Implementation Plan 2019-23	Asset Management Improvement Strategy 2018	Asset Management Plans 2018
Bicycle and Shared Path Plan 2012-16	Community Inclusion Plan 2019-22	Horsham Aerodrome Business Plan 2010
Health and Wellbeing Plan 2017-21	Horsham North Urban Design Framework 2013	Horsham Rail Corridor Master Plan 2016
Horsham South Drainage Strategy 2013	Horsham South Structure Plan 2021	Horsham Urban Transport Plan 2020
Municipal Early Years Plan 2020	Open Space Strategy 2019	Road Management Plan 2017
Social Infrastructure Framework 2020	Wartook Valley Strategy 2017	Wimmera Intermodal Freight Terminal Master Plan 2015

Services that support this theme

- **Management and Administration** – Infrastructure Services Management and Administration, Asset Management – customers, internal, Executive Management Team, Council
- **Building Asset Management**
- **Business Activities** – Horsham Aerodrome Operations, Horsham Regional Livestock Exchange Operations, Private Works Recharged
- **Operations Management** – Operations Management, Fleet Management
- **Rural Infrastructure** – Bridge Maintenance, Road Construction, Road Maintenance, Quarry Management
- **Streetscapes and Public Conveniences** – City Centre, Public Conveniences, Street Lighting, Street Signage, Other Street Assets, Tree Maintenance
- **Sports and Recreation** – Horsham Aquatic Centre, Sports Complexes Indoor – Maintenance, Sports Complexes Outdoor – Ovals, Turf and Grass, Major Projects
- **Urban Infrastructure** – Footpaths, Walking Trails/Paths, Stormwater Drainage, Off Street Car Parks, Road Construction, Road Maintenance

Theme 5

Leadership

“Council needs to build trust and closer connections with the community”.

What you told us...

“More communication, more open Council meetings with the public. More question time and opportunities for input.”

“There has to be more input from the ratepayers to the Council... Council won’t listen to the people and they need to start”

“A council that is not wanting to keep things the same or the ways things were in the past. Let’s make it a better place to live in the future - not what it was before.”

The community indicated an interest for Council to be more progressive, proactive, involved, young and diverse.

“Forming a panel including community representative from each suburb. A point of contact with municipality from each community.”

“No more uncertainty or worry that rates will continue to climb, not to fund improvements to our lifestyles, but the ongoing subsidisation of incompetence.”

Theme 5 Leadership

Horsham Rural City Council, will build trust and connections with the community through good governance, community consultation, accountability, transparent decision making and financial stability.

To achieve this Council will put in place the following:

Strategies

1. Good governance, through leadership and connection with community
2. Good management for financial sustainability
3. High organisational standards focussing on continuous improvement
4. Accountable and transparent decision making
5. A safe, inclusive, and resilient culture that delivers for the community
6. Position Horsham Rural City Council as a leader in local government

Initiatives and Priorities

- Build trust through meaningful community engagement and transparent decision making
- Engage with community early on in projects and throughout to promote efficiencies and awareness of external funding opportunities
- Enable a customer/stakeholder-focused approach that delivers efficient and responsive service
- Attract, retain, respect, value and invest in quality staff
- Implement systems, processes and use of technology that support efficient and secure business operations
- Work in partnership with key agencies and other levels of government to provide leadership and support in emergency preparedness, response and recover processes



Monitoring Achievements	Target
1. Community satisfaction with customer service (Community Satisfaction Survey)	5% Improvement annually
2. Community satisfaction with overall Council direction (Community Satisfaction Survey)	5% Improvement annually
3. Community satisfaction with Council decisions	5% Improvement annually
4. Community satisfaction with consultation and engagement	5% Improvement annually
5. Community satisfaction with Council lobbying on behalf of the community	5% Improvement annually

Key related Strategic Documents

Audit and Risk Committee Charter 2020	Business Continuity Plan 2018	Community Engagement Framework/Policy 2021
Customer Commitment Charter 2020	Digital Community Strategy 2013	Health and Wellbeing Plan 2017-21
Internal Audit Program/Plan 2020-22	Occupational Health and Safety Plan 2020	Rates Strategy Revenue and Rating Plan 2019
Strategic Risk Management Framework 2021		

Services that support this theme

- **Management and Administration** – Building Operations, Corporate Service Management, General Office Operations, Governance Services and Support
- **Financial Services** – Treasury Management, Financial Reporting, Receivables Management – Debtors, Procurement Services
- **Governance and Leadership** – Chief Executive Officer Operations, Council, Mayor and Councillors, Media and Communications
- **Organisational Development** – Human Resources, Occupational Health and Safety
- **Rates and Property Services** – Rates, Valuation and Property Services
- **Information and Technology** – IT Support, Software/Hardware

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HORSHAM RURAL CITY COUNCIL
DRAFT FINANCIAL PLAN
2021/22 - 2030/31



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1. Legislative Requirements

This section describes how the Financial Plan links to the achievement of the Community Vision and the Council Plan within the Integrated Strategic Planning and Reporting framework. This framework guides Horsham Rural City Council in identifying community needs and aspirations over the long term (Community Vision), medium term (Council Plan) and short term (Budget) and then holding itself accountable (Annual Report).

The following diagram provides an overview of the core legislated elements of Council’s integrated strategic planning framework.



1.1 Strategic Planning Principles

The Financial Plan provides a 10 year financial projection regarding how the actions of the Council Plan may be funded to achieve the Community Vision. The Financial Plan is developed in the context of the following strategic planning principles:

- Council has an integrated approach to planning, monitoring and performance reporting.
- Council's Financial Plan addresses the Community Vision by funding the aspirations of the Council Plan. The Council Plan aspirations and actions are formulated in the context of the Community Vision.
- The Financial Plan statements provide the 10 year financial resources necessary to implement the strategic objectives and aspirations of the Council Plan to support the Community Vision.
- The Financial Plan will be revised and extended each year as part of the budget process to ensure that it always projects 10 years in to the future.
- Council's strategic planning principles identify and address the risks to effective implementation of the Financial Plan. The financial risks are included at section 1.2 below.
- The Financial Plan provides for the strategic planning principles of monitoring progress and reviews to identify and adapt to changing circumstances.

1.2 Financial Management Principles

The Financial Plan demonstrates the following financial management principles:

- Revenue, expenses, assets, liabilities, investments, and financial transactions are managed in accordance with Council's financial policies and strategic plans.
- Management of the following financial risks:
 - the financial viability of the Council.
 - the management of current and future liabilities of the Council. The estimated 10 year liabilities are disclosed in section 3.2 Balance Sheet projections.
- Financial policies and strategic plans are designed to provide financial stability and predictability to the community and give comfort re the future sustainability of Council.
- Council maintains accounts and records that explain its financial operations and financial position.

1.3 Engagement with the Community

Council has in place a community engagement policy and is undertaking engagement on the Financial Plan in accordance with that policy and the requirements of the Local Government Act 2020. The following consultation processes have occurred or will occur to ensure the community is provided with the opportunity to provide feedback and due consideration is given to that feedback:

- Community engagement occurred during the budget development process.
- A Community Panel was formed as a deliberative engagement approach with the aim to make recommendations on a question relating to the development of the Financial Plan.
- Draft Financial Plan prepared by management after consultation with Council and consideration of the recommendations from the Community Panel.
- Draft Financial Plan placed on public exhibition following August Council meeting for a period of 28 days and calling for feedback and submissions from the public.
- Community will be informed of the elements of the Financial Plan and encouraged to provide feedback through a broad range of local news outlets, Council's website, drop-in sessions and social media.
- Hearing of submissions to the Financial Plan will be conducted at a Council Briefing Meeting in September.
- The Financial Plan, including any revisions, will be presented to the October Council meeting for adoption.

1.4 Community Panel Recommendations

The Community Panel was given the following question to answer:

With limited resources it is getting more expensive to provide and maintain infrastructure. All councils struggle with constantly having to balance the cost of renewing, upgrading and building new infrastructure. What approach should Council use when making decisions around renewing, upgrading, and building new infrastructure?

Recommendation: To achieve our Community Vision, in the next 10 years we would like Council to focus on building new infrastructure. The reasons for this recommendation are as follows:

- Building multipurpose facilities to meet the needs of the community, aligns with the community vision, promotes economic growth and builds Horsham into a destination.
- Building new facilities has low impact on the use of current facilities (while the build is occurring).
- Donating or selling current assets to community groups fosters a positive relationship between them and the Council.
- New buildings and infrastructure will be geared towards a digital future, with an ability to manage our new COVID world.

Council has responded to this recommendation by revising its method for prioritisation of projects in the annual budget process as follows:

- The draft Long Term Capex Plan (LTCP) identifies a broad range of projects proposed to be undertaken over the next 10 years.
- The sequencing of projects in that Plan over the 10 years is informed by a prioritisation process that is based on principles such as: levels of use, geographic equity, target service level and the ability for assets to be multi-use (where appropriate).
- Each year the LTCP is updated to reflect a rolling 10-year period.
- As part of the next annual review of the LTCP, the existing prioritisation framework will be updated to incorporate the recommendations of the Community Panel process.
- The first review of this will be incorporated in preparation of the 2022-23 budget process.

1.5 Service Levels and Performance

Council services are provided on a community needs and value for money basis. The service performance principles are listed below:

- Council has taken the approach that service levels should not be reduced on any of its services, however, it also acknowledges that there is a need to undertake a detailed review of services delivered on a cyclical or as needs basis.
- Services are provided in an equitable manner and are responsive to the diverse needs of the community. The Council Plan is designed to identify the key services and projects to be delivered to the community. The Financial Plan provides the mechanism to demonstrate how the service aspirations within the Council Plan may be funded.
- Services are accessible to the relevant users within the community.
- Council provides quality services that provide value for money to the community. The Local Government Performance Reporting Framework (LGPRF) is designed to communicate Council's performance regarding the provision of quality and efficient services.
- Council is implementing a performance monitoring framework (broader than just the LGPRF) to provide measures for all of its services and to inform continuous improvement in to the future.
- Council has a service delivery framework that considers and responds to community feedback and complaints regards service provision.

1.6 Asset Plan Integration

Integration with the Asset Plan is a key principle of the Council's strategic financial planning principles. The purpose of this integration is designed to ensure that future funding is allocated in a manner that supports service delivery through the effective management of Council's assets into the future.

The Asset Plan identifies the strategic and operational practices which will ensure that Council manages assets across their life cycle in a financially sustainable manner. The Asset Plan, and associated asset management policies provide Council with a sound base to understand the risk associated with managing its assets for the community's benefit.

The Asset Plan is designed to inform the Financial Plan by identifying the amount of capital and maintenance expenditure that is required over the life of each asset category. The level of funding will incorporate knowledge of asset condition, the risk assessment issues, as well as the impact of reviewing and setting intervention and service levels for each asset class.

A key component of the Asset Plan is the Long Term Capex Plan (LTCP) which compiles the range of capital projects proposed for renewal, upgrade and new capital works over the next 10-year period. The LTCP is largely informed by two key drivers, being:

- Detailed modelling of the long-term costs of renewing assets to maintain the service levels the assets provide.
- Service strategies which identify upgrades to existing assets or projects that will create new assets to meet the changing service standards sought by the community.

In addition to identifying the operational and strategic practices that ensure that Council manages assets across their life cycle in a financially sustainable manner, the Asset Plan quantifies the asset portfolio and the financial implications of those practices. Together the Financial Plan and Asset Plan seek to balance projected investment requirements against projected budgets.

2. Financial Plan Context

This section describes the context and external / internal environment and consideration in determining the 10-year financial projections and assumptions.

2.1 Financial Policy Statements

This section defines the measures that demonstrates Council's financial sustainability in order to fund the aspirations of the Community Vision and the Council Plan.

Policy Statement	Measure	Target	Forecast										
			Actual 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Consistent underlying surplus results	Adjusted underlying result greater than 0%	> 0%	-6.8%	-6.8%	-0.8%	1.1%	3.1%	5.4%	1.7%	-0.4%	1.8%	1.9%	1.6%
Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due.	Current Assets / Current Liabilities greater than 1.00	> 1.00	1.78	1.84	1.72	1.69	1.21	1.13	1.01	1.08	1.11	1.16	1.23
Council maintains sufficient unrestricted cash to ensure ongoing liquidity as well as to address unforeseen cash imposts if required.	Unrestricted cash / current liabilities to be maintained above 80%	80%	164.4%	165.0%	152.2%	150.8%	106.5%	95.3%	83.6%	91.9%	95.2%	100.6%	107.8%
That council seek to reduce expenditure on salaries and wages as a percentage of General Revenue (Rates plus Grants Commission)	Reduce expenditure on Salaries & Wages as a percentage of General Revenue	< 69.5%	69.5%	64.0%	62.7%	61.4%	61.9%	61.6%	61.4%	60.8%	60.4%	60.1%	59.6%
Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life.	Asset renewal and upgrade expenses / Depreciation above > 90%	> 90%	95.9%	81.0%	90.3%	75.7%	77.6%	78.0%	90.2%	64.6%	67.8%	69.4%	71.4%
Council will actively plan to construct new assets through adequate strategic planning and advocacy and by applying for government grants and setting aside a component of rate revenue for new assets in-line with recommendations from the Community Panel	\$'s allocated to new capital expenditure to remain above 30% of total capital spend.	> 30%	18.1%	36.2%	36.9%	44.9%	43.3%	35.4%	10.5%	47.5%	54.2%	55.0%	8.7%
Council will maintain overall spending on Capital plus Debt Servicing, as a percentage of General Revenue (rates plus Grants Commission)	Capital spend plus Debt Servicing as a percentage of General Revenue will not fall below 21%	> 21%	21.0%	21.0%	21.1%	21.1%	21.2%	20.7%	21.3%	21.7%	22.5%	22.5%	22.6%
That Council applies loan funding to major strategic capital and maintains total borrowings in line with rate income and growth of the municipality.	Total borrowings / rate revenue to remain below 60%	< 60%	17.9%	16.9%	19.5%	26.5%	40.4%	39.9%	37.6%	40.4%	43.2%	42.8%	37.5%
Council generates sufficient revenue from rates plus fees and charges to ensure a consistent funding for new and renewal capital.	Capital Outlays as a % of Own Source Revenue to remain above 30%	30%	44.4%	54.4%	51.1%	51.1%	66.3%	75.4%	43.3%	53.8%	64.2%	59.5%	37.7%

Note: Measures that are shown in red text means it falls below the expected level and green text means it is above the expected level.

2.2 Strategic Actions

This section defines the strategic actions that we will do to achieve the policy statements.

Capital Works Generally

- Capital works to be budgeted so as to include sufficient project management costs to deliver the projects.
- Full lifecycle costs are included in operational budgets for all assets including new items.
- New revenue received as Revenue in Lieu of Rates, from new Energy Projects, will be applied to Capital expenditure.

New Asset Spend

- Maintain an advocacy document and a schedule of advocacy activities for each year.
- Ensure that adequate early stage project planning is allocated within Council's annual budget to provide a constant stream of shovel ready projects for future grant applications.
- Apply for grant opportunities as they arise and when they align with Council's Strategies.

Infrastructure Renewal

- Tag previous rate funding set aside for renewal spending to ensure that these dollars continue to be utilised for capital renewal work.

Reserves

- As a general rule reserve balances are to be held for all significant strategic buildings to assist in renewal and upgrade works.
- Savings from sustainability initiatives will be captured each year to assist in undertaking additional new sustainability initiatives to address climate change.
- Cash surpluses each year will be contributed to the Major Capital Projects Reserve for allocation in future years.
- The purpose for each reserve will be recorded in the Annual Budget and will be reviewed each year during the budget process.

Service Levels

- Maintain service levels at existing levels for the next 2 years to enable sufficient time to complete a full review of all service delivery areas.
- Identify service gaps.
- Over the next 2 years review service delivery costs to ensure that user charges are appropriately covering the cost of delivery for non-public good services.
- Adequate costs for the operation of new assets are to be allowed for when new assets come in to service and factored in to all future years of the financial plan.

Operational Projects

- to be budgeted so as to include sufficient project management costs to deliver the projects.
- planning allocations for major capital works projects to be allowed for each year.
- adequate spending on technology projects should be allowed for so as to maintain modern technological infrastructure.

Carry-forwards

- Projects with valid commitments or grant obligations will be carried forward.
- Operational projects not commenced will only be carried forward after review and approval by Executive Management Team.

2.3 Assumptions to the Financial Plan Statements

This section presents information regarding the assumptions to the Comprehensive Income Statement for the 10 years from 2021-2022 to 2030-2031. Each year these assumptions will be assessed for validity and updated accordingly.

Escalation Factors % or \$'000 movement	Note	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
CPI	2.3.1	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Rate Cap	2.3.2	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Population Growth	2.3.3	0.24%	1.05%	1.04%	1.58%	0.58%	0.90%	1.26%	1.24%	1.23%	0.25%
Supplementary Rates	2.3.4	1.50%	33.05%	2.00%	18.53%	-22.77%	13.83%	14.08%	2.60%	2.60%	-25.93%
Revenue in Lieu of rates	2.3.5	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	43.92%	71.98%	2.60%	2.60%
Investment Interest Rate	2.3.6	0.50%	0.75%	1.00%	1.25%	1.60%	1.60%	1.60%	1.60%	1.60%	1.60%
Borrowing Interest Rate	2.3.7	3.97%	3.97%	4.50%	4.50%	4.50%	3.60%	3.60%	3.60%	3.60%	3.60%
Borrowing term (Years)	2.3.8	10	10	10	10	10	10	10	10	10	10
Statutory fees and fines	2.3.9	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
User fees	2.3.10	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Waste Charges	2.3.11	12.50%	12.25%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%	1.75%
Grants - Operating	2.3.12	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Grants - Capital (\$'000)	2.3.13	\$8,896	\$7,023	\$8,744	\$8,657	\$9,950	\$4,597	\$12,503	\$17,348	\$16,955	\$6,909
Contributions - monetary (\$'000)	2.3.14	\$622	\$525	\$322	\$2,531	\$5,456	\$1,499	\$303	\$349	\$370	\$385
Contributions - non-monetary (\$'000)	2.3.15	\$950	\$950	\$950	\$950	\$950	\$950	\$950	\$950	\$950	\$950
Proceeds from sale of assets (\$'000)	2.3.16	\$533	\$358	\$274	\$1,388	\$1,993	\$275	\$248	\$267	\$284	\$280
Other income	2.3.17	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Employee costs	2.3.18	2.10%	1.75%	1.75%	1.75%	2.25%	2.25%	2.25%	2.50%	2.50%	2.50%
Materials and services	2.3.19	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Utilities	2.3.20	2.50%	2.75%	3.00%	3.25%	3.60%	3.60%	3.60%	3.60%	3.60%	3.60%
Insurances	2.3.21	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Depreciation & Amortisation	2.3.22	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Other expenses	2.3.23	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%

Notes to Assumptions

2.1.1 Consumer Price Index (CPI)

CPI estimates for the next four years are provided by the Victorian Treasury Department and the Reserve Bank of Australia, and these have been utilised. Beyond that the OECD provides estimates for Australia, however, predicting a number such as this is very uncertain. The slight rise in CPI forecast by the OECD has been used as our estimate and reflects a general feeling that pervades financial circles that CPI will begin to rise from its historic lows. Impacts of Covid 19 Pandemic are impossible to guess-estimate what that will do in future years so has not been considered.

2.1.2 Rate Cap

Base rate revenue will increase by 1.50% for the 2021-2022 year based on the state government rate cap. The Rate Cap is calculated on a mix of CPI and wage indexes but is only done each year on assessment for the coming year. Over the recent years the Rate Cap has had a strong alignment with CPI so lacking any other empirical evidence the Rate Cap has been projected out at the same levels as CPI.

2.1.3 Population Growth

Horsham Rural City Council has had very minimal growth over recent years and the Estimated Resident growth rate is forecast at approximately 0.24% per annum for the next 20 years. The growth that has occurred has been from populations moving from surrounding smaller towns in to the larger regional city. The Estimated Resident population growth is seen as the base level and for our forecast perspective we have added in some other growth events over the 10 year period. The first is a small increase each year for farm worker growth given recent trends in farm ownership and employment, a one-off increase associated with agricultural industry development in 2022-23, mining in 2024-25 and 2027-28 and alternative energy developments in 2025-26 and 2026-27. Population growth forecasts are important as this growth leads to growth in the rate base for Council.

2.1.4 Supplementary Rates

Supplementary rates are the additional rateable property value that gets added in to the rate base each year from "new" development. Horsham has traditionally had growth of around 100 extra homes each year and this remains as the base with some additional growth associated with the population growth from the events as listed above in 2.1.3. The assumption is that for every three additional people in the population this generates one additional rateable property.

2.1.5 Revenue in Lieu of Rates

Revenue in Lieu of rates are paid under the Electricity Generation Act for alternative energy projects such as wind and solar projects. Council has one operator currently within the municipality with two new projects factored in within the 10 year period, one in 2027-28 and one in 2028-29. Council's policy with the existing windfarm was to allocate the revenue in lieu of rates 100% towards capital expenditure. This approach has been continued with these possible future projects.

2.1.6 Investment Interest Rate

In order to maximise income, Council invests unspent capital works and reserve funds into term deposits to earn interest income. Since the COVID-19 pandemic interest rates on investments have declined. Estimated interest rates are predicted at 1.0% below CPI which provides some small anticipated growth over the 10 year period.

2.1.7 Borrowing Interest Rate

Borrowing rates are sought at the time Council intend to take out a new loan and under Council's Loan Borrowing Policy they are locked in at a fixed rate for the period of the loan. Initial forecast rates are based on existing loans in place and their repayment schedules. These loans are significantly paid out from 2025-26, rates beyond that time for new borrowing have then been based on CPI plus 1%.

2.1.8 Borrowing Term (Years)

The borrowing term for all new borrowings is fixed over a 10 year period.

2.1.9 Statutory Fees and Fines

Statutory fees are set by the State Government each year, however, the Financial Plan indexes statutory fees in line with CPI. Historically fees have risen by around 2.15% which is above CPI so using CPI is likely to be a conservative approach.

2.1.10 User Fees

User Fees and Other Revenue annual increases are forecasted to be indexed in line with the state government rate cap / consumer price index.

2.1.11 Waste Charges

Waste charges are proposed to increase by 12.5% in 2022-23 compared to 2021-2022 levels in order to cover the total costs of waste management incurred across the municipality. Future years waste charges are estimated to increase at 1.75% per annum to ensure Council continues to recover the full costs of providing waste services over the period of the Financial Plan. Key impacts on charges in this period include:

- The cycle of constructing new landfill cells and rehabilitating old cells as they fill at Council's Dooen Landfill.
- Costs associated with the implementation of the new four-bin service model under the Victorian Government's Recycling Policy.
- Significant increases in the landfill levy (19% increase in 2022-23).

2.1.12 Grants – Operating

Council currently receives grants for tied (specific purpose grants) and un-tied Financial Assistance grant funding received via the Victorian Local Government Grants Commission (VLGGC). Traditionally other tiers of Government have not indexed grants in accordance with CPI but this is difficult to predict so increases have been factored in based on CPI.

2.1.13 Grants – Capital (\$'000)

Capital grants are extremely difficult to forecast and the numbers depicted in the plan are based on Council's Long-term Capital Plan (LTCP). The possible grant sources have been identified within the LTCP based on the expected political cycle, but as demonstrated recently by Covid and in the past with the Global Financial Crisis external events can drastically change the availability for grant income. The numbers depicted are ambitious in nature but are not unrealistic based on Council's experience in securing significant levels of grant funding for key projects.

A project reliant on grant income will not proceed if the grant is not obtained, unless the scope of the project can be proportionately reduced.

2.1.14 Contributions – Monetary (\$'000)

Monetary contributions are mostly related to contributions received from organisations utilising Council assets under lease and occasionally developers. These contributions represent funds to enable Council to provide the necessary infrastructure and infrastructure improvements to accommodate development growth. The contributions are for specific purposes and often require Council to outlay funds for infrastructure works often before receipt of this income source. These contributions are statutory contributions and are transferred to a restricted reserve until utilised for a specific purpose through the capital works program or delivered as works in kind by developers.

Future projections are based on estimated contributions from within the Long-term Capital Plan.

2.1.15 Contributions – Non-monetary (\$'000)

Non-monetary contributions are assets that form part of new development that are given to Council at handover for ongoing maintenance (e.g. roads, drainage, and open space). Non-monetary contributions are extremely difficult to forecast but has been factored in a \$950,000 for the full 10 years.

2.1.16 Proceeds from sale of assets (\$'000)

Proceeds from sale come from Plant and Equipment sales and industrial land sales. Re Plant and Equipment, Council maintains a detailed plant replacement program for all plant items over their estimated life. These numbers are factored in to the Long-term Capital Plan based on the 10 year plant replacement program. Industrial Land sales are difficult to predict but have been factored in across the next 10 years based on estimates from Council's real estate agent.

2.1.17 Other income

Other Income annual increases are forecasted to be indexed in line with the state government rate cap / consumer price index.

2.1.18 Employee costs

The 2021-2022 year includes a 2.50% increase for employee costs that reflects the salary increase for all staff in line with the Enterprise Agreement (EA) and the changes in the superannuation guarantee levy from 9% to 9.5%. The following years, are unknown but have been aligned loosely around changes in CPI and the EA 3 year cycle and known changes to superannuation levies. Increases in employee costs are also impacted by changes in workforce composition and overall staffing levels.

New positions are excluded from this percentage increase, with new positions being shown separately in the Statement of Human Resources in section 3.6.

2.1.19 Materials and services

Materials and Services includes consultancies and sub-contractors as well as non-salary operating expenses. These deliver on such things as maintenance and repairs of Council buildings, roads, drains and footpaths which are more influenced by market forces. Other associated costs included under this category are external providers for a range of services, including legal services and labour hire.

Over the period of the Financial Plan these costs have been escalated at CPI with specific items for insurances, utilities and fuel being considered separately.

2.1.20 Utilities and Fuel

Utilities include electricity, water, gas, and fuel to run our plant, buildings and services.

It is common for utility and fuel costs to increase greater than CPI which is reflected in projected annual increases of 1.0% higher than CPI. This is due to both cost escalation and the increasing number of assets owned and operated by Council.

2.1.21 Insurances

There are many factors that can influence insurance premiums including, but not limited to, level of coverage, level of risk, history of claims, and therefore insurances do not necessarily increase by CPI.

The assumption of a 5.00% annual increase used within the Financial Plan is based on historical increases and potentially reflects the increasing risk of climate change influenced events.

2.1.22 Depreciation and Amortisation

Depreciation is an accounting measure which attempts to allocate the value of assets over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains.

Depreciation estimates have been based on the projected capital spending and assets on hand that are contained within the Financial Plan.

2.1.23 Other Expenses

Other Expenses annual increases are forecasted to be indexed in line with the state government rate cap / consumer price index.

3. Financial Statements

This section presents information regarding the Financial Statements and Statement of Human Resources for the years 2021-2022 to 2030-2021.

This section includes the following financial statements in accordance with the *Local Government Act 2020* and the Local Government Model Financial Plan:

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resource

3.1 Comprehensive Income Statement

For the 10 years ending 30 June 2031

	Forecast / Actual										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income											
Rates and charges	28,519	29,633	30,832	31,731	32,759	33,863	35,002	36,332	37,884	39,195	40,470
Statutory fees and fines	310	426	434	442	452	464	476	488	501	514	528
User fees	5,548	5,950	6,154	6,277	6,418	6,585	6,757	6,932	7,112	7,297	7,487
Grants - Operating	17,221	10,362	8,260	8,615	8,940	9,361	9,792	10,235	10,689	11,154	11,632
Grants - Capital	2,645	8,897	7,023	8,744	8,657	9,950	4,597	12,537	17,332	16,615	7,238
Contributions - monetary	596	340	217	97	1,191	3,510	1,150	100	101	102	102
Contributions - non-monetary	1,300	800	950	950	950	950	950	950	950	950	950
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(230)	(899)	833	1,317	1,512	613	420	(163)	719	548	21
Fair value adjustments for investment property	10	10	10	10	10	10	10	10	10	10	10
Share of net profits/(losses) of associates and joint ventures	30	30	30	30	30	30	30	30	30	30	30
Other income	2,003	2,350	2,391	2,438	2,493	2,557	2,622	2,689	2,758	2,829	2,901
Total income	57,952	57,899	57,134	60,652	63,413	67,893	61,805	70,141	78,086	79,244	71,370
Expenses											
Employee costs	20,795	19,667	19,726	19,839	20,662	21,265	21,912	22,548	23,347	24,046	24,627
Materials and services	25,069	20,127	17,857	18,305	18,812	19,402	20,009	20,632	21,274	21,934	22,612
Depreciation	12,412	12,315	12,531	12,781	13,069	13,408	13,757	14,115	14,482	14,858	15,245
Amortisation - intangible assets	203	244	378	378	378	378	-	-	-	-	-
Amortisation - right of use assets	48	55	55	55	55	55	55	55	5	-	-
Bad and doubtful debts	183	93	93	93	93	93	93	93	93	93	93
Borrowing costs	198	175	-	32	125	311	517	498	535	575	579
Finance Costs - leases	11	10	10	10	10	10	10	10	10	-	-
Other expenses	294	321	326	333	340	349	358	367	377	387	397
Total expenses	59,213	53,006	50,976	51,825	53,544	55,271	56,711	58,319	60,122	61,893	63,553
Surplus/(deficit) for the year	(1,262)	4,893	6,158	8,827	9,869	12,621	5,094	11,823	17,964	17,351	7,817
Other comprehensive income											
Items that will not be reclassified to surplus or deficit in future periods											
Net asset revaluation increment/(decrement)	5,000	-	7,700	2,700	5,000	2,000	2,700	2,500	5,000	2,700	2,000
Share of other comprehensive income of associates and joint ventures	-	-	-	-	-	-	-	-	-	-	-
Items that may be reclassified to surplus or deficit in future periods											
(detail as appropriate)	-	-	-	-	-	-	-	-	-	-	-
Total comprehensive result	3,738	4,893	13,858	11,527	14,869	14,621	7,794	14,323	22,964	20,051	9,817

3.2 Budgeted Balance Sheet

For the 10 years ending 30 June 2031

	Forecast / Actual										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets											
Current assets											
Cash and cash equivalents	5,624	4,189	1,000	1,831	1,000	1,000	1,000	3,500	5,005	6,665	8,052
Trade and other receivables	1,484	1,666	1,589	1,560	1,521	1,502	1,431	1,469	1,485	1,456	1,359
Other financial assets	29,200	24,385	23,795	23,795	22,289	16,497	14,363	14,363	14,363	14,363	14,363
Inventories	528	429	383	392	403	415	427	440	453	466	480
Non-current assets classified as held for sale	-	350	350	350	350	350	350	350	350	350	350
Other assets	876	850	829	847	867	891	916	942	968	994	1,022
Total current assets	37,712	31,869	27,946	28,775	26,430	20,655	18,488	21,063	22,624	24,295	25,627
Non-current assets											
Trade and other receivables	401	414	415	417	419	422	424	427	429	432	435
Investments in associates, joint arrangement and subsidiaries	1,493	1,523	1,553	1,583	1,613	1,643	1,673	1,703	1,733	1,763	1,793
Property, infrastructure, plant & equipment	496,565	503,629	520,999	534,476	556,406	577,814	587,435	601,277	624,643	643,681	650,526
Right-of-use assets	390	335	280	225	170	115	60	5	-	-	-
Investment property	2,460	2,470	2,480	2,490	2,500	2,510	2,520	2,530	2,540	2,550	2,560
Intangible assets	244	-	1,512	1,134	756	378	378	378	378	378	378
Total non-current assets	501,553	508,371	527,239	540,325	561,865	582,881	592,490	606,319	629,723	648,804	655,692
Total assets	539,265	540,240	555,185	569,100	588,295	603,536	610,978	627,382	652,346	673,098	681,318
Liabilities											
Current liabilities											
Trade and other payables	5,243	4,227	3,759	3,853	3,959	4,083	4,210	4,341	4,476	4,614	4,756
Trust funds and deposits	509	509	509	509	509	509	509	509	509	509	509
Unearned Income	8,062	5,333	4,247	4,523	4,666	4,944	4,788	5,515	6,039	6,205	5,805
Provisions	7,202	7,202	7,598	7,598	7,598	7,598	7,598	7,598	7,598	7,598	7,598
Interest-bearing liabilities	128	-	66	243	4,914	1,058	1,172	1,431	1,732	1,986	2,123
Lease liabilities	45	46	114	263	214	162	108	52	-	-	-
Total current liabilities	21,188	17,317	16,294	16,988	21,860	18,354	18,385	19,447	20,355	20,913	20,792
Non-current liabilities											
Provisions	4,138	4,138	5,632	5,632	5,632	5,632	5,632	5,632	5,632	5,632	5,632
Interest-bearing liabilities	4,305	4,305	5,036	6,926	6,380	10,507	10,123	11,143	12,235	12,378	10,901
Lease liabilities	357	311	196	-	-	-	-	-	-	-	-
Total non-current liabilities	8,800	8,754	10,864	12,557	12,012	16,139	15,754	16,774	17,866	18,009	16,533
Total liabilities	29,988	26,071	27,158	29,546	33,872	34,492	34,140	36,221	38,221	38,922	37,325
Net assets	509,276	514,169	528,027	539,554	554,423	569,044	576,838	591,161	614,125	634,176	643,993
Equity											
Accumulated surplus	236,397	244,379	250,752	256,688	266,123	283,587	289,320	298,734	314,763	329,346	335,359
Reserves - Asset Replacement	16,942	13,853	13,638	16,529	16,962	12,119	11,481	13,889	15,825	18,592	20,397
Reserves - Asset Revaluation	255,937	255,937	263,637	266,337	271,337	273,337	276,037	278,537	283,537	286,237	288,237
Total equity	509,276	514,169	528,027	539,554	554,423	569,044	576,838	591,161	614,125	634,176	643,993

3.3 Statement of Changes in Equity

For the 10 years ending 30 June 2031

	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
	\$'000	\$'000	\$'000	\$'000
2021/2022 Forecast Actual				
Balance at beginning of the financial year	509,276,336	236,396,992	255,937,464	16,941,880
Surplus/(deficit) for the year	4,892,687	4,892,687	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(4,486,509)	-	4,486,509
Transfers from other reserves	-	7,575,714	-	(7,575,714)
Balance at end of the financial year	514,169,023	244,378,884	255,937,464	13,852,675
2022/2023 Budget				
Balance at beginning of the financial year	514,169,023	244,378,884	255,937,464	13,852,675
Surplus/(deficit) for the year	6,158,444	6,158,444	-	-
Net asset revaluation increment/(decrement)	7,700,000	-	7,700,000	-
Transfers to other reserves	-	(6,888,229)	-	6,888,229
Transfers from other reserves	-	7,103,234	-	(7,103,234)
Balance at end of the financial year	528,027,467	250,752,333	263,637,464	13,637,670
2023/2024				
Balance at beginning of the financial year	528,027,467	250,752,333	263,637,464	13,637,670
Surplus/(deficit) for the year	8,826,852	8,826,852	-	-
Net asset revaluation increment/(decrement)	2,700,000	-	2,700,000	-
Transfers to other reserves	-	(7,018,995)	-	7,018,995
Transfers from other reserves	-	4,127,900	-	(4,127,900)
Balance at end of the financial year	539,554,320	256,688,091	266,337,464	16,528,765
2024/2025				
Balance at beginning of the financial year	539,554,320	256,688,091	266,337,464	16,528,765
Surplus/(deficit) for the year	9,868,547	9,868,547	-	-
Net asset revaluation increment/(decrement)	5,000,000	-	5,000,000	-
Transfers to other reserves	-	(7,375,529)	-	7,375,529
Transfers from other reserves	-	6,941,854	-	(6,941,854)
Balance at end of the financial year	554,422,866	266,122,962	271,337,464	16,962,440
2025/2026				
Balance at beginning of the financial year	554,422,866	266,122,962	271,337,464	16,962,440
Surplus/(deficit) for the year	12,621,095	12,621,095	-	-
Net asset revaluation increment/(decrement)	2,000,000	-	2,000,000	-
Transfers to other reserves	-	(6,300,091)	-	6,300,091
Transfers from other reserves	-	11,143,424	-	(11,143,424)
Balance at end of the financial year	569,043,961	283,587,390	273,337,464	12,119,107

3.3 Statement of Changes in Equity (Cont.)

For the 10 years ending 30 June 2031

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2026/2027				
Balance at beginning of the financial year	569,043,961	283,587,390	273,337,464	12,119,107
Surplus/(deficit) for the year	5,094,339	5,094,339	-	-
Net asset revaluation increment/(decrement)	2,700,000	-	2,700,000	-
Transfers to other reserves	-	(6,012,509)	-	6,012,509
Transfers from other reserves	-	6,650,993	-	(6,650,993)
Balance at end of the financial year	576,838,300	289,320,213	276,037,464	11,480,623
2027/2028				
Balance at beginning of the financial year	576,838,300	289,320,213	276,037,464	11,480,623
Surplus/(deficit) for the year	11,822,723	11,822,723	-	-
Net asset revaluation increment/(decrement)	2,500,000	-	2,500,000	-
Transfers to other reserves	-	(5,514,293)	-	5,514,293
Transfers from other reserves	-	3,105,571	-	(3,105,571)
Balance at end of the financial year	591,161,023	298,734,214	278,537,464	13,889,345
2028/2029				
Balance at beginning of the financial year	591,161,023	298,734,214	278,537,464	13,889,345
Surplus/(deficit) for the year	17,964,336	17,964,336	-	-
Net asset revaluation increment/(decrement)	5,000,000	-	5,000,000	-
Transfers to other reserves	-	(6,496,449)	-	6,496,449
Transfers from other reserves	-	4,560,680	-	(4,560,680)
Balance at end of the financial year	614,125,359	314,762,781	283,537,464	15,825,114
2029/2030				
Balance at beginning of the financial year	614,125,359	314,762,781	283,537,464	15,825,114
Surplus/(deficit) for the year	17,350,814	17,350,814	-	-
Net asset revaluation increment/(decrement)	2,700,000	-	2,700,000	-
Transfers to other reserves	-	(6,488,231)	-	6,488,231
Transfers from other reserves	-	3,720,904	-	(3,720,904)
Balance at end of the financial year	634,176,173	329,346,268	286,237,464	18,592,441
2030/2031				
Balance at beginning of the financial year	634,176,173	329,346,268	286,237,464	18,592,441
Surplus/(deficit) for the year	7,816,984	7,816,984	-	-
Net asset revaluation increment/(decrement)	2,000,000	-	2,000,000	-
Transfers to other reserves	-	(6,210,408)	-	6,210,408
Transfers from other reserves	-	4,406,255	-	(4,406,255)
Balance at end of the financial year	643,993,157	335,359,099	288,237,464	20,396,594

3.4 Statement of Cash Flows

For the 10 years ending 30 June 2031

	Forecast /										
	Actual										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflow s	Inflow s	Inflow s	Inflow s	Inflow s	Inflow s	Inflow s	Inflow s	Inflow s	Inflow s	Inflow s
	(Outflow s)	(Outflow s)	(Outflow s)	(Outflow s)	(Outflow s)	(Outflow s)	(Outflow s)	(Outflow s)	(Outflow s)	(Outflow s)	(Outflow s)
Cash flows from operating activities											
Rates and charges	28,624	29,621	30,819	31,722	32,748	33,851	34,990	36,318	37,867	39,181	40,456
Statutory fees and fines	446	334	429	437	446	456	468	480	493	506	519
User fees	5,548	5,950	6,154	6,277	6,418	6,585	6,757	6,932	7,112	7,297	7,487
Grants - operating	20,206	7,221	7,297	8,777	9,090	9,553	9,990	10,437	10,896	11,368	11,851
Grants - capital	2,532	9,309	6,899	8,858	8,651	10,035	4,243	13,061	17,648	16,567	6,619
Contributions - monetary	596	340	217	97	1,191	3,510	1,150	100	101	102	102
Interest received	590	617	628	640	655	672	689	707	726	744	764
Other receipts	678	1,497	1,749	1,737	1,786	1,814	1,914	1,856	1,930	2,024	2,144
Employee costs	(20,795)	(19,667)	(19,726)	(19,839)	(20,662)	(21,265)	(21,912)	(22,548)	(23,347)	(24,046)	(24,627)
Materials and services	(23,807)	(20,966)	(18,243)	(18,227)	(18,724)	(19,300)	(19,903)	(20,524)	(21,163)	(21,819)	(22,495)
Other payments	(294)	(321)	(326)	(333)	(340)	(349)	(358)	(367)	(377)	(387)	(397)
Net cash provided by/(used in) operating activities	14,323	13,936	15,897	20,146	21,258	25,563	18,026	26,453	31,888	31,537	22,424
Cash flows from investing activities											
Payments for Property, Infrastructure, Plant & Equipment	(16,041)	(20,361)	(20,775)	(21,566)	(28,924)	(33,246)	(19,583)	(24,917)	(31,445)	(29,983)	(19,399)
Proceeds from Sale of Property, Infrastructure, Plant & Equipment	1,151	533	358	274	1,388	1,993	275	248	267	284	280
Proceeds from Sale of Investments	-	4,815	590	-	1,506	5,792	2,134	-	-	-	-
Net cash provided by/ (used in) investing activities	(14,890)	(15,013)	(19,828)	(21,292)	(26,031)	(25,460)	(17,174)	(24,669)	(31,178)	(29,699)	(19,118)
Cash flows from financing activities											
Finance Costs	(198)	(175)	-	(32)	(125)	(311)	(517)	(498)	(535)	(575)	(579)
Interest paid - lease liability	(11)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	-	-
Proceeds from Borrowings	-	-	797	2,133	4,368	5,184	787	2,451	2,824	2,129	646
Repayments of Borrowings	(477)	(128)	-	(66)	(243)	(4,914)	(1,058)	(1,172)	(1,431)	(1,732)	(1,986)
Repayment of Lease Liabilities	(43)	(45)	(46)	(48)	(49)	(52)	(54)	(56)	(52)	-	-
Net cash provided by/(used in) financing activities	(730)	(358)	741	1,977	3,942	(102)	(851)	715	796	(178)	(1,919)
Net increase/(decrease) in cash & cash equivalents	(1,297)	(1,435)	(3,189)	831	(831)	-	-	2,500	1,506	1,659	1,387
Cash and cash equivalents at the beginning of the financial year	6,921	5,624	4,189	1,000	1,831	1,000	1,000	1,000	3,500	5,005	6,665
Cash and cash equivalents at the end of the financial year	5,624	4,189	1,000	1,831	1,000	1,000	1,000	3,500	5,005	6,665	8,052

3.5 Statement of Capital Works

For the 10 years ending 30 June 2031

	Forecast / Actual										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property											
Land	-	-	-	-	874	-	-	-	-	-	-
Buildings	1,349	2,468	2,516	2,757	5,494	7,615	1,711	11,278	16,696	2,041	5,275
Total property	1,349	2,468	2,516	2,757	6,369	7,615	1,711	11,278	16,696	2,041	5,275
Plant and equipment											
Plant, machinery and equipment	2,772	2,516	2,612	2,013	1,749	2,119	2,030	1,840	1,974	2,100	2,074
Other Plant & Equipment	266	282	186	122	333	97	175	102	270	126	110
Total plant and equipment	3,039	2,798	2,799	2,135	2,083	2,216	2,205	1,942	2,245	2,226	2,184
Infrastructure											
Roads	5,736	6,345	5,657	6,055	5,586	5,631	6,076	7,307	7,369	7,708	8,006
Bridges	184	455	104	106	109	114	1,283	1,317	1,351	1,386	1,422
Footpaths and cycleways	529	293	543	297	339	318	327	329	1,013	315	323
Drainage	40	390	140	143	148	153	157	162	166	170	175
Recreational, leisure and community facilities	1,557	3,461	5,561	8,192	8,021	5,628	817	782	-	12,473	-
Waste management	3,255	575	1,035	-	656	455	3,539	-	-	-	-
Parks, open space and streetscapes	30	2,917	442	920	1,350	1,137	589	522	1,312	832	483
Aerodromes	211	-	-	-	-	-	-	-	-	-	-
Off street car parks	42	330	-	-	-	-	-	-	-	-	-
Other infrastructure	70	330	1,979	960	4,264	9,978	2,880	1,279	1,294	2,834	1,531
Total infrastructure	11,654	15,095	15,460	16,673	20,473	23,414	15,668	11,697	12,505	25,716	11,940
Total capital works expenditure	16,041	20,361	20,775	21,566	28,924	33,246	19,583	24,917	31,445	29,983	19,399
Represented by:											
New asset expenditure	2,897	7,379	7,658	9,692	12,518	11,785	2,047	11,830	17,058	16,476	1,684
Asset renewal expenditure	11,902	9,972	11,315	9,672	10,139	10,460	12,414	9,122	9,817	10,307	10,886
Asset expansion expenditure	-	-	-	-	-	-	-	-	-	-	-
Asset upgrade expenditure	1,243	3,010	1,801	2,201	6,267	11,000	5,122	3,965	4,570	3,200	6,829
Total capital works expenditure	16,041	20,361	20,775	21,566	28,924	33,246	19,583	24,917	31,445	29,983	19,399
Funding sources represented by:											
Grants	2,644	8,896	7,023	8,744	8,657	9,950	4,597	12,537	17,332	16,615	7,238
Contributions	895	622	525	322	2,531	5,456	1,469	303	323	342	340
Council cash	12,502	10,842	12,429	10,366	13,369	12,655	12,730	9,626	10,966	10,897	11,175
Borrowings	-	-	797	2,133	4,368	5,184	787	2,451	2,824	2,129	646
Total capital works expenditure	16,041	20,361	20,775	21,566	28,924	33,246	19,583	24,917	31,445	29,983	19,399

3.6 Statement of Human Resources

For the 10 years ending 30 June 2031

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Communities and Place										
Permanent - Full time										
Female	17.8	17.8	17.8	17.8	17.8	17.8	17.8	17.8	17.8	17.8
Male	13.0	13.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
Permanent - Part time										
Female	15.1	15.1	14.9	16.9	16.9	16.9	17.9	17.9	18.9	18.9
Male	2.5	2.5	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9
Communities and Place Total	48.5	48.5	46.7	48.7	48.7	48.7	49.7	49.7	50.7	50.7
Corporate Services										
Permanent - Full time										
Female	16.0	15.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0	14.0
Male	13.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0	11.0
Permanent - Part time										
Female	12.8	13.2	13.2	14.2	14.2	15.2	15.2	16.2	16.2	16.2
Male	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8
Corporate Services Total	42.6	40.0	39.0	40.0	40.0	41.0	41.0	42.0	42.0	42.0
Infrastructure										
Permanent - Full time										
Female	10.0	12.0	14.0	16.0	17.0	17.0	17.0	18.0	18.0	18.0
Male	100.0	98.0	96.0	95.0	95.0	95.0	95.0	95.0	95.0	95.0
Permanent - Part time										
Female	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2
Male	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Infrastructure Total	113.1	113.1	113.1	114.1	115.1	115.1	115.1	116.1	116.1	116.1
Casuals, temporary and other expenditure	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total staff FTE	204.2	201.6	198.8	202.8	203.8	204.8	205.8	207.8	208.8	208.8

3.6 Statement of Human Resources (Cont.)

For the 10 years ending 30 June 2031

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Communities and Place										
Permanent - Full time										
Female	1,958	2,001	2,044	2,086	2,139	2,191	2,244	2,301	2,358	2,415
Male	1,579	1,614	1,539	1,572	1,611	1,651	1,690	1,733	1,776	1,819
Permanent - Part time										
Female	1,554	1,588	1,600	1,846	1,892	1,938	2,099	2,152	2,325	2,381
Male	223	228	168	171	176	180	184	189	194	198
Communities and Place Total	5,314	5,431	5,351	5,675	5,818	5,960	6,217	6,375	6,653	6,814
Corporate Services										
Permanent - Full time										
Female	1,721	1,630	1,581	1,614	1,654	1,695	1,736	1,780	1,824	1,868
Male	1,825	1,538	1,571	1,604	1,644	1,684	1,724	1,768	1,812	1,856
Permanent - Part time										
Female	1,365	1,450	1,481	1,633	1,674	1,842	1,886	2,067	2,119	2,170
Male	91	93	95	97	99	102	104	107	109	112
Corporate Services Total	5,001	4,710	4,727	4,947	5,071	5,323	5,450	5,722	5,864	6,006
Infrastructure										
Permanent - Full time										
Female	1,042	1,304	1,492	1,686	1,812	1,856	1,901	2,039	2,090	2,140
Male	9,633	9,643	9,665	9,787	10,032	10,278	10,524	10,792	11,060	11,328
Permanent - Part time										
Female	113	115	118	120	123	126	129	133	136	139
Male	227	232	237	242	248	254	260	267	274	280
Infrastructure Total	11,016	11,294	11,512	11,835	12,216	12,515	12,815	13,231	13,560	13,889
Casuals, temporary and other expenditure	0	0	0	0	0	0	0	0	0	0
Total Staff FTE	21,331	21,435	21,590	22,458	23,105	23,798	24,481	25,328	26,077	26,709

4. Financial Performance Indicators

The following table highlights Council's projected performance across a range of key financial performance indicators. These indicators provide an analysis of Council's 10 year financial projections and should be interpreted in the context of the organisation's objectives and financial management principles.

Indicator	Measure	Notes	Acceptable Range (LGPRF)	Forecast											Trend
				Actual 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	
Operating position															
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	4.1	> 0%	-6.82%	-6.80%	-0.76%	1.07%	3.06%	5.39%	1.69%	-0.41%	1.81%	1.92%	1.64%	+
Liquidity															
Working Capital	Current assets / current liabilities	4.2	> 100%	177.98%	184.03%	171.51%	169.38%	120.91%	112.54%	100.56%	108.31%	111.15%	116.17%	123.25%	o
Unrestricted cash	Unrestricted cash / current liabilities	4.3	10% - 300%	164.35%	165.01%	152.17%	150.84%	106.54%	95.33%	83.56%	91.86%	95.15%	100.55%	107.81%	o
Obligations															
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4.4	< 60%	17.87%	16.89%	19.47%	26.53%	40.39%	39.90%	37.61%	40.36%	43.21%	42.84%	37.54%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	4.5	< 10%	2.72%	1.19%	0.00%	0.36%	1.31%	18.03%	5.24%	5.36%	6.08%	6.88%	7.39%	+
Indebtedness	Non-current liabilities / own source revenue	4.6	< 70%	24.74%	28.82%	30.77%	35.85%	31.91%	41.26%	36.39%	47.50%	53.79%	50.96%	36.14%	+
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	4.7	> 90%	95.89%	80.97%	90.30%	75.68%	77.59%	78.01%	90.24%	64.63%	67.79%	69.37%	71.41%	-
Stability															
Rates concentration	Rate revenue / adjusted underlying revenue	4.8	< 0.80	0.45	0.51	0.52	0.52	0.51	0.50	0.52	0.54	0.53	0.53	0.54	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality	4.9	< 0.60%	0.53%	0.54%	0.53%	0.52%	0.51%	0.51%	0.50%	0.49%	0.49%	0.48%	0.47%	o
Efficiency															
Expenditure level	Total expenses/ no. of property assessments	4.10	< \$5,000	\$4,720	\$4,193	\$3,991	\$4,017	\$4,101	\$4,197	\$4,265	\$4,340	\$4,428	\$4,511	\$4,598	+
Revenue level	Total rate revenue / no. of property assessments	4.11	< \$2,500	\$1,977	\$2,016	\$2,052	\$2,094	\$2,142	\$2,201	\$2,259	\$2,318	\$2,380	\$2,444	\$2,511	+

Note : Red text indicators are below the acceptable range/targets and green text indicators are within the acceptable range/target.

Notes to indicators

4.1 Adjusted Underlying Result

This measures Council's ability to generate surplus in the ordinary course of business—excluding non-recurrent capital grants, non-monetary asset contributions, and other contributions to fund capital expenditure from the net result. A surplus or increasing % surplus suggests an improvement in the operating position.

Council's financial performance is improving over the ten year period. The negative results for the first 2 years of the plan reflect a high reliance on capital grants in a large part brought about by extra funding during the Covid Pandemic.

4.2 Working Capital

This measures Council's ability to pay existing liabilities in the next 12 months. A ratio greater than 1.0 means there are more cash and liquid assets than short-term liabilities.

Working Capital declines in 2025-26 due to the repayment of a significant interest only loan of \$4.3m for the Horsham Town Hall and Performing Arts Centre. Council has been accumulating these funds in a loan repayment reserve in preparation for the repayment. Over the 3 years from 2024-25 through to 2025-26 \$8.8m is planned for expenditure on the CAD Activation Project of which 35% is expected to come from the CBD Reserve, however, the balance is forecast to be insufficient in that reserve at that time to meet the full amount, so the reserve will become negative – essentially borrowing from our other strong cash backed reserves. This recovers by 2030-31 and the Working Capital ratio improves above 1.20 again.

4.3 Unrestricted Cash

Is cash, cash equivalents and financial assets that are not available for use other than for the purpose for which it is restricted, it includes cash that will be used to fund carry forward capital works from the previous financial year. Items which are considered to be restricted under the definition are: trust funds and deposits, statutory or non-discretionary reserves, cash held to fund carry forward capital works and conditional grants unspent. Term deposits with an original maturity of greater than 90 days (i.e. other financial assets) are also considered to be restricted under this definition.

Unrestricted cash ratio is declining over the six years to 2026-27 where upon it again commences to improve. The decline is explained by the spending as mentioned above in note 4.2. The exclusion of Term deposits from this ratio, as required by regulation, does understate this for Council as term deposits (shown as "Other Financial Assets") are significant for Council.

4.4 Loans and Borrowings (*Interest Bearing Loans / Rate Revenue*)

Measures whether the level of debt and other long term obligations is appropriate to the size and nature of the Council's activities. This measure is over-stated due to interest only loans that were entered in to, in 2015-16, through the MAV Funding Vehicle arrangements. For these loans principal repayments are being provided for internally by way of a reserve account. This reserve account does not directly offset against this measure.

Council has not undertaken any significant external borrowing since \$3.47m was borrowed for the Horsham Town Hall and Performing Arts project in 2015-16. Since that time further borrowings of \$0.9m for the Horsham North Children's Hub and \$1.5m for the Livestock Exchange Roof have been funded from internal unrestricted cash reserves so are not formally recorded as borrowings, but are treated as interest only loans from an internal accounting perspective.

Future years borrowings are planned for a number of projects (as depicted in note 5.2 below) with total borrowings over the ten year period of \$15.6m which when factored in with current repayments schedules of existing loans sees a peak in this measure in 2028-29 of 43.21%, when borrowings outstanding reach \$12.6m.

4.5 Loans and Borrowings (*Interest and Principal Repayments / Rate Revenue*)

This measure is an assessment of whether Council's level of repayments on interest-bearing loans and borrowings are appropriate to the size and nature of Council's activities.

This measure is under-stated due to interest only loans that were entered in to, in 2015-16, through the MAV Funding Vehicle arrangements. For these loans principal repayments are being provided for internally by way of a reserve account and are not therefore included in this measure except when they are repaid as occurs in 2025-26 when \$4.3m is repaid for the interest only loans taken out in 2015-16. Following this repayment in 2025-26 the measure more accurately reflects the situation as all loans are forecast to be taken out on a principal plus interest repayment basis.

This measure post 2025-26 climbs to 5.26% and increases further to 7.39% in 2029-30 in line with the new borrowings as depicted in note 5.2 below. This measure is still within the prudential limits.

4.6 Indebtedness (*Non-current Liabilities / Own Source Revenue*)

This measure is an assessment of whether Council long term liabilities are appropriate to the size and nature of Council activities. Lower proportion of non-current liabilities suggests greater capacity to meet long-term obligations. It assesses Council's ability to pay principal and interest on borrowings, as and when they fall due, from the funds it generates. The lower the ratio, the less revenue the entity is required to use to repay its total debt. Own-sourced revenue is used, rather than total revenue, because it does not include grants or contributions.

This measure is more stable as it is not impacted by interest only loans as is the case with the former two indicators depicted in notes 4.6 and 4.6 above. The measure does increase over the ten year period as more borrowings are taken out as depicted in note 5.2 below. It remains under the acceptable level of 70%.

4.7 Asset Renewal

This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.

Prior to the implementation of rate capping, in 2016-17 Council set aside a percentage of the rate increase specifically for infrastructure renewal. This continued for the three years post that, but it is no longer possible to continue with this policy, due to the tightening budget position that has been imposed through rate capping.

Each year there is a need to balance Councils spend between new and renewal of assets, with new assets largely being funded from grants but also requiring some co-investment. It is a fine line to ensure that assets are renewed as well as new assets constructed in line with the recommendations from the Community Panel (see notes 1.3 and 1.4 above).

4.8 Rates Concentration

This measure is an assessment of whether Council can generate revenue from a range of sources to fund services and activities. Lower proportion of rate to underlying revenue suggests greater stability. This measure remains relatively stable across the ten years which reflect as similar level of reliance on rates to fund Councils operations.

4.9 Rates Effort

This measure is an assessment of whether councils set rates at an appropriate level (Rate Revenue per property values). A lower proportion of rate revenue as a percentage of property value suggests a reduced rate burden on the community. Over the ten year term the rate effort is improving very slightly due to property values rising in a higher proportion that rate increases.

4.10 Expenditure Level

Assessment of whether resources are being used efficiently to deliver services. Lower proportion of expenses relative to the number of assessments suggests an improved capacity to provide services.

This measure is greatly impacted by economies of scale in operation and the services that are required and expected of a regional city. As such Council's measure in 2019-20 of \$4,499 is higher than the state-wide average, \$3,402 and higher than its regional city counter parts \$3,766.

It does fluctuate over the ten year period as it is impacted by expected estimates of growth which have been factored in (see notes 2.3.3 and 2.3.4). Some modest growth has been estimated in FTE over this period to deliver on expanded service requirements (see the Statement of Human Resources section 3.6 above), although this is not to the same extent as growth in the rate base and hence the position does trend downwards over time.

4.11 Revenue Level

Assessment of whether resources are being used efficiently to deliver services. Lower proportion of revenue relative to the number of assessments suggests an improved capacity to provide services.

This measure is greatly impacted by economies of scale in operation and the services that are required and expected of a regional city. As such Council's measure in 2019-20 of \$2,015 is higher than the state-wide average, \$1,774 and also higher than its regional city counter parts \$1,904.

It does increase steadily over the ten year period as it is essentially indexed by the annual growth in the rate base by the rate cap. It also impacted slightly by anticipated growth levels in new developments as depicted in (notes 2.3.3 and 2.3.4 above).

5. Strategies and Plans

This section describes the strategies and plans that support the 10 year financial projections included to the Financial Plan.

5.1 General Strategies and Plans

The following table lists current Plans and Strategies that are in place and have influenced the numbers contained within the Long-term Capital Works and the Financial Plan. A detailed summary of the Objectives and Priorities for each of these plans is provided:

Age Friendly Communities Implementation Plan (2019-23)	Horsham South Drainage Strategy (2013)
Arts and Cultural Plan (2014-18)	Horsham South Structure Plan (2021)
Asset Management Improvement Strategy (2018)	Horsham Urban Transport Plan (2020)
Asset Management Plans (2018)	HRCC Tourism Master Plan (2016-20)
Audit and Risk Committee Charter (2020)	Innovate (Indigenous) Reconciliation Action Plan (2018-20)
Bicycle and Shared Path Plan (2012-16)	Internal Audit Program/Plan (2020-22)
Business Continuity Plan (2018)	Municipal Early Years Plan (2020)
CAD (Central Activity District) Revitalisation (2019)	Municipal Emergency Management Plan (2017-20)
City to River Master Plan (2019)	Municipal Fire Management Plan (2017-20)
Community Engagement Framework/Policy (2021)	Municipal Parking Strategy (2017)
Community Inclusion Plan (2019-22)	Municipal Tree Strategy (Draft)
Community Local Law (2011)	Occupational Health and Safety Plan (2020)
Council Property Strategy (2019)	Open Space Strategy (2019)
Customer Commitment Charter (2020)	Planning Scheme Review (2021)
Digital Community Strategy (2013)	Public Arts Implementation Plan (2017)
Early Years Plan (2019-23)	Revenue and Rating Plan (2021)
Economic Development Strategy (2017-21)	Road Management Plan (2017)
Environment Sustainability Strategy (2010)	Roadside Weeds and Pests Program (2013)
Health and Wellbeing Plan (2017-21)	Social Infrastructure Framework (2020)
Heritage Study (2014)	Sport and Recreation Strategy (Draft) (2013)
Horsham Aerodrome (Business Plan)	Strategic Risk Management Framework (2021)
Horsham Flood Emergency Plan (2018)	Wartook Valley Strategy (2017)
Horsham North Urban Design Framework (2013)	Wimmera Intermodal Freight Terminal Master Plan (2015)
Horsham Rail Corridor Master Plan (2016)	Wimmera River Improvement Plan (2013)
	Zero Carbon Plan (2021)

5.2 Borrowings Strategy

Councils approach to borrowings is informed by the Loan Borrowings Policy which sets the parameters for Council's borrowing limits and the purposes for which borrowings will be utilised. Current interest rates are at all-time lows so make borrowing a cheaper option than it has been in past years, although interest rates are expected to climb again in the short to medium term (see assumptions section 2.3.7).

The following table highlights Council's projected borrowings balance, including new loans and loan repayments for the 10 years of the Financial Plan.

Year	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31
Loan Balance Calculations										
Current Debt at beginning of Year	6,752,508	6,012,500	6,197,186	7,637,710	11,100,396	15,158,543	10,202,674	11,237,090	12,399,230	12,583,851
Current Repayments	-740,008	-612,500	-612,500	-612,500	-396,479	-190,000	-90,000	-90,000	-90,000	-90,000
New Borrowings from LTCP List	0	797,186	2,132,743	4,368,178	5,184,437	787,386	2,451,409	2,824,273	2,129,183	646,314
Future Repayments		0	-79,719	-292,993	-729,811	-1,248,254	-1,326,993	-1,572,134	-1,854,561	-2,067,480
New Loan Term (Yrs)	10	10	10	10	10	10	10	10	10	10
Closing Balance	6,012,500	6,197,186	7,637,710	11,100,396	15,158,543	10,202,674	11,237,090	12,399,230	12,583,851	11,072,686
New Loan Int Rate	3.97%	3.97%	4.50%	4.50%	4.50%	3.60%	3.60%	3.60%	3.60%	3.60%
Int payments for the Year	-176,000	-238,696	-278,873	-343,697	-499,518	-545,708	-367,296	-404,535	-446,372	-453,019

New Borrowings from the Long-term Capital Plan are forecast as follows:

	21-22 Loans	22-23 Loans	23-24 Loans	24-25 Loans	25-26 Loans	26-27 Loans	27-28 Loans	28-29 Loans	29-30 Loans	30-31 Loans	Total Loans
Bridges											
Various retrofitting works on Bridges						583,249	598,414	613,972	629,936	646,314	3,071,885
Bridges Total						583,249	598,414	613,972	629,936	646,314	3,071,885
Buildings											
Wimmera Regional Sports Stadium							1,418,240	2,210,301			3,628,541
Buildings Total							1,418,240	2,210,301			3,628,541
Other Infrastructure											
Various projects from Aerodrome Master Plan					454,775		239,365		251,974		946,114
Other Infrastructure Total					454,775		239,365		251,974		946,114
Parks, open space and streetscapes											
Victrack Land development South of Mill Street			20,706	106,121	109,308	181,910					418,045
Parks, open space and streetscapes Total			20,706	106,121	109,308	181,910					418,045
Recreational, leisure and community facilities											
City Oval/Sawyer Construction		776,480	1,326,510	546,542							2,649,532
Balance of Riverfront Activation Works- rowing clubroom building				409,906	426,352						836,258
CAD Activation Construction- Street renovation and Horsham Square			318,362	491,887	511,622						1,321,871
City Oval/ Sawyer Park (Construction Drawings)				125,923							125,923
Outdoor precinct, fields playing grounds around indoor stadium									1,247,273		1,247,273
Aquatic Centre- splash park and outdoor playground					198,964	204,137	195,390				598,491
Aquatic Centre - hydrotherapy pool, spa, steam and sauna rooms			381,750	382,579							764,329
Recreational, leisure and community facilities Total		776,480	2,026,622	1,956,837	1,136,938	204,137	195,390		1,247,273		7,543,677
Grand Total		797,186	2,132,743	2,066,145	1,773,623	787,386	2,451,409	2,824,273	2,129,183	646,314	15,608,262

Note - many of the borrowings factored in are reliant on co-funding from grant revenue. If grant revenue is not received the borrowings will be not drawn down.

5.3 Reserve Strategy

The table below discloses the balance and annual movement for each reserve over the 10-year period of the Financial Plan. Total amount of reserves, for each year, align with the Statement of Changes in Equity.

	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31
Aerodrome										
Opening Balance	528,000	573,000	567,022	560,665	553,765	432,220	424,165	356,058	347,579	275,885
Transfer to reserve	45,000	45,788	46,703	47,754	48,996	50,270	51,577	52,918	54,293	55,705
Transfer from Reserve	0	51,765	53,060	54,654	170,541	58,325	119,683	61,397	125,987	64,631
Closing Balance	573,000	567,022	560,665	553,765	432,220	424,165	356,058	347,579	275,885	266,959
Purpose of this Discretionary Reserve:	To provide for the large resealing program at the aerodrome and for general development works on site.									
Aquatic Centre										
Opening Balance	240,000	94,953	90,438	86,990	84,429	83,417	83,691	85,351	87,273	90,765
Transfer to reserve	45,000	47,250	49,613	52,093	54,698	57,433	60,304	63,320	66,485	69,810
Transfer from Reserve	190,047	51,765	53,060	54,654	55,710	57,158	58,645	61,397	62,994	64,631
Closing Balance	94,953	90,438	86,990	84,429	83,417	83,691	85,351	87,273	90,765	95,943
Purpose of this Discretionary Reserve:	To set aside funds to meet future asset renewal requirements at the Centre in accordance with its Business Plan.									
Business Centre										
Opening Balance	135,000	136,000	137,018	138,056	139,118	140,207	141,325	142,472	143,648	144,855
Transfer to reserve	1,000	1,018	1,038	1,062	1,089	1,118	1,147	1,177	1,207	1,238
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0
Closing Balance	136,000	137,018	138,056	139,118	140,207	141,325	142,472	143,648	144,855	146,094
Purpose of this Discretionary Reserve:	To offset any future Wimmera Business Centre operational deficits or applied to works that benefit the Centre's operations as approved by their Committee of Management.									
CBD										
Opening Balance	2,416,120	1,299,354	1,162,760	564,673	-436,649	-1,483,298	-1,332,337	-1,117,609	-713,107	-298,087
Transfer to reserve	148,325	350,000	357,000	365,033	374,523	384,261	394,252	404,502	415,019	425,810
Transfer from Reserve	1,265,091	486,594	955,087	1,366,354	1,421,173	233,300	179,524	0	0	0
Closing Balance	1,299,354	1,162,760	564,673	-436,649	-1,483,298	-1,332,337	-1,117,609	-713,107	-298,087	127,722
Purpose of this Discretionary Reserve:	To develop car parking in the CBD; to purchase new and replacement meters; and to generally develop the CBD area with major road works and improvements. The rationale for the reserve is that the shopping public who contribute through the parking meters see their contributions going to improve the CBD area where they have an interest, regardless of whether they are residents of Horsham.									
Commercial Firebrace St										
Opening Balance	619,000	612,568	532,484	455,428	381,105	308,681	240,207	175,937	116,136	61,079
Transfer to reserve	53,568	54,505	55,596	56,846	58,324	59,841	61,397	62,993	64,631	66,311
Transfer from Reserve	60,000	134,590	132,651	131,170	130,748	128,315	125,667	122,794	119,688	116,337
Closing Balance	612,568	532,484	455,428	381,105	308,681	240,207	175,937	116,136	61,079	11,054
Purpose of this Discretionary Reserve:	This reserve is to build up sufficient funds to make significant improvements to Council's commercial properties in Firebrace Street									

	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31
Drainage Headworks										
Opening Balance	457,000	517,000	578,050	640,321	703,993	769,321	836,347	905,116	975,672	1,048,064
Transfer to reserve	60,000	61,050	62,271	63,672	65,328	67,026	68,769	70,557	72,391	74,273
Inputs % Increase	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Operational Withdrawals										
Capital Withdrawals	0	0	0	0	0	0	0	0	0	0
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0
Closing Balance	517,000	578,050	640,321	703,993	769,321	836,347	905,116	975,672	1,048,064	1,122,337
Purpose of this Discretionary Reserve:	Funded by developer contributions in consideration of the amount of drainage run off land that they cause as a result of development, this contributes to the existing and future stormwater drainage head-works of the municipality.									
HRLE										
Opening Balance	456,401	539,401	520,323	500,344	479,115	455,791	431,861	407,308	382,117	356,271
Transfer to reserve	83,000	84,453	86,142	88,080	90,370	92,719	95,130	97,604	100,141	102,745
Inputs % Increase	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Operational Withdrawals										
Capital Withdrawals	0	103,531	106,121	109,308	113,694	116,650	119,683	122,794	125,987	129,263
Transfer from Reserve	0	103,531	106,121	109,308	113,694	116,650	119,683	122,794	125,987	129,263
Closing Balance	539,401	520,323	500,344	479,115	455,791	431,861	407,308	382,117	356,271	329,753
Purpose of this Discretionary Reserve:	To accumulate funds towards the redevelopment of the saleyards.									
HTH										
Opening Balance	0	0	1,469	2,449	79,166	134,676	214,959	297,330	283,607	370,316
Transfer to reserve		105,000	107,100	109,510	112,357	115,278	118,276	121,351	124,506	127,743
Inputs % Increase	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Operational Withdrawals										
Capital Withdrawals	0	103,531	106,121	32,792	56,847	34,995	35,905	135,074	37,796	38,779
Transfer from Reserve	0	103,531	106,121	32,792	56,847	34,995	35,905	135,074	37,796	38,779
Closing Balance	0	1,469	2,449	79,166	134,676	214,959	297,330	283,607	370,316	459,280
Purpose of this Discretionary Reserve:	To accumulate funds for technical equipment replacement and major refurbishment of the Performing Arts Centre, Town Hall & Art Gallery.									
ICT										
Opening Balance	464,597	281,597	250,969	288,157	90,802	134,327	103,291	149,373	31,010	60,884
Transfer to reserve	102,000	103,785	105,861	108,243	111,057	113,944	116,907	119,946	123,065	126,265
Inputs % Increase	1.50%	1.75%	2.00%	2.25%	2.60%	2.60%	2.60%	2.60%	2.60%	2.60%
Operational Withdrawals	40,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Capital Withdrawals	245,000	129,413	63,672	300,598	62,532	139,980	65,826	233,310	88,191	71,095
Transfer from Reserve	285,000	134,413	68,672	305,598	67,532	144,980	70,826	238,310	93,191	76,095
Closing Balance	281,597	250,969	288,157	90,802	134,327	103,291	149,373	31,010	60,884	111,054
Purpose of this Discretionary Reserve:	To allow purchasing of computer related hardware items, related software, and IT Initiatives. Any under expenditure in the computer area annually is placed in this reserve and is held to be expended on forecast or unexpected expenditure in the IT area during any particular year.									

	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31
Industrial Estates										
Opening Balance	4,042,500	3,979,960	4,776,708	6,644,752	7,118,464	7,529,864	8,923,449	9,658,671	10,342,328	10,865,862
Transfer to reserve	233,000	2,154,863	2,472,933	2,704,748	1,749,970	1,475,240	819,000	1,732,500	1,543,500	1,071,000
Transfer from Reserve	295,540	1,358,115	604,889	2,231,035	1,338,570	81,655	83,778	1,048,843	1,019,967	1,272,597
Closing Balance	3,979,960	4,776,708	6,644,752	7,118,464	7,529,864	8,923,449	9,658,671	10,342,328	10,865,862	10,664,265
Purpose of this Discretionary Reserve:	This reserve comprises cash, debtors and the value of both undeveloped and developed land. All costs in relation to purchase of undeveloped land and the development of land into industrial lots are paid from this reserve and the proceeds of the sale or lease of this land to developers is returned to the reserve, together with any government grants, which may be attracted for development of industrial estates.									
Infrastructure Gap										
Opening Balance	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000
Transfer to reserve		0	0	0	0	0	0	0	0	0
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0
Closing Balance	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000
Purpose of this Discretionary Reserve:	Targeted rate rises for Infrastructure Renewal from previous years are placed in this reserve for the sole purpose of infrastructure renewal. The aim is to spend each years allocation within the year but if not the balance is carried forward in this reserve.									
Library Assets										
Opening Balance	-2,500	6,000	14,649	23,470	32,491	41,745	51,241	60,983	70,979	81,234
Transfer to reserve	8,500	8,649	8,822	9,020	9,255	9,495	9,742	9,996	10,255	10,522
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0
Closing Balance	6,000	14,649	23,470	32,491	41,745	51,241	60,983	70,979	81,234	91,756
Purpose of this Discretionary Reserve:	This reserve is to provide for future asset replacements for major library assets.									
Loans Repayments										
Opening Balance	2,453,500	2,876,000	3,298,500	3,721,000	4,143,500	0	0	0	0	0
Transfer to reserve	422,500	422,500	422,500	422,500	161,500	0	0	0	0	0
Transfer from Reserve	0	0	0	0	4,305,000	0	0	0	0	0
Closing Balance	2,876,000	3,298,500	3,721,000	4,143,500	0	0	0	0	0	0
Purpose of this Discretionary Reserve:	This reserve is to accumulate principle repayments for councils interest only borrowings.									
Loans Internal Funded										
Opening Balance	-1,993,000	-2,103,000	-1,613,000	-1,423,000	-1,233,000	-1,043,000	-853,000	-663,000	-573,000	-483,000
Transfer to reserve	490,000	490,000	190,000	190,000	190,000	190,000	190,000	90,000	90,000	90,000
Transfer from Reserve	600,000	0	0	0	0	0	0	0	0	0
Closing Balance	-2,103,000	-1,613,000	-1,423,000	-1,233,000	-1,043,000	-853,000	-663,000	-573,000	-483,000	-393,000
Purpose of this Discretionary Reserve:	This reserve is to fund borrowings internally for capital projects from other reserve balances rather than taking out more costly external loans.									

	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31
Major Capital Projects										
Opening Balance	594,000	759,000	652,545	823,790	615,216	27,434	7,618	1,343	195,374	394,450
Transfer to reserve	165,000	167,888	171,245	175,098	179,651	184,322	189,114	194,031	199,076	204,252
Transfer from Reserve	0	274,343	0	383,672	767,433	204,137	195,390	0	0	0
Closing Balance	759,000	652,545	823,790	615,216	27,434	7,618	1,343	195,374	394,450	598,701
Purpose of this Discretionary Reserve:	This reserve is to provide for future asset replacements for major strategic projects.									
Open Spaces										
Opening Balance	506,000	448,380	453,468	458,657	463,963	469,407	474,992	480,723	486,603	492,635
Transfer to reserve	5,000	5,088	5,189	5,306	5,444	5,586	5,731	5,880	6,033	6,189
Transfer from Reserve	62,620	0	0	0	0	0	0	0	0	0
Closing Balance	448,380	453,468	458,657	463,963	469,407	474,992	480,723	486,603	492,635	498,825
Purpose of this Restricted Reserve:	Is comprised mainly of developer contributions in lieu of land, when subdividing residential areas. There is a statutory requirement that any developers contributions to this fund be spent on capital works in relation to purchase of recreation land or development of recreation land.									
Plant										
Opening Balance	3,165,263	1,897,368	1,030,307	726,465	698,916	405,117	241,010	295,401	290,946	237,386
Transfer to reserve	1,285,497	1,330,489	1,377,057	1,425,254	1,475,137	1,526,767	1,580,204	1,635,511	1,692,754	1,752,000
Transfer from Reserve	2,553,392	2,197,550	1,680,898	1,452,803	1,768,936	1,690,874	1,525,813	1,639,966	1,746,314	1,722,529
Closing Balance	1,897,368	1,030,307	726,465	698,916	405,117	241,010	295,401	290,946	237,386	266,858
Purpose of this Discretionary Reserve:	To fund the purchase of replacement plant and equipment, the rationale is that often the purchases of plant equipment are unevenly spread across a number of years, and by maintaining this reserve, allows Council to ensure that there is always a sum of money available to purchase plant when required and that the uneven spread of expenditure has no effect on the annual budget.									
Quarry Rd Rehab										
Opening Balance	175,650	171,300	171,961	172,636	173,326	174,033	174,760	175,505	176,269	177,053
Transfer to reserve	650	661	675	690	708	726	745	764	784	805
Transfer from Reserve	5,000	0	0	0	0	0	0	0	0	0
Closing Balance	171,300	171,961	172,636	173,326	174,033	174,760	175,505	176,269	177,053	177,858
Purpose of this Discretionary Reserve:	To meet the costs of rehabilitation works of land and roads surrounding councils quarries.									
Road Construction										
Opening Balance	32,979	33,479	33,988	34,507	35,037	35,582	36,140	36,713	37,301	37,905
Transfer to reserve	500	509	519	531	544	559	573	588	603	619
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0
Closing Balance	33,479	33,988	34,507	35,037	35,582	36,140	36,713	37,301	37,905	38,523
Purpose of this Discretionary Reserve:	Is maintained with contributions from developers of rural residential subdivisions, the intention of the reserve is that monies contributed by developers will be expended on roads adjoining the rural residential subdivision.									

	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31
Sustainability										
Opening Balance	206,000	129,550	57,054	-2,767	-47,498	-74,960	-78,241	-51,732	11,316	119,023
Transfer to reserve	69,000	82,800	99,360	119,232	143,078	171,694	206,033	247,239	296,687	356,025
Transfer from Reserve	145,450	155,296	159,181	163,962	170,541	174,975	179,524	184,192	188,981	193,894
Closing Balance	129,550	57,054	-2,767	-47,498	-74,960	-78,241	-51,732	11,316	119,023	281,153
Purpose of this Discretionary Reserve:	Is to provide some initial funding for projects of a sustainability nature such as alternative energy projects, solar panels and LED Lighting, where there are expected to be pay backs and ongoing savings in operational costs.									
Unfunded Superannuation										
Opening Balance	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Transfer to reserve		0	0	0	0	0	0	0	0	0
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0
Closing Balance	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Purpose of this Discretionary Reserve:	Is to provide some initial funding for projects of a sustainability nature such as alternative energy projects, solar panels and LED Lighting, where there are expected to be pay backs and ongoing savings in operational costs.									
Waste										
Opening Balance	815,955	106,524	-505,037	531,388	1,148,125	1,817,099	-568,908	614,409	1,078,683	2,475,536
Transfer to reserve	1,156,569	1,220,180	1,244,584	1,272,587	1,305,674	1,339,622	1,374,452	1,410,188	1,446,853	1,484,471
Transfer from Reserve	1,866,000	1,831,741	208,159	655,850	636,700	3,725,629	191,135	945,913	50,000	727,500
Closing Balance	106,524	-505,037	531,388	1,148,125	1,817,099	-568,908	614,409	1,078,683	2,475,536	3,232,507
Purpose of this Discretionary Reserve:	Is created utilised to provide a sum of money to rehabilitate landfills at the end of their useful life and to provide funds for other major capital expenditure in the waste management area.									
WIFT										
Opening Balance	709,600	787,000	865,755	946,084	1,028,221	1,112,494	1,198,957	1,287,669	1,378,687	1,472,072
Transfer to reserve	77,400	78,755	80,330	82,137	84,273	86,464	88,712	91,018	93,385	95,813
Transfer from Reserve	0	0	0	0	0	0	0	0	0	0
Closing Balance	787,000	865,755	946,084	1,028,221	1,112,494	1,198,957	1,287,669	1,378,687	1,472,072	1,567,885
Purpose of this Discretionary Reserve:	To meet programmed asset renewal commitments as approved by the Committee of Management for the WIFT									
Total All Reserves										
Opening Balance	16,941,880	13,852,675	13,637,670	16,528,765	16,962,441	12,119,108	11,480,624	13,889,346	15,825,115	18,592,442
Transfer to reserve	4,486,509	6,888,229	7,018,995	7,375,529	6,300,091	6,012,509	5,514,293	6,496,449	6,488,231	6,210,408
Transfer from Reserve	7,575,714	7,103,234	4,127,900	6,941,854	11,143,424	6,650,993	3,105,571	4,560,680	3,720,904	4,406,255
Closing Balance	13,852,675	13,637,670	16,528,765	16,962,441	12,119,108	11,480,624	13,889,346	15,825,115	18,592,442	20,396,595

Horsham Rural City Council

Asset Plan

DRAFT – 18 August 2021

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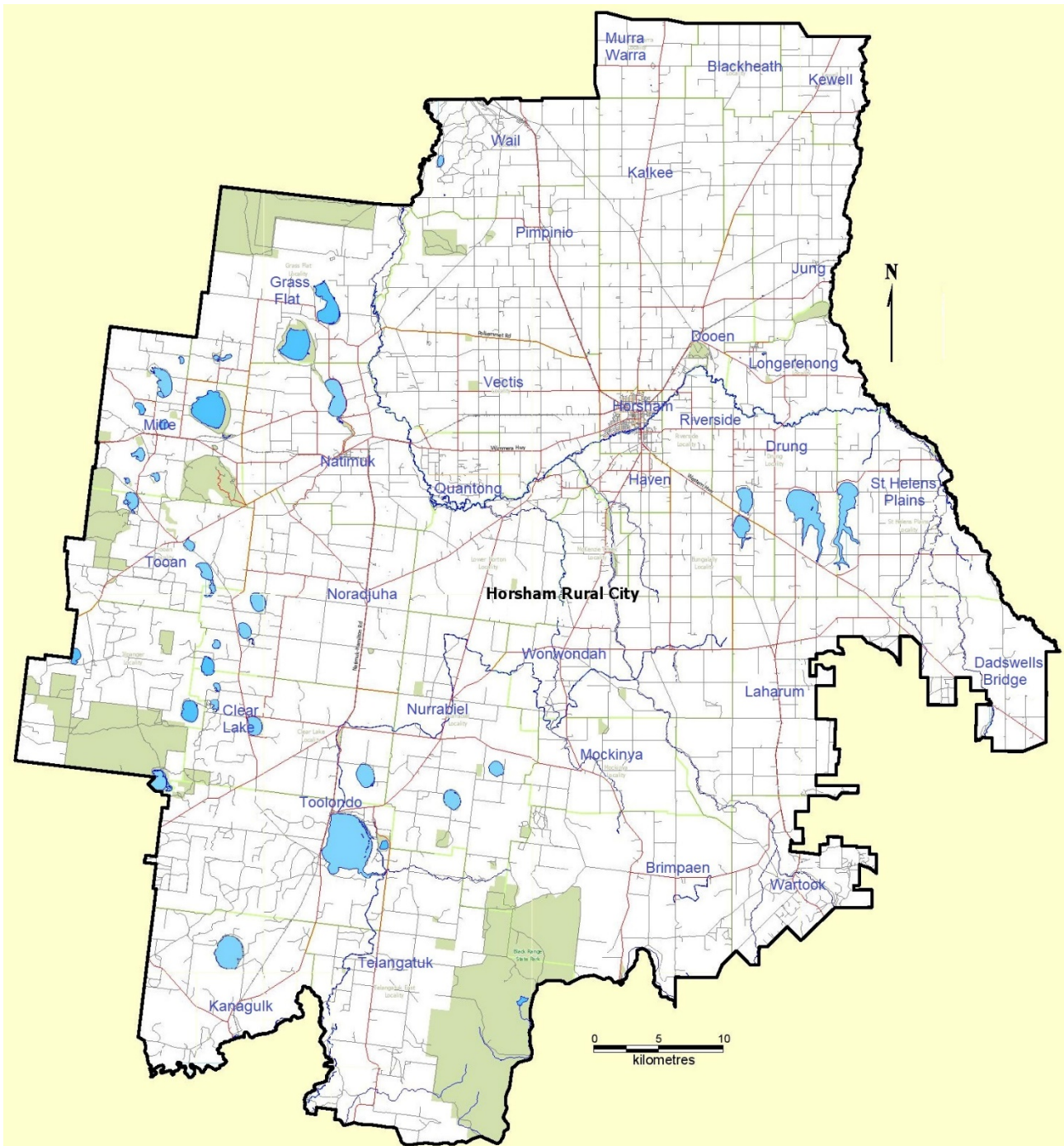
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Appendices

Appendix A Levels of Service

Appendix B Funding Prioritisation

Map of Horsham Rural City Municipality



The Asset Plan

Introduction

This Asset Plan has been prepared to provide information to the community about Council's long-term approach to managing the assets Council holds in order to provide the range of services to the community.

The Asset Plan identifies the strategic and operational practices which will ensure that Council manages assets across their life cycle in a financially sustainable manner. The Asset Plan, and associated asset management policies provide Council with a sound base to understand the risk associated with managing its assets for the community's benefit.

The Asset Plan integrates with the Long Term Financial Plan to inform Council's strategic financial planning. This integration occurs through the identification of the amount of capital and maintenance expenditure that is required over the life of each asset category. The level of funding incorporates knowledge of asset condition, risk assessment, and the impact of reviewing and setting intervention and service levels for each asset class.

A key component of the Asset Plan is the Long Term Capex Plan (LTCP) which compiles the range of capital projects proposed for renewal, upgrade and new capital works over the next 10-year period.

In addition to identifying the operational and strategic practices that ensure that Council manages assets across their life cycle in a financially sustainable manner, the Asset Plan quantifies the asset portfolio and the financial implications of those practices.

Community Engagement

This Asset Plan has been prepared to address the requirements of section 92 of the Local Government Act (2020), including the various phases of the asset life cycle listed in point (3)(a) of that section of the Act, and the requirement for deliberative engagement in the development of the Plan.

The deliberative engagement process included the establishment of a Community Panel, which developed the Community Vision, and provided recommendations to Council on the Council Plan, Long Term Financial Plan and Asset Plan. A later section of this document describes how Council will give effect to the recommendations from the Community Panel on this Plan.

The Assets

Roads

Council's road network includes both urban roads within the townships and the rural roads outside the townships. Note that the main (arterial) roads within the municipality are managed by Regional Roads Victoria. These arterial roads can be distinguished as they are named with a route identifier (e.g. A8 is the Western Highway, C222 is the Northern Grampians Road).

The main components within the roads asset class are typically:

- sealed surfaces, pavements and kerbs in the urban areas
- sealed surfaces, pavements and shoulders for the rural sealed network
- unsealed pavements for the rural unsealed network.

Associated with this asset class are traffic control devices, signs, roundabouts, guideposts and delineators, on road bike paths, on-road and off-street car parking, line marking and raised pavement markers, guardrails, minor drainage structures and drains.

A summary of the road assets managed by Council is:

- 144 km of sealed urban roads
- 814 km of sealed rural roads
- 936 km gravel rural roads
- 1,006 km earthen rural roads
- 249 km kerb and channel (gutters)
- 48 car parks.

Bridges and Major Culverts

Within the road network there are major structures that cross waterways including bridges, major culverts (defined as those larger than 375 mm diameter or box culverts of equivalent cross section) and footbridges and boardwalks.

There are 71 bridges/culverts of which 25 are bridges with piers and girders. Council's largest bridges are the Wimmera River bridges at Polkemmet, Riverside and Drung Drung.

Buildings and Other Structures

This asset class primarily includes buildings, but also includes several other structures such as retaining walls, shelters and swimming pools.

There are 167 buildings ranging from the Horsham Town Hall to community halls, kindergartens and many more.

Examples of some of the key other structures included in this category are Horsham Regional Livestock Exchange (HRLE), the Wimmera Intermodal Freight Terminal, Horsham Aquatic Centre, and the Aerodrome.

Footpaths and Pathways

This asset class includes footpaths, tracks and trails and includes cycling paths, ramps, railing, signs and DDA (Disability Discrimination Act) and other non-slip surfacing.

Council manages 176.3 km of footpaths and pathways, of which:

- 29.6 km are link footpaths (F1 – refer hierarchy on p14)
- 31.08 km are collector footpaths (F2)
- 115.6 km are local footpaths (F3)

In addition, there is 64.5 km of bike paths.

Stormwater Drainage

The urban stormwater drainage network includes underground pipes, open drains, pits and drainage structures including retention basins, litter traps and erosion structures. These assets are only found in the urban areas of Horsham and Natimuk, and at some key facilities, e.g. WIFT, Aerodrome, Horsham Regional Livestock Exchange (HRLE).

There are approximately 147.6 km of stormwater pipes and 4721 pits and headwalls included in the stormwater category.

Recreation and Open Space

This asset class includes playgrounds, recreation reserves, parks and gardens, wetlands and trees. There is a vast range of asset types including, but not limited to, the following:

- Playground equipment and under surfacing.
- Recreation reserves including recreation playing surfaces, lighting and drainage together with fencing and irrigation systems.
- Parks and gardens including street and park furniture including seats, tables, bins, fixtures and signs.
- Wetlands.
- Trees in parks and street trees, garden beds, plants, shrubs, lawns and all included in open space however are not categorised as assets from a financial perspective.

There are approximately 4,900 open space assets including 27 playgrounds and associated assets, recreational reserves, assets in the Botanic Gardens and various open space furniture around Horsham's CBD.

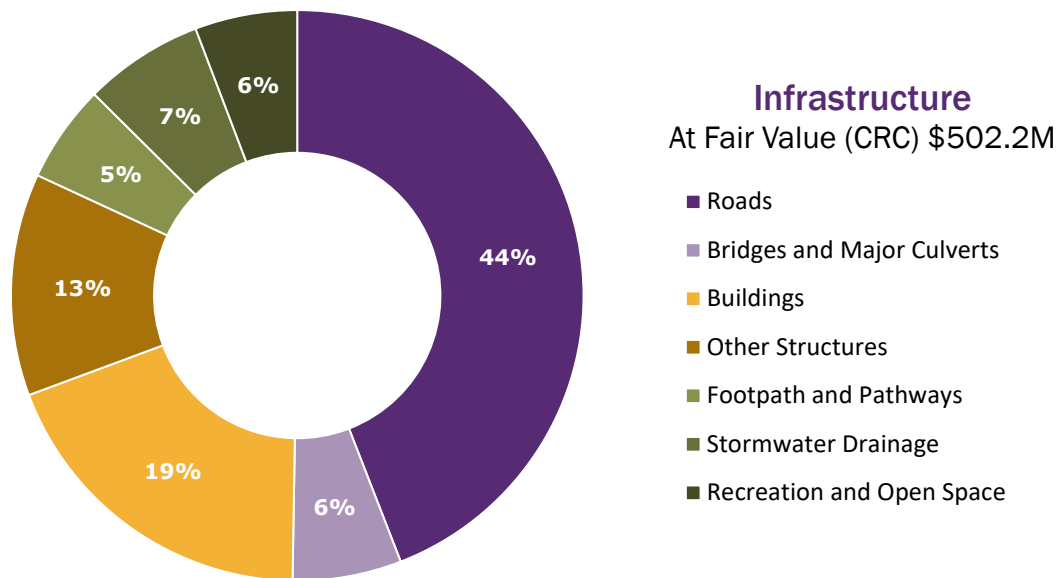
Summary of Assets

Each class of asset has been valued. The summary is provided in Table 1 together with an overall condition of the asset class.

Table 1 Summary of Replacement cost by Asset Class

Asset Class	Replacement Cost	Valuation Date	Overall Condition
Roads	\$221.52 million	30 June 2018	Sealed roads average condition 1.72 Unsealed roads average condition 1.26
Bridges and Major Culverts	\$30.87 million	30 June 2020	Bridges average condition 1.19
Buildings	\$95.7 million	30 June 2020	2.66
Other Structures	\$63.2 million	30 June 2021	n/a
Footpath and Pathways	\$27.81 million	30 June 2018	3.12 (footpaths)
Stormwater Drainage	\$33.9 million	30 June 2019	1.58
Recreation and Open Space	\$29.00 million	30 June 2020	2.86
Total	\$502.17 million		-

Figure 1 Summary of assets



Service Levels

The fundamental purpose of Council's assets is to provide services to the community. Council strives to provide infrastructure assets of a suitable standard that allows the community to function in its day-to-day activities and to meet community demands now and into the future.

From an asset management perspective, the principles used to achieve the desired service levels relate to setting the standards of construction and maintenance of the assets for their particular purpose. The sections below provide an overview of the service levels achieved from each asset class. A detailed description of service levels is included as Appendix A to this Plan.

There is a set of maintenance and construction standards established for each asset class which forms the basis of predicting the cost of providing services.

Fundamental to assigning a service level is a hierarchy classification, which has been established for each asset class. This hierarchy is used to setup the framework that drives decision making on the budget needed to ensure the asset provides the expected service level for the community. The asset hierarchy separates assets into groupings primarily based on importance and utilisation.

Assets with lower importance and utilisation will have a different service level expectation, which then relates to the funding allocated to the upkeep of that asset.

A visible example of this hierarchical approach is for roads, where there are clearly evident differences in the standards set for interstate highways compared to local access roads. The hierarchies for different asset classes is also discussed in this section of the Plan.

Roads

Roads are constructed and maintained to be suited to the levels and types of traffic associated with their assigned hierarchy including consideration to travel width, vegetation clearance, ride comfort measured through roughness and the extent of street sweeping in urban areas. The principle service provided by roads is transport of goods and people.

Council conducts regular condition inspections to assess the need for maintenance or reconstruction of its roads. A significant proportion of Council's asset management budget is committed to the ongoing renewal of roads to maintain them to their current construction standard. The Horsham Urban Transport Plan and the Rural Road Network Plan (currently under development) provide guidance to Council to consider upgrading sections of the network to meet the required standard. The ability to upgrade sections of roads is subject to available funding.

Bridges and Major Culverts

Bridges and culverts are maintained to provide suitable access for vehicles using the road network. In some cases, bridges or culverts may not have the capacity to cater to larger, heavier trucks that are becoming more common in the municipality. This may lead to the need for some load limits on these structures, and for alternative routes to be used, until such time as the structures are able to be upgraded.

Buildings and Other Structures

In contrast to roads, where the roads are effectively the service, buildings cater for a wide variety of Council's services. Buildings are maintained to be fit for purpose for their allocated hierarchy, and having

regard for the specific needs of the services they host. This can mean that different buildings will have different maintenance needs and schedules.

As an example, a regional level facility, such as Horsham Town Hall, needs to be maintained to a higher standard than, say, a local community hall, as the expectations on the standard of presentation are higher.

Footpaths and Pathways

Footpaths provide access primarily for pedestrians, but also increasing numbers of mobility assistance vehicles (gophers) and bicycles (for children). Shared pathways are also found in many open space areas.

Footpaths in residential areas are typically concrete, or pavers in some high pedestrian areas. Shared pathways have a range of surfaces.

The following principles have been adopted by Council for footpaths in Horsham:

- All streets should have a footpath on at least one side of the street.
- Some main routes should have a footpath on both sides of the street.
- In some places, there are footpaths that were constructed with a bitumen seal in about the 1950s that have gradually disappeared. These will be replaced with concrete paths.

There is a backlog of streets that currently do not have footpaths that meet these principles. A program is in place to progressively install these missing sections of footpaths.

Footpath maintenance is also a key priority for Horsham, given the highly reactive (moving) soils that cause displacement in sections of footpaths. A major program to remedy these gaps has been in place over the past two years and will be continued to be rolled out.

Stormwater Drainage

Drainage is necessary to remove excess rainfall from properties, roads and open spaces. The sub-surface drainage network starts with relatively small pipes (225 or 300 mm diameter) at the outer reaches of each local catchment. As the system progresses downslope, these pipes tend to increase in size, in Horsham reaching diameters of up to 1,200 mm before outfalling either to the Wimmera River or a series of basins. In several locations the water is reused to facilitate watering of open spaces, e.g. Wotonga Basin, Racecourse Reserve, Police Paddock basins. In other cases, the basins (wetlands) improve the quality of the drainage water to allow settling of solids and reduction of the nutrient load in the water before it reaches the Wimmera River. In Natimuk the drainage network outfalls to Natimuk Creek.

The target standard for the underground drainage systems is for them to be constructed to cope with a 1 in 5 year flood event and be maintained so drains are cleared annually or in response to blockages. Hydraulic modelling of the network is planned for the near future to review the capacity of the constructed system, and identify any gaps in the network (e.g. undersized pipes).

In rural areas, roads require a table drain to protect the road pavement from degradation due to waterlogging. The roadside drains are generally not intended to provide drainage of the adjoining paddocks. Maintenance of these roadside drains is required to ensure their continued effective performance.

Recreation and Open Space

There are a myriad of assets that support Council's recreation and open space services, ranging from sporting facilities to bench seats on walking paths.

Open space assets are inspected, cleaned and maintained to be fit for purpose for their allocated hierarchy.

Hierarchy

The hierarchy used for the classification of assets in this plan is outlined below:

Roads

The road network within the municipality comprises arterial roads and local roads. Arterial roads are at the top of the hierarchy being roads that are managed by Regional Roads Victoria (formerly VicRoads). These roads include the highways and major roads within the municipality. This includes the Western, Wimmera and Henty Highways, and other roads including the Horsham Noradjuha Rd, Williams Rd and Wombelano Rd. Arterial roads can be distinguished by their route numbers, featuring a letter (A, B or C) and a number, for example C222 is Northern Grampians Rd.

Other roads within the municipality are classed as local roads and are generally Council's responsibility.

Council's road hierarchy is defined in its Road Management Plan. The table below sets out the four classes of roads and some related assets. Council maintains a road register which lists the classification of each road in accordance with this hierarchy. The Road Management Plan and Road Register are published on Council's website.

Table 2 Road and related assets hierarchy

Name	Function	Indicative Traffic Volume (VPD)
Link	Roads other than arterial roads that link significant destinations and are designed for efficient movement of people and goods between and within regions. Also provide property access.	Rural > 100 Urban > 1000
Collector	Roads other than arterial or link roads that provide movement of traffic within local areas and connect access roads to a substantial number of higher order roads. Also provide property access.	Rural 50 - 100 Urban 500 - 1000
Access	Roads other than arterial, link or collector roads, that provide access to the street address of occupied properties.	Rural < 50 Urban < 500
Minor	Roads other than arterial, link, collector or primary access roads that provide access to occupied property other than to the street address, or access to non-occupied abutting properties, and non-residential property.	Less than 50
Ancillary Area	An area of land owned or managed by Council, maintained by a responsible road authority as ancillary to a public road.	
Path	A road reserve that contains a constructed pathway but does not contain a constructed or formed roadway.	
Paper Road	Road reserve not reasonably required for general public use	

The Road Management Plan also provides details on the maintenance standards applicable to each level of road. Standard construction forms are described in the service levels appendix to this Plan (Appendix A).

Bridges and Major Culverts

The hierarchy level applicable for bridges and major culverts generally follows the standard of the road on which the structure is built. In addition, these structures need to have consideration for the (typically) waterway that they are built across, with larger bridges required on the major streams, and typically culverts on the smaller waterways.

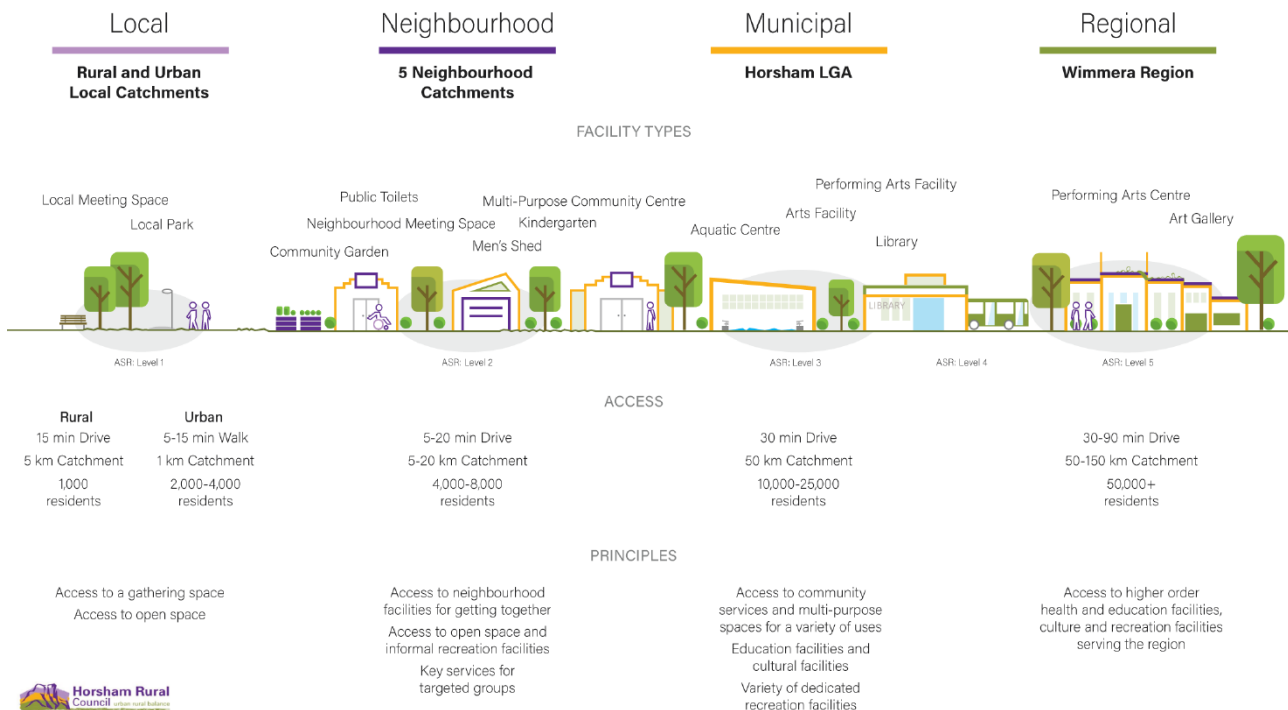
Buildings, Recreation and Open Spaces

Buildings, recreation and open spaces share the same hierarchy which was developed in Council's Social Infrastructure Framework, being classified into four groupings as follows in order of utilisation and importance to the community:

- Regional
- Municipal
- Neighbourhood
- Local.

This is explained in the following diagram.

Figure 2 Buildings, recreation and open spaces hierarchy



The four levels of hierarchy identified are:

Local: Local facilities are limited to facilities that should be accessible close to home such as a local meeting space and a local park. The access benchmarks are different for rural and urban areas. Rural areas of around 1,000 residents may require a local facility, however a similar facility in an urban area can serve a larger population (between 2,000 to 4,000 residents). In the rural area, local facilities may need to be accessed by car (approximately 15 minute drive), but in the urban area, they should be accessible by walking.

Neighbourhood: Neighbourhood facilities are a broader range of facilities, including neighbourhood meeting spaces, community gardens and kindergartens. Multiple neighbourhood facilities may be provided across the municipality including some in rural areas.

Municipality: Municipal facilities are higher order facilities such as a children’s and community hub, aquatic centre, and library. Generally, one municipal facility is provided to serve the whole Horsham Municipality. As the centre of the Horsham Municipality, these facilities should all be located in Horsham City.

Regional: Regional facilities are significant facilities that serve the whole Wimmera Region. Regional facilities include regional arts and cultural facilities. As the regional centre, these facilities tend to be located in Horsham City.

Footpaths and Pathways

Council's Road Management Plan also defines a hierarchy for footpaths, as follows:

Table 3 Footpath hierarchy

Hierarchy	Broad description
F1	High Use & Risk Major shopping centres and heavily used pedestrian areas Horsham Central Business District; intermittent high pedestrian use areas (examples are, sporting complexes; medical/hospital facilities, retirement complexes)
F2	Medium Use & Risk Busy urbanised areas and heavy use link paths Moderately pedestrian use areas. Typical of these are small suburban shops; walking /running and leisure tracks with high usage, such as the Wimmera River track adjacent to Barnes Blvd
F3	Lower Use & Risk Less frequently used paths Footpaths in less well used areas, running tracks, cycling and recreational tracks

Stormwater Drainage

The drainage network in urban areas does not have an assigned hierarchy, however the asset size (pipe diameter) is governed by the required flow capacity based on the catchment area served at any point in the network, and tends to increase downslope within each catchment.

Condition Assessments

Regular condition assessments are critical to guide Council's asset maintenance and renewal priorities. Customer initiated maintenance requests also inform this understanding of asset condition. A summary of a generalised condition ranges applied to individual assets is provided in Table 4.

Table 4 Infrastructure asset condition

Condition	Description	Grade
0	New	Excellent
1	Near new or recently rehabilitated	Very Good
2	The infrastructure in the system has some element that show general signs of deterioration	Good
3	The infrastructure in the system shows general sign of deterioration that requires attention; some element requires significant deficiencies	Fair
4	A large portion of the system exhibits significant deterioration	Poor
5	Many component of system exhibit sign of failure which is affecting services	Very Poor

The following shows the condition profile for each asset class based on the most recent assessment as shown with the date in the chart title.

Figure 3 Seal Road condition profile 2018

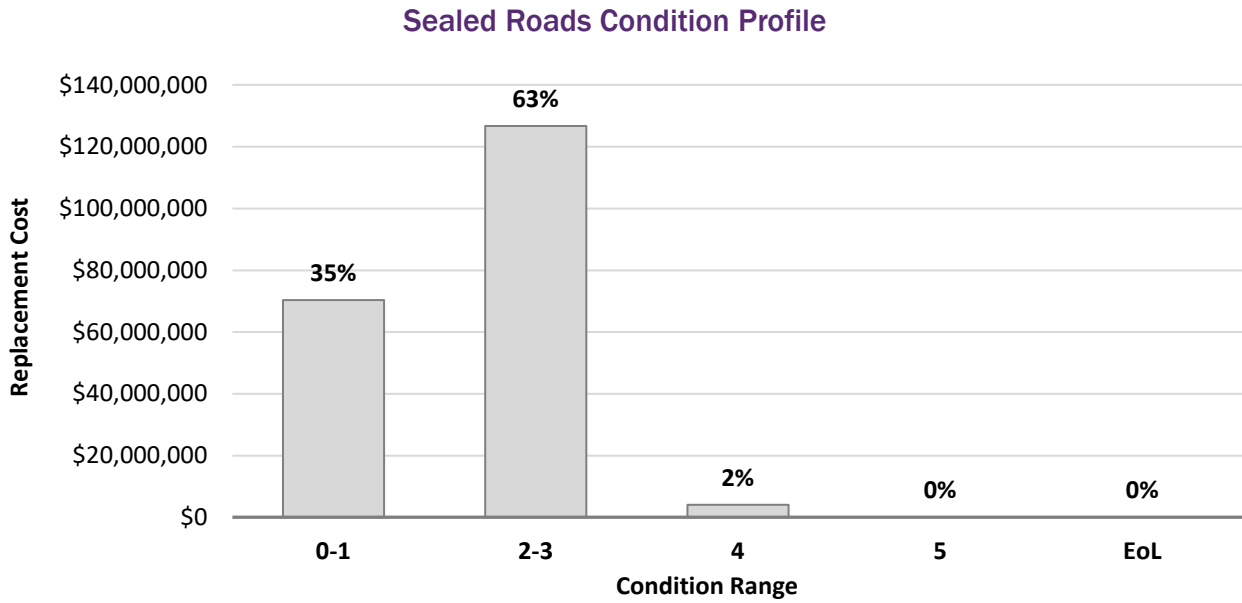


Figure 4 Unsealed Road condition profile 2018

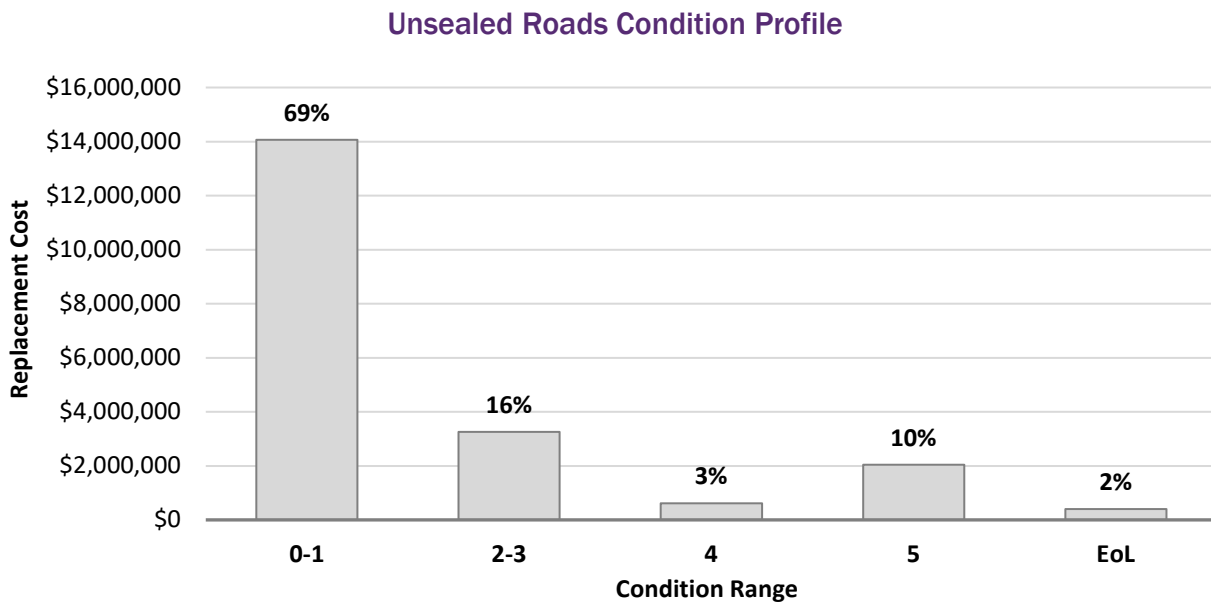


Figure 5 Bridge and Major Culvert condition profile 2018

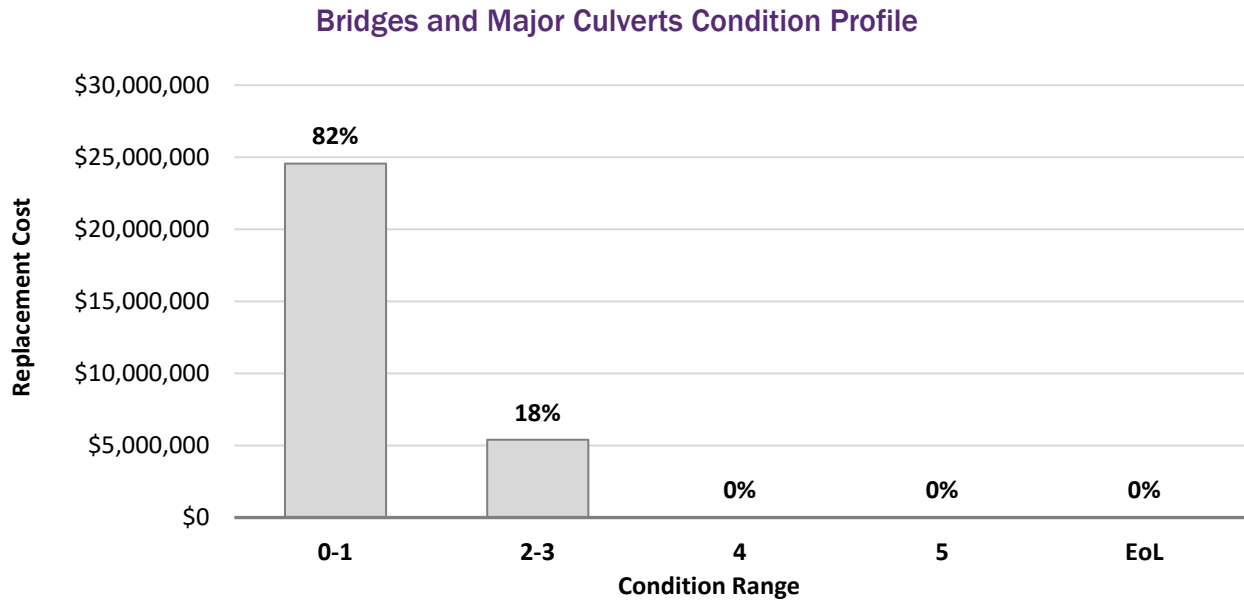


Figure 6 Buildings and Other Structure condition profile 2021

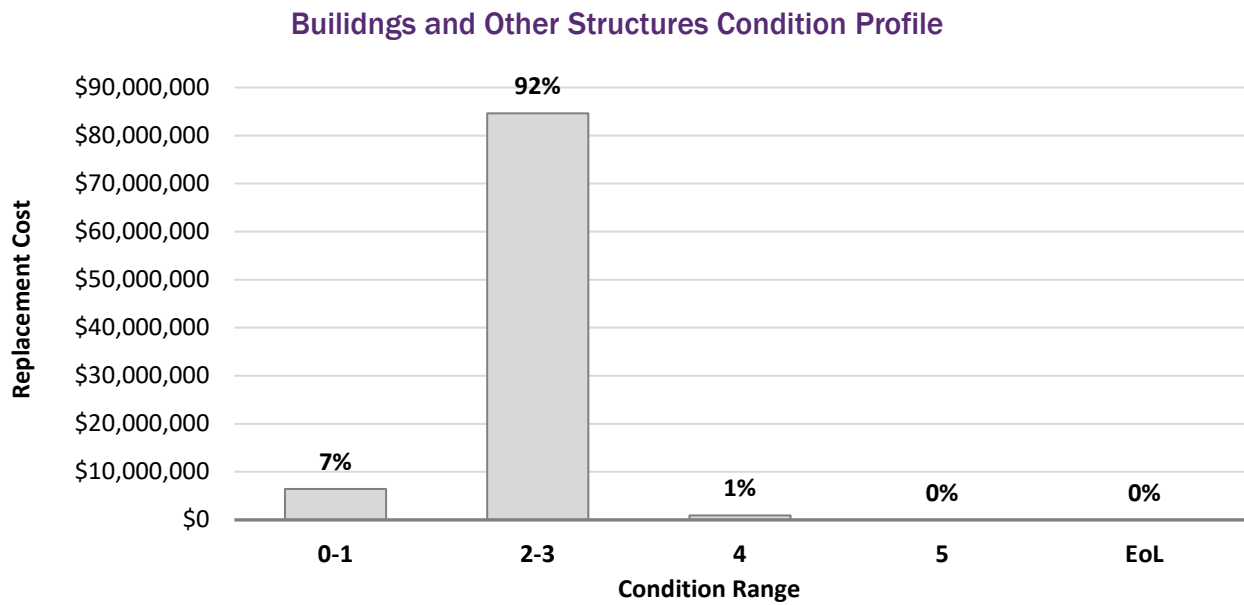
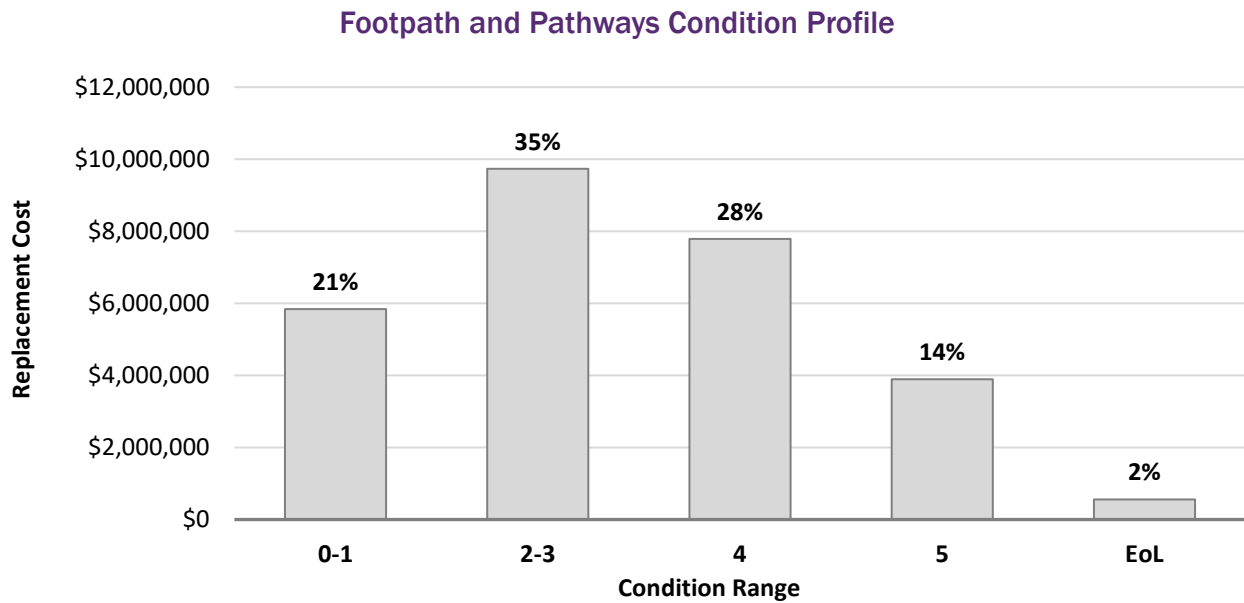


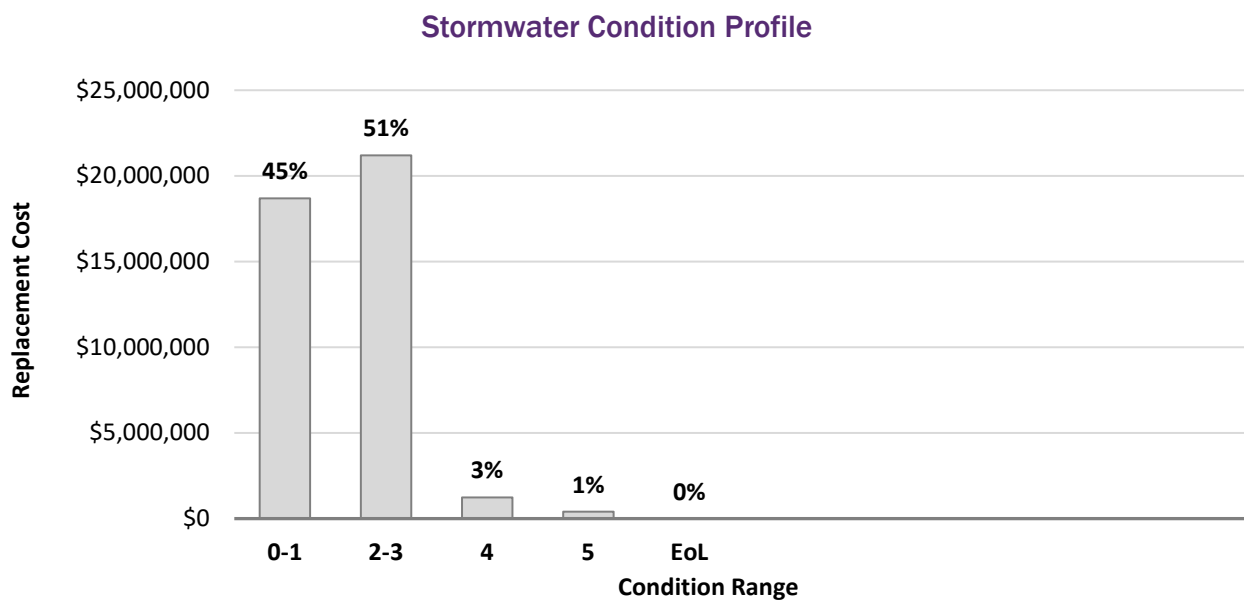
Figure 7 Footpath and Pathways condition profile 2018



Stormwater Drainage

As the drainage network is buried it is not readily practicable to conduct regular inspections of the condition of drainage pipes. Council undertakes in-pipe CCTV inspections of some sections of the drainage network based on the identification of parts of the network that are performing poorly, and that are not responding to routine maintenance. The condition profile below is based on the percentage of actual age to predicted life converted to a consumption score.

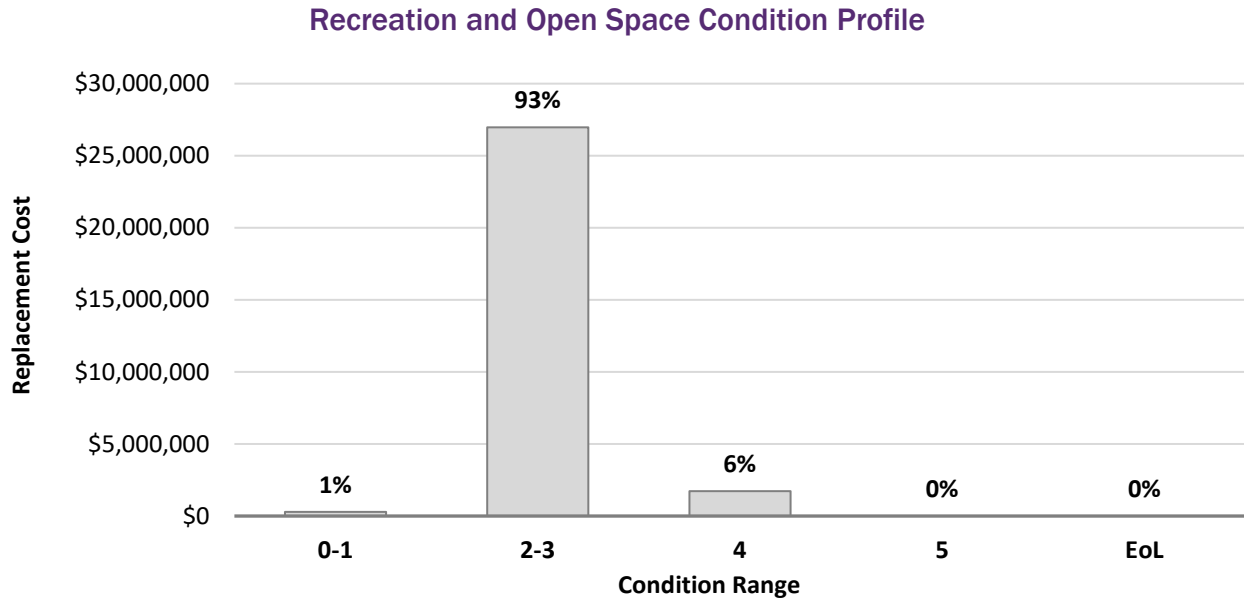
Figure 8 Stormwater Drainage condition profile 2019



Recreation and Open Space

The condition of recreation and open space assets is primarily based on an extensive data collection exercise conducted in 2020. A detailed review is planned to ensure the integrity of this data. The graph below shows the condition profile based on the initial data collection.

Figure 9 Recreation and Open Space condition profile 2020



Demand and Capacity

The assets included in this plan are subject to a range of demand and capacity issues that will impact on the future funding necessary to maintain existing service levels or achieve desired service levels where they are not currently being met. The table below identifies some of the key issues being considered for inclusion in the upgrade plan.

Table 5 Asset demand and capacity

Asset Class	Demand Factors	Capacity Issues	Impact on the Plan
Roads	<p>Priority freight routes to be upgraded to 6.2 m seal.</p> <p>Preferred routes for farm machinery being identified through the Rural Road Network Plan, to provide wider roads with a clear tree envelope, and avoid mixing slow moving farm machinery with other traffic.</p> <p>Urban areas, improved safety for cyclists and pedestrians.</p> <p>Alternative truck route to take trucks out of Horsham CBD, and link the three main highways that run through Horsham.</p> <p>Other needs as identified in Horsham Urban Transport Plan (completed) and Rural Road Network Plan (in preparation).</p>	<p>Seal width less than 6.2m</p> <p>99.5 km of roads need to be widened</p> <ul style="list-style-type: none"> • 51.5 km of link roads from < 4 m to 6.2 m • 48 km of collector roads to be converted to link roads 	<p>Achieve seal width of 6.2m and 1m gravel shoulder subject to business case.</p>
Bridges and Major Culverts	<p>Increase in use of heavy vehicles, requiring capacity upgrade.</p> <p>Increased use of wide farm machinery.</p> <p>Resilience to major events – increased capacity of culverts to avoid wash-outs during floods.</p>	<p>Wide farm machinery.</p> <p>Three major crossings of Wimmera River on Council roads.</p>	<p>Allowance for retrofit to meet current standards.</p> <p>Many bridges designed to old design standards.</p> <p>Reduce bridges to single lanes.</p>
Buildings and Other Structures	<p>Single use, greater utilisation needed.</p> <p>Intervene when in better condition and before they deteriorate too much.</p> <p>Redundant buildings (what to do with them).</p> <p>Equity of standards across municipality, through Social Infrastructure Framework.</p> <p>Gaps in service level to drive upgrade program.</p>	<p>For each hierarchy of building assets, Council has defined the minimum and desirable service level. For a subset of 50 high priority buildings, gaps against the service level have been identified which are scheduled to be upgraded over a 10 year period. Upgrades of</p>	<p>Social Infrastructure – 50 high priority and cost needed to develop service level gap to inform the upgrade plan</p>

Asset Class	Demand Factors	Capacity Issues	Impact on the Plan
		<p>some assets have been temporarily placed on hold for upgrade pending a review of how the service delivery might change, e.g. multi-use facilities.</p>	
<p>Footpaths and Pathways</p>	<p>Ageing population. [As stated on right – gradually upgrade for gophers, but also].</p> <p>Shared paths for cycling on some key routes, e.g. planned Hamilton St pedestrian bridge through to CBD should ideally be 2.5 m path.</p> <p>Gaps in footpath network, as per three principles in earlier section.</p> <p>Gaps in cycling path network and standards.</p>	<p>Standard current width of 1.5 m is not wide enough for gophers to pass, could be 1.8 m.</p> <p>Priority for 1.8 m over long term.</p>	<p>Allowance to create footpaths where they should be.</p> <p>New in future to be 1.8m over long term.</p>
<p>Stormwater Drainage</p>	<p>New subdivisions in Horsham may lead to capacity problems in downstream areas.</p> <p>Impacts of climate change on frequency of flooding.</p>	<p>Hydraulic model to be developed to systematically assess capacity issues – outstanding task.</p>	<p>Stormwater management plan.</p> <p>Forward project list and budgets.</p>

Asset Class	Demand Factors	Capacity Issues	Impact on the Plan
<p>Recreation and Open Space</p>	<p>Driven by Open Space Strategy.</p> <p>Identification of new reserves, and equitable level of service based on hierarchy.</p> <p>Climate change adaptation, e.g. shade and micro-climates.</p>	<p>Where identified in the Open Space Strategy.</p> <p>Provision for adequate space in new subdivisions.</p>	<p>For all high priority open space sites, gaps against the service level were identified and scheduled to upgrade in the next 10 years. These include development of pathways, lighting, BBQs, seating, parking, accessible equipment, irrigated grass etc. based on hierarchy.</p> <p>Council has identified the need to develop 3 new local parks and 5 public toilet facilities to meet the service level and demand. This is generally identified through the agreed level of service to provide local park or public toilet facilities within 10 minutes of walking distance.</p>

Financial Summary

Current Costs

Council's current cost profile for managing all asset classes is presented separately as maintenance / operations and renewal.

The maintenance costs over the last three years are presented in the table below:

Table 6 Historic maintenance expenditure

2017/18	2018/19	2019/20
\$6,161,009	\$6,366,447	\$6,117,862

The renewal costs reflect an average of the last three financial years.

Table 7 Average annual renewal expenditure 2017 to 2019

	Renewal
Roads	\$3,950,000
Bridges and Major Culverts	\$100,000
Buildings	\$290,000
Footpaths and Pathways	\$150,000
Stormwater Drainage	\$135,000
Recreation and Open Space	\$100,000
Total	\$4,870,000

Future Costs

Modelling has been undertaken for up to a 100-year period for each asset class to estimate the financial demands for renewal funding balancing short life and long life assets using the data that is available. The modelling also splits roads into several key elements / categories (including sealed and unsealed roads, and kerb and channel).

The modelling tool has been configured so that the standard life and condition at end of life can be varied so that assets can be renewed when they reach those intervention levels. The purpose of the modelling is to provide an estimate for each asset class on what the demand on funding is by applying unlimited funding. This is based on a set of assumptions and provides an indication both on how the funding demand varies with time and on how the certain asset classes may have spikes in funding demand.

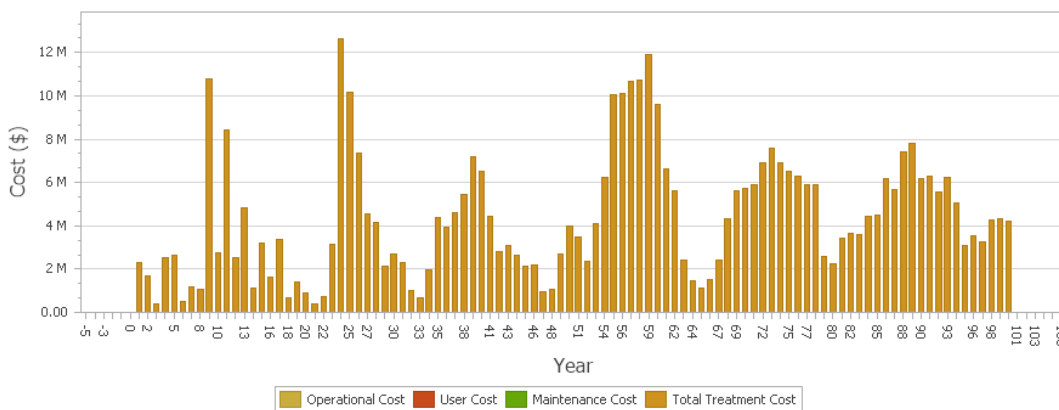
For this Asset Plan the longer-term average funding requirement has been reported together with the time-based funding profile generated by the model. While both figures are based on the best available information there is ongoing work to refine assumptions and balance funding and service levels and affordability.

Roads

Sealed Roads

The sealed road network has been modelled assuming resealing at \$5.5/m² and road reconstruction for rural roads of \$30/m² and \$75/m² for urban. The average annual budget required is \$4.4M based on intervening when the condition reaches 5.

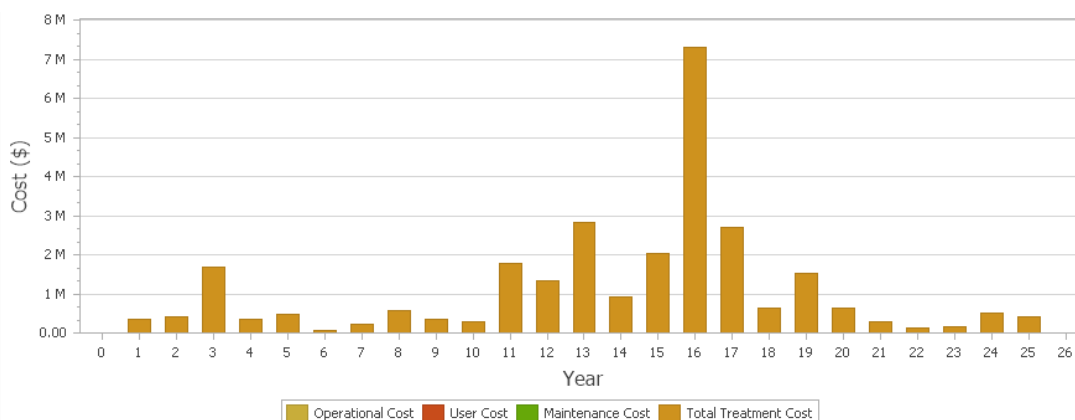
Figure 10 Unlimited budget scenario for Sealed Roads



Unsealed Roads

The unsealed road network has been modelled assuming gravel resheeting at \$6/m². The average annual budget required is \$1.12M based on intervening when the condition reaches 5.

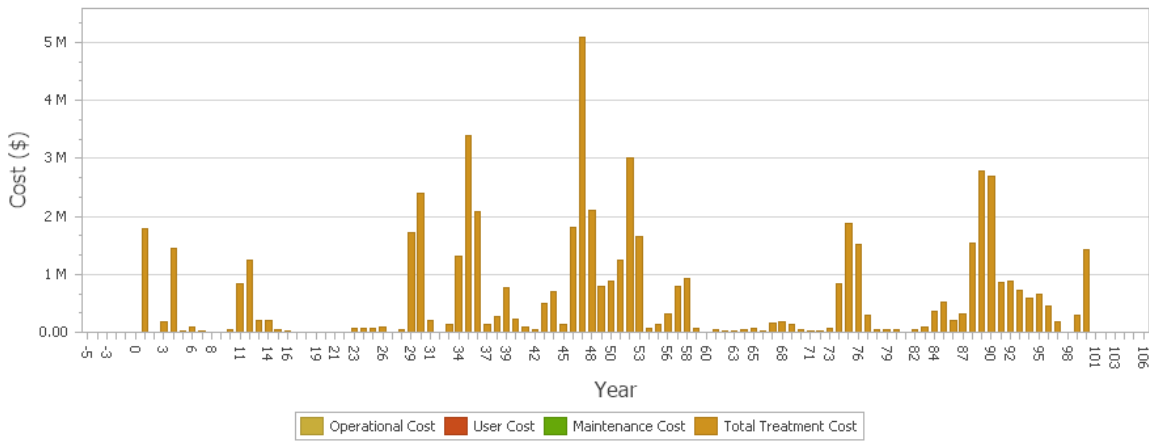
Figure 11 Unlimited budget scenario for Unsealed Roads



Kerbs and Channels

It is assumed kerbs are renewed when they reach a condition of 5 at a replacement cost of \$150/m. The average annual renewal cost is \$594,000/annum.

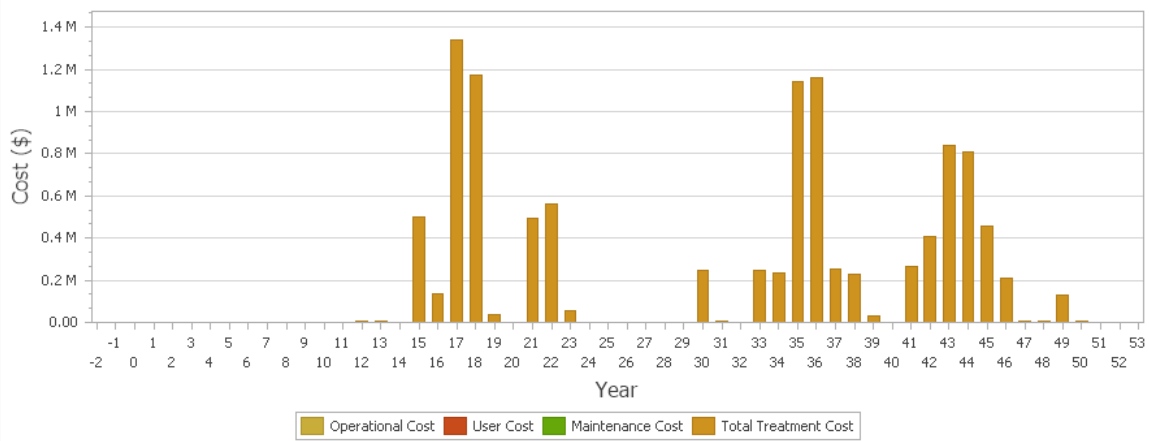
Figure 12 Unlimited budget scenario for Kerbs



Bridges and Major Culverts

Average renewal is \$220,000/annum assuming bridges are replaced at end of useful life when condition reaches 5.

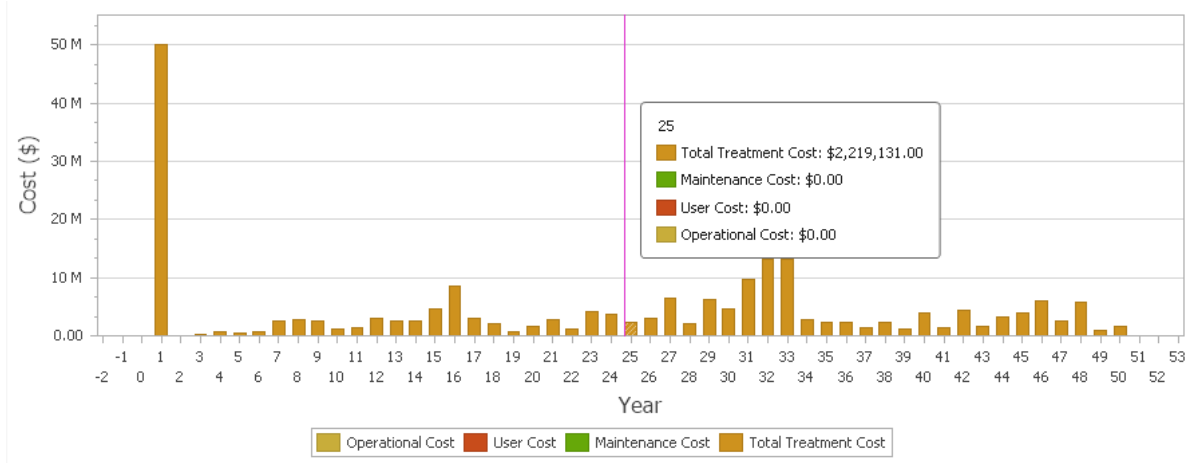
Figure 13 Unlimited budget scenario for Bridges and Major Culverts



Buildings

The buildings have been modelled so they are renewed at different condition levels based on their hierarchy. The average annual renewal is \$4.2 million/annum.

Figure 14 Unlimited budget scenario for Buildings

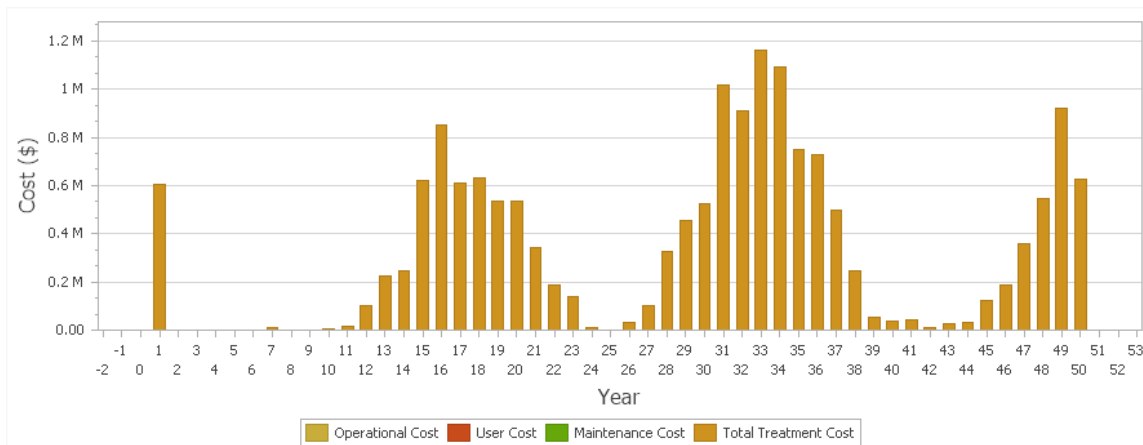


No modelling has been undertaken on other structures associated with Council land except for open space.

Footpaths and Pathways

Assumption that assets reach a condition of 5 or end of life in 100 years. The average annual budget required is \$329,000/annum.

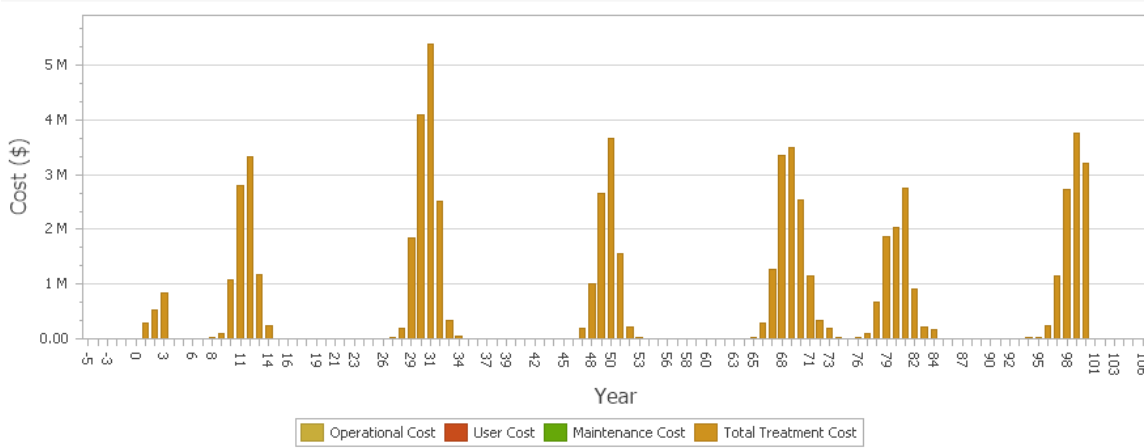
Figure 15 Unlimited budget scenario for Footpaths and Pathways



Stormwater Drainage

It is assumed pipes have an 80-year life and are renewal when they reach that age. The average annual renewal is \$665,000/ annum.

Figure 16 Unlimited budget scenario for Stormwater



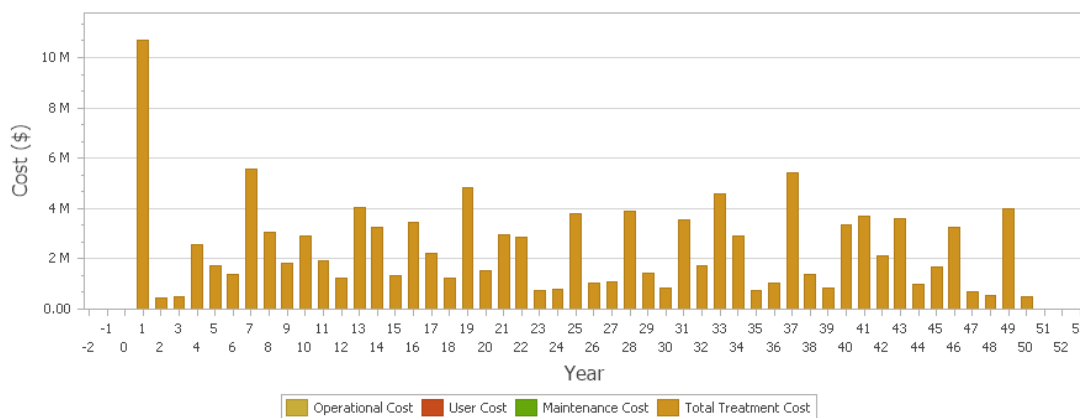
Recreation and Open Space

Two alternative scenarios are presented which provide insight into the types of scenarios that can be adopted for managing these assets, the difference being the level at which the regional and municipal assets are renewed. This modelling helps inform the understanding of the levels of service that may be affordable.

Unlimited fund service criteria 1

Regional and municipal asset renew when reaches condition 3; Neighborhood asset renew when condition 4 and local asset renew when condition reaches to 5.

Figure 17 Unlimited budget scenario Service Criteria 1 Open Space condition profile

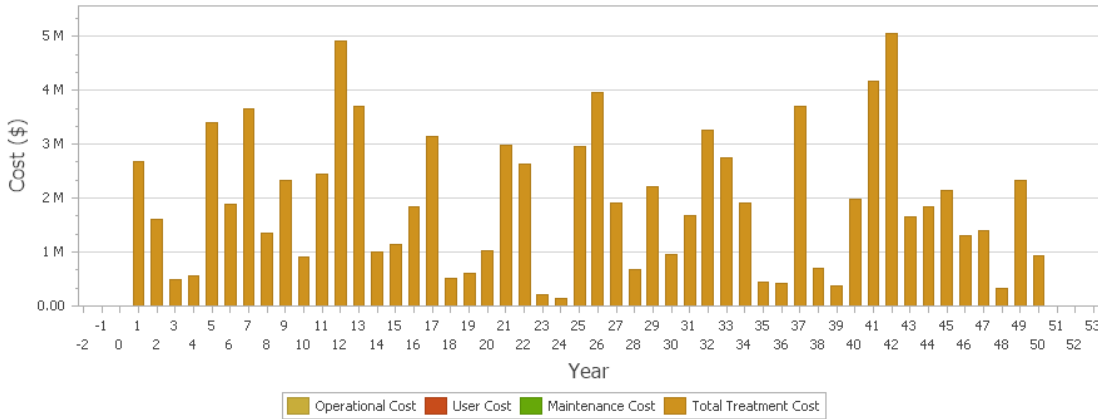


Average annual fund required is \$2.42M.

Unlimited fund-service criteria 2

Regional and Municipal assets intervention at condition 4; and neighborhood and local assets- intervention at condition 5.

Figure 18 Unlimited budget scenario Service Criteria 2 Open Space condition profile



Average annual fund required is \$1.92 M.

Modelling Scenarios

The above charts are based on the current data sources which require improvement to better forecast renewal for specific years. These data sets will require review and refinement in methodologies to better predict end of useful life and will be part of regular review and updates and part on an improvement plan.

Accordingly for the purposes of this plan, in order to even out spending an overall average expenditure for renewal has been determined based on attempting to reduce the deterioration of the asset base, recognising the uneven nature of the unlimited budget scenarios presented above.

The table below shows the current theoretical funding gap between demand from the average unlimited funding model and current renewal spending.

Table 8 Actual annual renewal expenditure v average annual demand

	Current	Demand	Theoretical Gap
Roads	\$4,095,000	\$6,114,000	-\$2,019,000
Bridges and Major Culverts	\$100,000	\$220,000	-\$120,000
Buildings	\$290,000	\$4,200,000	-\$3,910,000
Footpaths and Pathways	\$150,000	\$329,000	-\$179,000
Stormwater Drainage	\$135,000	\$665,000	-\$530,000
Recreation and Open Space	\$100,000	\$1,920,000	-1,820,000
Total	\$4,870,000	\$13,448,000	-\$8,578,000

The table below shows the proposed increase in renewal funding to reduce the funding gap.

Table 9 Proposed annual renewal expenditure v average annual demand

	Proposed	Demand	Theoretical Gap
Roads	\$4,645,000	\$6,114,000	-\$1,469,000
Bridges and Major Culverts	\$100,000	\$220,000	-\$120,000
Buildings	\$775,000	\$4,200,000	-\$3,425,000
Footpaths and Pathways	\$150,000	\$329,000	-\$179,000
Stormwater Drainage	\$135,000	\$665,000	-\$530,000
Recreation and Open Space	\$200,000	\$1,920,000	-1,720,000
Total	\$6,005,000	\$13,448,000	-\$7,443,000

The modelling to project the condition of each asset under the funding scenarios to 2041 is shown below.

Figure 19 Proposed annual renewal expenditure v average annual demand and actual spend

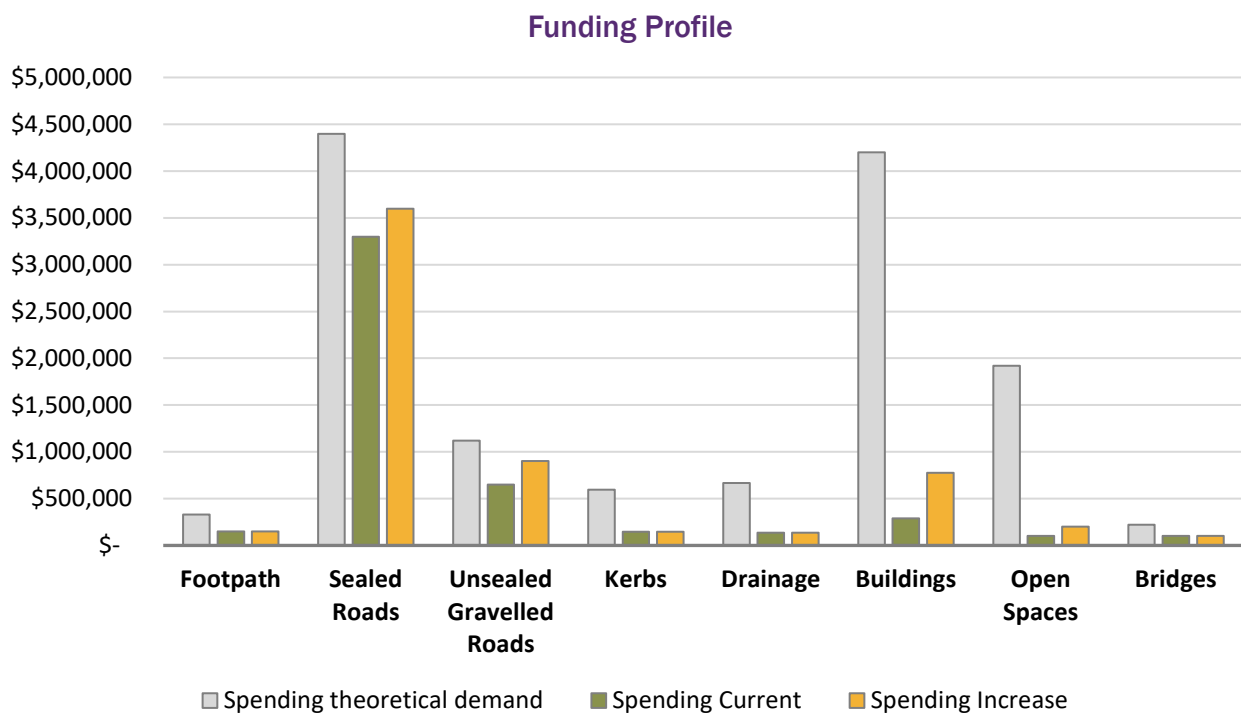
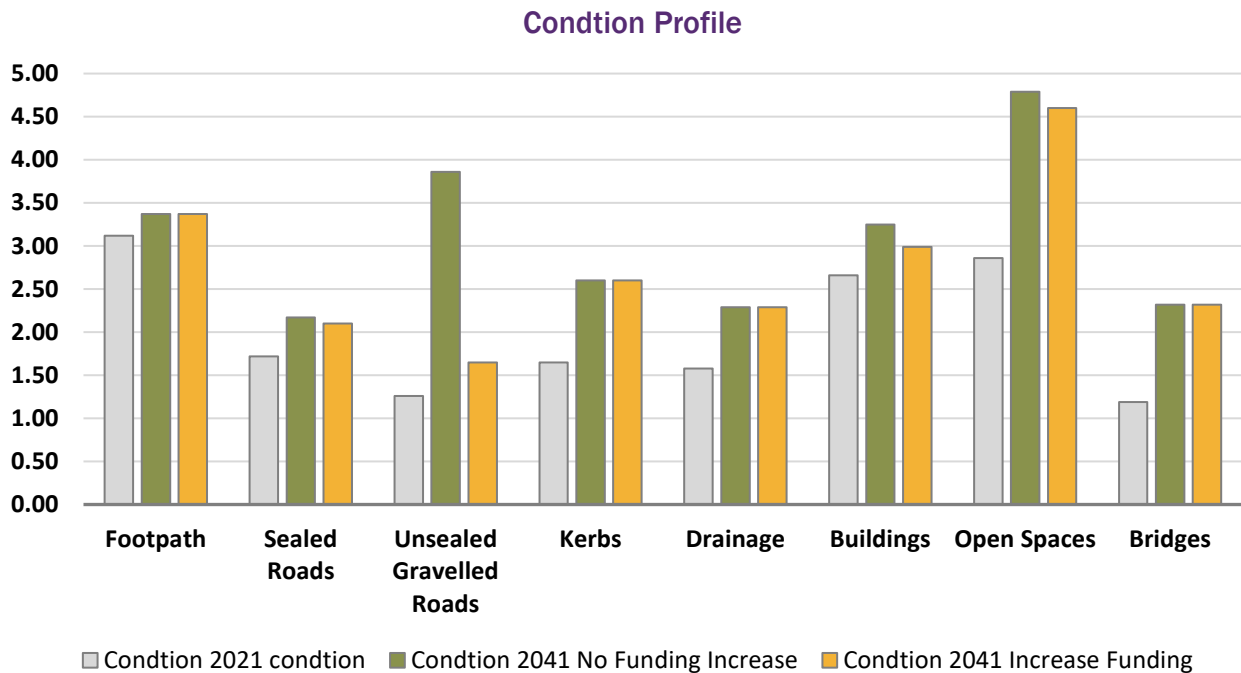


Figure 20 Impact on condition in 2041



In all cases the actual and planned spending does not meet theoretical demand. Further work is needed to refine the assumptions and data collected for determining demand. It is anticipated the theoretical demand will reduce in future versions of this plan.

As a result the planned renewal for this plan has the following impacts on increasing condition and potentially reducing service levels in the following groupings:

- Minor increase in condition (less than 0.5) – footpaths, sealed roads, unsealed gravelled roads, buildings
- Moderate increase in condition (0.5 to 1) – drainage, bridges, kerbs
- High increase in condition (over 1) – open space.

Note: other structures are not included in this model, however assumptions have been made to include them in the renewal plan, which is shown later in this document.

Life Cycle Costs

The Asset Life Cycle

Planning for the long-term management of assets requires consideration of the various phases of an asset's life. An informed approach to the understanding of these phases helps in decision-making to optimise expenditure on assets. This section of the Asset Plan documents key information on the phases in the asset life cycle for each asset class where relevant.

Operations/Maintenance

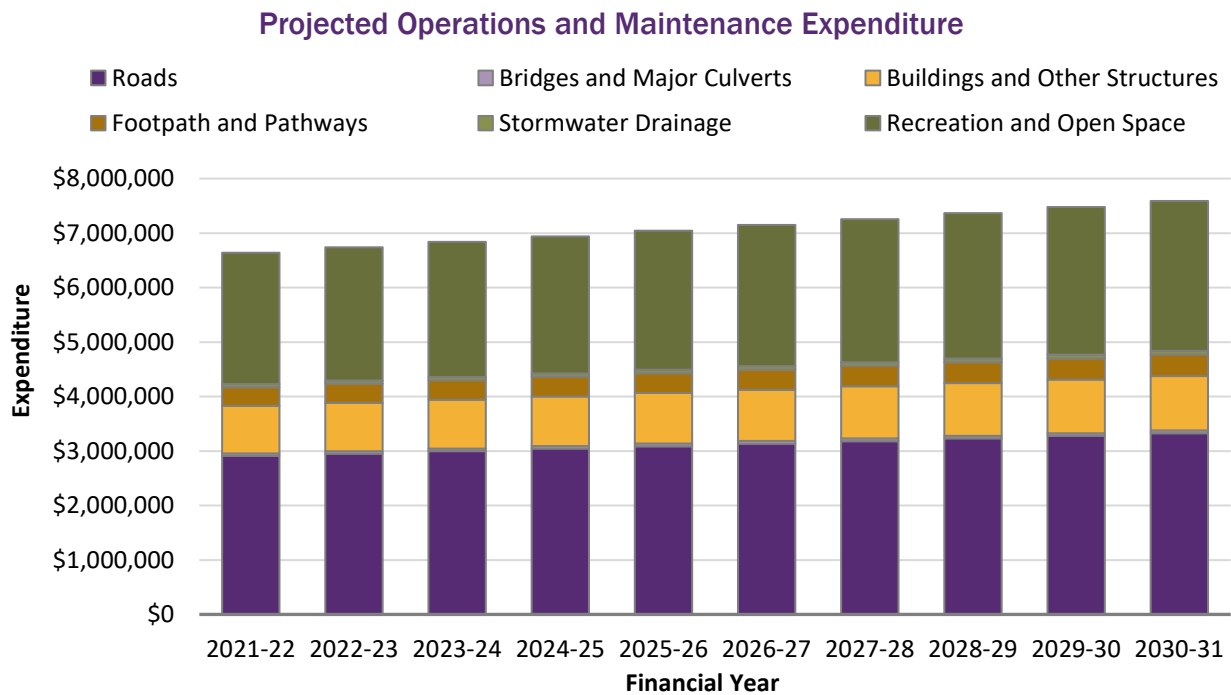
Operations expenditure is incurred on assets that require regular and ongoing activities to service and clean assets so that they continue to deliver the services expected by the community. This includes the development of systems and processes needed to help manage assets in a systematic way.

Maintenance is driven by Council's approach to inspecting assets and identifying defects and planning rectification works in line with set intervention and service levels. Council is also responsive to community requests. Council strives to be proactive in planning and delivering programmed maintenance works and is also responsive to issues identified in a more reactive manner.

Historic maintenance costs from 2017-18, to 2019-20 have averaged \$6.22 million per year. For the purpose of this plan \$6.638 million has been adopted for year 2021-22 and a 1.5% indexation has been allowed for each subsequent year.

Allowance has not been made for the increase in maintenance cost in time because of the introduction of new assets. Consideration in future versions of this plan will look at the impact on the increase in maintenance cost for new assets for growth or to meet demand.

Figure 21 Projected operations and maintenance expenditure



Renewal

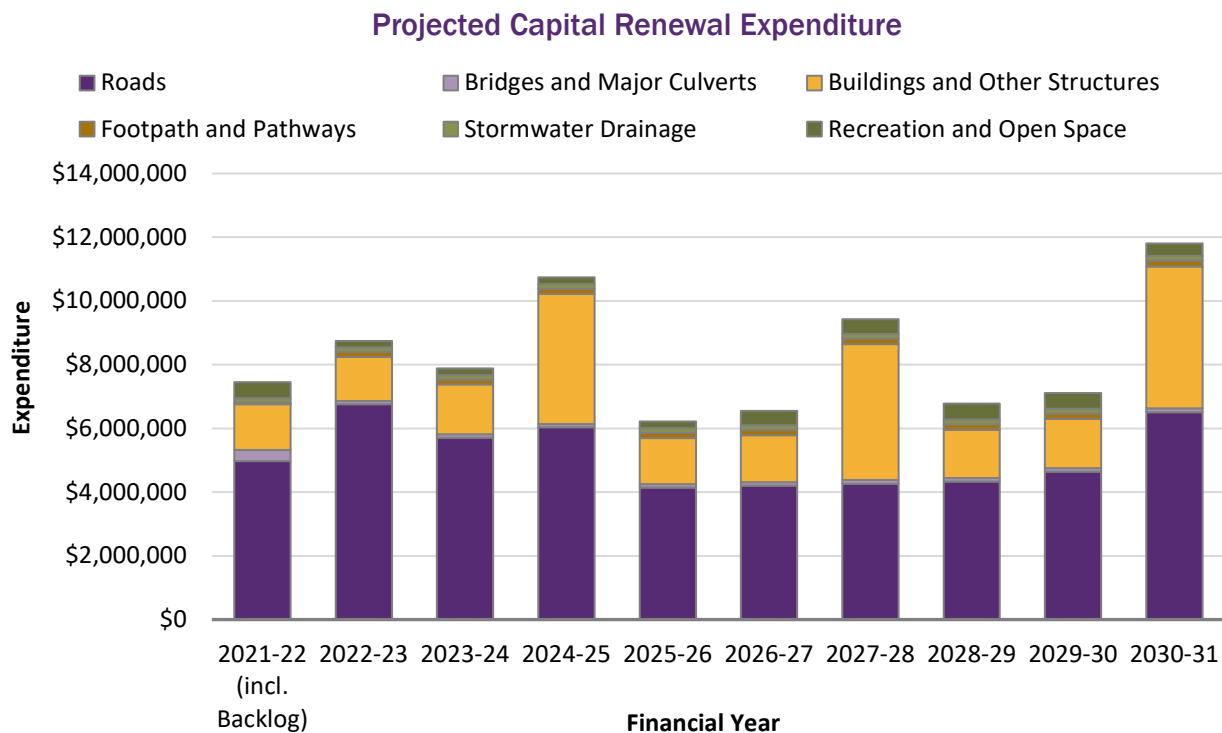
Asset renewal is driven by a condition-based assessment process which considers the useful life of the assets with consideration to their utilisation and service level. The utilisation is represented in the asset hierarchy. Council has developed a rigorous approach to regularly inspecting assets and predicting their remaining life. When assets reach end of life they are programmed and budgeted for replacement with the most appropriate treatment (considering whole-of-life costs) to ensure the asset continues to provide the required services to the community.

This plan has been developed based on the assumptions included in the modelling with the inclusion of other structures and allowances for escalation. This funding level, which is an increase from historic levels, is considered appropriate recognising the overall condition in the future will be deteriorate further then today.

By doing this the majority of assets are maintained to be serviceable and are treated prior to them reaching an unserviceable condition.

The allocation of funding for renewal should be sustained to maintain service levels. An annual CPI index of 1.5% is included.

Figure 22 Projected capital renewal expenditure



Upgrades

Upgrades are driven by the need to increase the capacity of assets to cope with the current or emerging need or demand of the community.

Council has developed a systematic approach to these upgrades, based on definition of standard service levels to be provided from assets, and reflecting the hierarchy of assets in each asset class. The gaps between the current and desired service levels is a key driver of planned asset upgrades in the roads, bridges, buildings and open space asset classes.

A second driver for upgrades is the range of strategies developed by Council which identify changes to existing services or in some cases new services that Council aims to provide. These strategies may identify either upgrades or new asset requirements.

The proposed expenditure profile in response to the demand drivers can be summarised as follows:

- **Roads** – deficiencies in road width on freight corridors is driving the road upgrade plan.
- **Bridge and Major Culverts** – with increases in heavy vehicles, bridges need to be assessed against current bridge codes and upgraded for future demand. In the meantime, strategies to manage the risk to road users are being considered.
- **Buildings and Other Structures** – in response to driving economic development in the region consider investment is planned for the Wimmera Intermodal Freight Terminal, Horsham Regional Livestock Exchange, Aerodrome and Aquatic Centre.
- **Footpath and Pathways** - in response to demand drivers for having footpaths on both sides of the street on main routes, improving pedestrian access to key destinations, and increasing shared paths, allowance is made for significant expansion of the footpath network.

- **Stormwater Drainage** – the perceived demand for stormwater upgrade is low and limited funding is allocated to stormwater. New subdivisions will be required to incorporate detention systems that do not increase the discharge from the historic land use into the drainage system.
- **Recreation and Open Space** – this upgrade plan is driven by the work undertaken in the City to River Master Plan where a review of the facilities needed on each site has been undertaken to determine requirements for upgrade existing access and or adding new assets.

The timing of works will be driven by availability of funding and projects will be prioritised in accordance with documented methodologies included in the Long Term Capex Plan, presented later in this document.

Upgrades will impact the future depreciation and sustainability of the Council as the more assets it has the more money is needed to manage them together with increases in depreciation. This is being factored into the development of the Long Term Financial Plan so that there is a balance between demand and financial sustainability.

Acquisition

Council has an established a policy principle to evaluate refurbishment of appropriate Council assets before construction of new facilities (refer 2020-24 Council Plan). The recommendations from the deliberative engagement by the Community Panel in 2021 are re-shaping that approach. This is discussed in the section in this document on the Long Term Capex Plan

In some cases, to deliver a new or upgraded service as identified in a strategy, Council may need to either acquire land or a developed property to achieve the planned outcome. Acquisition of these assets will be through normal commercial processes and based on a business case assessed by Council (subject to the level of expenditure / officer delegations).

Council owns an extensive collection of art. Art acquisitions are a distinct class of asset governed by a specific policy developed for this specialised area.

Expansion

Horsham is experiencing only limited growth with an annual population increase of around 0.2%. As a result, expansion of Horsham's urban area is occurring at a slow-modest pace in the foreseeable future.

New urban areas are developed by private investors, who are responsible for the creation of new assets to service their developments, e.g. roads, footpaths, drains and drainage basins (wetlands), lighting, water supply, sewerage and more.

Council manages this expansion by requiring compliance with a set of infrastructure standards, known as the Infrastructure Design Manual (and the Sustainable Infrastructure Guidelines – which are under development), which has been adopted by many councils across rural Victoria. Council both reviews the submitted plans and oversees works to ensure the developments are constructed to these standards.

On completion of the works, many of these assets are then “gifted” to Council, which then takes on the ongoing maintenance and renewal responsibility. Assets typically gifted to Council include roads, kerb and channel, footpaths, drainage (including wetlands) and open space. Other assets may be gifted to various utilities, e.g. GWMWater.

Details of proposed expenditure to upgrade the asset base to meet the future demands is included in the section on the Long Term Capex Plan.

Disposal

Where assets are obsolete to current and future requirements, Council can plan to dispose of asset no longer meeting a community need, and by doing so ensure that Council only manages assets that are required by the community.

Council maintains an asset disposal policy to ensure that good value is obtained from any disposal of assets and that transparent processes are used in the disposal.

Decommission

Decommissioning is the final stage of the asset lifecycle.

Planning for decommissioning is often done as part of the initial planning of a new project, so that any asset that may no longer be required on completion of a new project or change to service can be identified and its future determined. Assets may also be decommissioned in other cases where there is no ongoing service need or where the delivery approach has altered, and an asset is no longer required to supply services to or for the community and is surplus to Council's needs.

Decommissioning of an asset may involve a range of options, including:

- Demolition and returning to previous condition an asset.
- Disposal / sale of an asset, including potentially land on the open market.

Long Term Capex Plan

Development of Long Term Capex Plan

Council has established a systematic process for development of its 10-year, Long Term Capex (Capital Expenditure) Plan (LTCP). Two key elements contribute to the projects and costs of the Plan, these are:

- The costs of asset renewal, as identified in this Asset Plan.
- Upgrade and new projects identified in the Council Plan and a range of other strategies and plans.

The initial list of projects has been developed over the past 18 months, based on a review of some 55 Council plans and strategies, which had between them identified more than 1000 projects. This list of projects was reviewed to remove projects that had been completed or were otherwise assessed as no longer being required.

Project cost estimates were developed for all projects, as well as the identification of the potential source of funds for projects. A key to this funding is the reliance on grants.

There are many semi-regular grant funds available from the Australian and Victorian Governments which enable Council to match its own funds on a 1:1 basis for some projects. For some larger projects, a greater level of grant funding is required to enable these projects to proceed. Development of this LTCP enables Council to focus on the further development of business cases and advocacy efforts for these key projects.

Prioritisation

A systematic approach to prioritisation of capex projects has been developed. This is based on the following key parameters:

- The service level standard for the hierarchy of that asset, compared to the current service level of the asset
- The level of use of the asset,
- Equitable service levels between areas, and
- The ability for assets to be multi-use (depending on the class of asset).

Different parameters are used for different asset classes, with the detailed scoring process outlined in Appendix B of this Plan.

The scoring developed through this process was used in the initial prioritisation of projects in the LTCP. Ultimately, some minor adjustments in priority are required to achieve a balanced and affordable program of works in each year's budget taking into account factors such as the mix of available funds, including the potential availability of suitable grants.

Community Panel Recommendations

To inform the Asset Plan and Long Term Financial Plan, the Community Panel was asked to deliberate on the following:

With limited resources it is getting more expensive to provide and maintain infrastructure. All Councils struggle with constantly having to balance the cost of renewing, upgrading and building

new infrastructure. What approach should Council use when making decisions around renewing, upgrading, and building new infrastructure?

The Community Panel's response was as follows:

Recommendation: To achieve our Community Vision, in the next 10 years we would like Council to focus on building new infrastructure. The reasons for this recommendation are as follows:

- *Building multipurpose facilities to meet the needs of the community, aligns with the community vision, promotes economic growth and builds Horsham into a destination.*
- *Building new facilities has low impact on the use of current facilities (while the build is occurring).*
- *Donating or selling current assets to community groups fosters a positive relationship between them and the council.*
- *New buildings and infrastructure will be geared towards a digital future, with an ability to manage our new COVID world.*

While expressing this priority for new buildings, the Panel also recognised that there are some reasons to consider upgrades to existing buildings, as follows:

- *Retention of historical significance, including retention of decentralised facilities (outlying community assets)*
- *Upgrading is generally cheaper than building new infrastructure (demolition costs, meeting of all new standards)*
- *Increased utilisation of infrastructure can open new opportunities for funding e.g community group funding solely available from state and federal grants.*
- *Better maintenance framework can reduce the need for renewal of some facilities, freeing funding for upgrades or new opportunities.*
- *Economic - the funds used to build a single new facility can be used to upgrade multiple smaller venues. New assets have a greater depreciation and generally higher user group fees. Funding for certain parts of the building can be obtained in stages, rather than only getting funding for new builds. Building new leaves an older run down venue that often sits unused leaving two facilities to maintain instead of one.*
- *Current assets are located for a purpose, while new needs more space and would likely be in different locations. Heritage value is retained and often new buildings are harder to access for multiple user groups.*

As a result of the Community Panel recommendations, Council will now work on revising its method for prioritisation of projects in the annual budget process for 2022-23 and the annual updates to the Long Term Capex Plan. The assessment of the preference for a "new" or "upgrade" approach to projects will be determined on a project-by-project basis.

Draft Long Term Capex Plan Expenditure

Tables 10 and 11 below shows the LTCP expenditure program for the 10 year period 2021-22 to 2030-31, based first on asset class, and then based on whether they are renewal, upgrade or new projects.

Table 10 Long Term Capital Expenditure by Asset Class

Asset Class	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31
Roads	\$ 6,344,972	\$ 5,657,079	\$ 6,054,801	\$ 5,586,166	\$ 5,631,093	\$ 6,075,760	\$ 7,307,233	\$ 7,369,083	\$ 7,707,562	\$ 8,005,805
Bridges	\$ 455,000	\$ 103,531	\$ 106,121	\$ 109,308	\$ 113,694	\$ 1,283,148	\$ 1,316,510	\$ 1,350,739	\$ 1,385,859	\$ 1,421,891
Footpaths	\$ 293,120	\$ 542,811	\$ 297,138	\$ 338,856	\$ 318,343	\$ 326,620	\$ 329,128	\$ 1,013,055	\$ 314,968	\$ 323,157
Drainage	\$ 389,500	\$ 139,766	\$ 143,263	\$ 147,566	\$ 153,487	\$ 157,477	\$ 161,572	\$ 165,773	\$ 170,083	\$ 174,505
Recreational and community Parks, open spaces	\$ 3,460,536	\$ 5,561,114	\$ 8,191,957	\$ 8,021,045	\$ 5,627,843	\$ 816,549	\$ 781,558	\$ -	\$12,472,728	\$ -
Buildings	\$ 2,467,610	\$ 2,516,094	\$ 2,757,151	\$ 5,494,356	\$ 7,615,410	\$ 1,710,612	\$11,278,483	\$16,695,692	\$ 2,040,992	\$ 5,275,119
Land	\$ -	\$ -	\$ -	\$ 874,467	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Plant, machinery	\$ 2,516,200	\$ 2,612,233	\$ 2,012,899	\$ 1,749,425	\$ 2,119,434	\$ 2,030,291	\$ 1,840,026	\$ 1,974,474	\$ 2,099,891	\$ 2,074,035
Furniture, Computers	\$ 282,096	\$ 186,355	\$ 122,039	\$ 333,390	\$ 96,640	\$ 174,975	\$ 101,730	\$ 270,148	\$ 125,987	\$ 109,873
Off Street Car Parks	\$ 330,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Waste Management	\$ 575,000	\$ 1,035,306	\$ -	\$ 655,850	\$ 454,775	\$ 3,539,156	\$ -	\$ -	\$ -	\$ -
Other Infrastructure	\$ 330,040	\$ 1,979,298	\$ 960,393	\$ 4,264,170	\$ 9,978,162	\$ 2,880,085	\$ 1,279,408	\$ 1,294,432	\$ 2,833,652	\$ 1,531,122
Grand Total	20,361,186	20,775,146	21,565,565	28,924,285	33,245,819	19,583,462	24,917,166	31,445,147	29,983,236	19,398,627

Table 11 Long Term Capital Expenditure by Project Type

Year	21-22	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31
RENEWAL	\$ 9,971,472	\$11,315,376	\$ 9,672,128	\$10,139,464	\$10,460,343	\$12,414,288	\$ 9,122,013	\$ 9,817,031	\$10,306,986	\$10,885,685
UPGRADE	\$ 3,010,975	\$ 1,801,319	\$ 2,201,029	\$ 6,267,125	\$11,000,341	\$ 5,122,163	\$ 3,965,043	\$ 4,570,453	\$ 3,200,289	\$ 6,828,858
NEW	\$ 7,378,739	\$ 7,658,452	\$ 9,692,408	\$12,517,696	\$11,785,136	\$ 2,047,010	\$11,830,110	\$17,057,663	\$16,475,961	\$ 1,684,083
Total by Type	20,361,186	20,775,146	21,565,565	28,924,285	33,245,819	19,583,462	24,917,166	31,445,147	29,983,236	19,398,627

Long Term Financial Projection

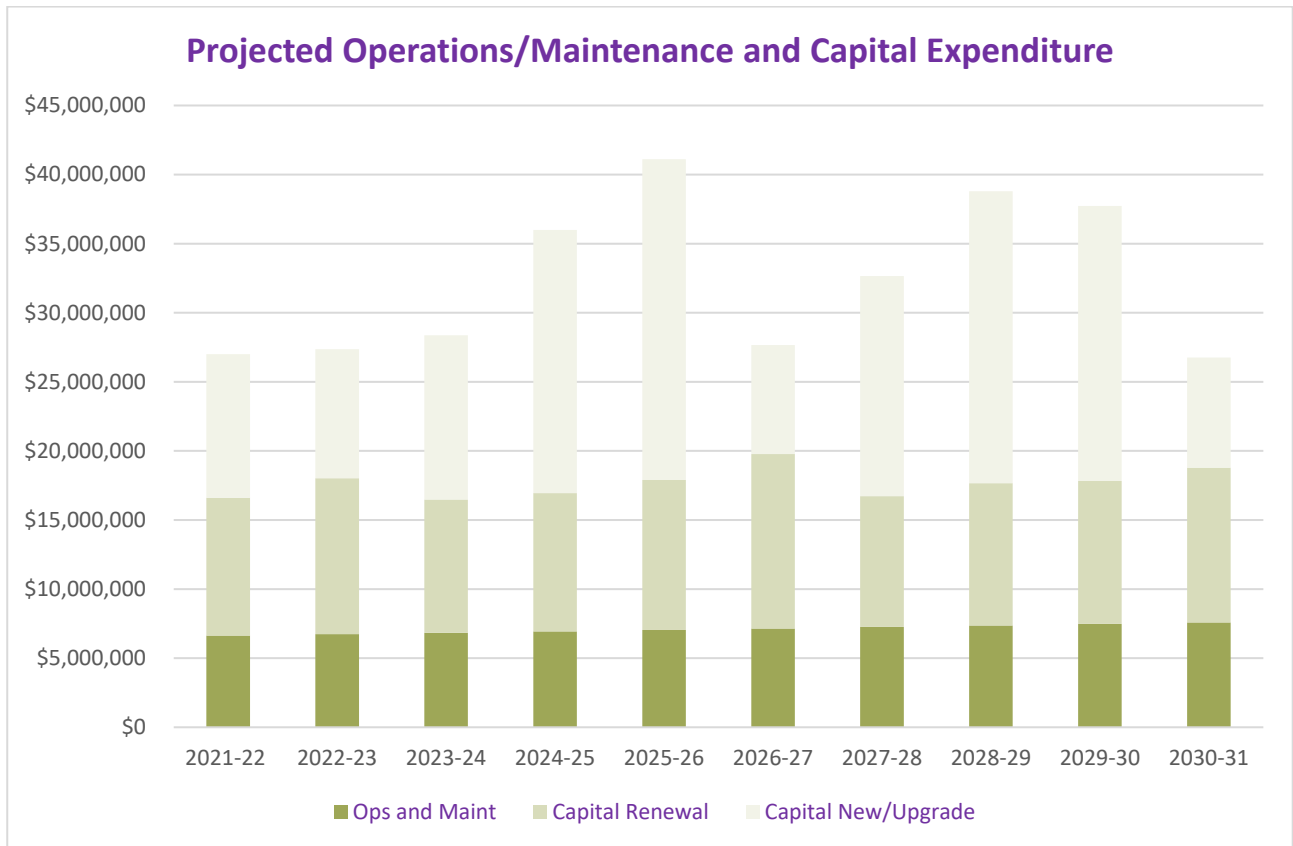
The financial projections are shown in Table 12 for the projected operations, maintenance, capital renewal and capital new/upgrade and estimate budget funding.

In this table, the “core” renewal demand is that established through modelling as outlined in this Plan. Some additional renewal expenditure results from various “upgrade” and “new” projects, which contain a component of the work scope which is classified as renewal works.

Table 12 Projected operations, maintenance, capital renewal and capital new/upgrade

Financial Year	Operations & Maintenance	Core Renewal Demand	Capital Renewal Budget	Capital New/Upgrade	Total Assets Budget
2021-22	\$6,638,798	\$7,453,278	\$9,971,472	\$10,389,444	\$26,999,714
2022-23	\$6,738,380	\$8,746,382	\$11,289,493	\$9,333,406	\$27,361,279
2023-24	\$6,839,456	\$7,884,805	\$9,639,402	\$11,888,868	\$28,367,726
2024-25	\$6,942,048	\$10,738,276	\$10,004,966	\$19,045,276	\$35,992,290
2025-26	\$7,046,178	\$6,221,315	\$10,847,064	\$23,212,332	\$41,105,574
2026-27	\$7,151,871	\$6,544,258	\$12,624,258	\$7,887,902	\$27,664,031
2027-28	\$7,259,149	\$9,423,515	\$9,462,658	\$15,930,290	\$32,652,097
2028-29	\$7,368,036	\$6,775,853	\$10,297,055	\$21,123,977	\$38,789,069
2029-30	\$7,478,557	\$7,107,404	\$10,345,452	\$19,906,309	\$37,730,319
2030-31	\$7,590,735	\$11,808,500	\$11,193,749	\$7,974,433	\$26,758,916
Total	\$71,053,207	\$82,703,586	\$105,675,569	\$146,692,238	\$323,421,015
Average	\$7,105,321	\$8,270,359	\$10,567,557	\$14,669,224	\$32,342,102

Figure 23 Projected capital, operations and maintenance expenditure.



The projected expenditure required over the 10 year planning period is \$71 million maintenance and \$251 million capital of which \$106 million is renewal.

Asset	Hierarchy	Maintenance service standard	Construction service standard/renewal standard
Roads	Rural Link	Inspection, night inspections- as per RMP (Road Management Plan) Potholes patching- as per RMP; table drain clearing and shoulder grading once every 5 years	6.2 m wide seal minimum seal width; desired width is 6.6 m.; reconstruct when average segment roughness is above 8; vegetation clearance envelope 8 m wide and 5 m high; detailed asset condition assessment once every 8 years; roughness reduction strategy when average segment roughness >9; reconstruct when average segment roughness >11 (late stage of condition 4 or early stage of condition 5).
	Rural Collector	All works on sealed pavement as per RMP ; table drain clearing and shoulder grading once every 5 years	3.7 m wide seal with 1 m gravel shoulder on either side; vegetation clearance envelop 8 m wide and 5 m high; detailed asset condition assessment once every 8 years; roughness reduction strategy when average segment roughness >9; reconstruct when average segment roughness >11 (late stage of condition 4 or early stage of condition 5).
	Rural Access	Grade every alternate years; (2 km grading a day by a grader with water cart and roller)	4 m wide gravel road with 1 m wide un-gravelled shoulder; vegetation clearance envelope 8 m wide and 5 m high; renew gravel when 25 mm gravel left; provide Otta Seal if justified based on economic assessment; detailed asset condition assessment once every 8 years
	Rural Minor	Dry grade once every 4 years (Identify any high use Minor road and look into reclassification)	Formed road 4 m wide; vegetation clearance envelope 8 m wide and 5 m high detailed asset condition assessment once every 8 years
	Urban Link		
	<ul style="list-style-type: none"> CBD Non CBD 	Sweep daily; pavement maintenance as per RMP Sweep monthly; pavement maintenance as per RMP	Reconstruct when roughness is above 12 (average segment roughness); detailed asset condition assessment once every 8 years; roughness reduction strategy when roughness is above 10 Note: roughness of 12 implies early stage of condition 5
	Urban Collector		
	<ul style="list-style-type: none"> CBD Non CBD 	Sweep daily; pavement maintenance as per RMP Sweep monthly; pavement maintenance as per RMP	Reconstruct when roughness is above 12; roughness reduction strategy when roughness is above 10; detailed asset condition assessment once every 8 years;
Urban Access	Sweep quarterly; pavement maintenance as per RMP	Reconstruct when roughness is above 12; roughness reduction strategy when roughness is above 10; detailed asset condition assessment once every 8 years;	
Urban Minor	Pavement maintenance as per RMP ; grading alternate year	All weather access with at least 4 m wide gravel road; detailed asset condition assessment once every 8 years;	
Footpaths	F1* (Link footpaths – around CBD)	Sweeping, air blowing, litter picking – every day; maintenance as per RMP	At least 2.5 m wide footpaths on either side of roads
	F1 (Link footpaths- other than footpaths around CBD); and 3 underpasses	Sweeping, air blowing, Fortnightly; maintenance as per RMP	At least 2 m wide footpaths on either side of roads
	F2 (Collector footpaths)	Maintenance/cleaning as per RMP	At least 1.5 m wide footpath on either side of roads
	F3 (Access footpaths)	Maintenance/cleaning as per RMP	At least 1.5 m wide footpath <ul style="list-style-type: none"> >10 dwellings per hectare- both side footpath 3-10 dwelling per hectare- one side footpaths

Asset	Hierarchy	Maintenance service standard	Construction service standard/renewal standard
			<ul style="list-style-type: none"> <3 dwelling per hectare- shoulder on both sides; no footpath
Bike Lanes	N/A	Sweep Quarterly	Bike lanes on road, adequately marked/delineated; At least 1.8m wide lane marked; 2.4 m height clearance
Shared Path	Sealed/concrete Shared path	Sweeping/cleaning- Quarterly; maintenance as per RMP (High use shared path along the river and also on the Racecourse). Other shared path sweep/clean as per RMP	At least 2.5 m wide
	Gravelled Shared path	Maintenance as per RMP	Provide 50 mm gravel; resheet when gravel depth <20 mm; at least 2.5 m wide
	Natural surface-formed shared path	Maintenance as per RMP	Formed natural surface at least 2.5 m wide
Drainage (detail more with extra categories for urban and rural drainage)	Link	Maintenance/inspection as per RMP ; pit inspection once every 4 years; clean grates yearly; annual dash cam image collection of kerbs 4 days after significant rain (>30 mm cumulative rain)	Design to cope with 1 in 5 years ARI
	Collector	Maintenance/inspection as per RMP ; pit inspection once every 4 years; clean grates yearly; annual dash cam image collection of kerbs 3 days after significant rain (>30 mm cumulative rain)	Design to cope with 1 in 5 years ARI
	Access	Maintenance/inspection as per RMP ; pit inspection once every 4 years; clean grates every 2 years; annual dash cam image collection of kerbs 4 days after significant rain (>30 mm cumulative rain)	Design to cope with 1 in 5 years ARI
	Minor	Maintenance/inspection as per RMP ; pit inspection once every 4 years; clean grates yearly; annual dash cam image collection of kerbs 4 days after significant rain (>30 mm cumulative rain)	Design to cope with 1 in 5 years ARI
Cleaning works Public toilets, barbeque, sanitary napkin disposal, drinking fountain, picnic benches, air fresheners	Regional	Cleaning/refill/disposal frequency as per the schedule (Contract management/monitoring)	Spacing of facilities (public toilets, barbeque, drinking fountain, picnic benches) and design standard as prescribed in SIF (Social Infrastructure Framework); renewal of asset before reaching condition 3
	Municipal	Cleaning/refill/disposal frequency as per the schedule	Spacing of facilities (public toilets, barbeque, drinking fountain, picnic benches) and design standard as prescribed in SIF (Social Infrastructure Framework); renewal of asset before reaching condition 3
	Neighbourhood	Cleaning/refill/disposal frequency as per the schedule	Spacing of facilities (public toilets, barbeque, drinking fountain, picnic benches) and design standard as prescribed in SIF (Social Infrastructure Framework); renewal of asset before reaching condition 4
	Local	Cleaning/refill/disposal frequency as per the schedule	Spacing of facilities (public toilets, barbeque, drinking fountain, picnic benches) and design standard as prescribed in SIF (Social Infrastructure Framework); renewal of asset before reaching condition 5

Asset	Hierarchy	Maintenance service standard	Construction service standard/renewal standard
<p>Open Space Assets (Park lawns, playground equipment, undersurface material around play equipment, pathways within park/gardens, furniture, toilets within parks/gardens, park signs, barbeque facilities/shelters, recreation reserve)</p>	<p>Regional</p> <ol style="list-style-type: none"> 1. Park lawn mowing, Couch, Kikuyu and Rye 2. Edging and trimming of lawn edges and borders 3. Tree maintenance –including Pruning and Shaping for desired growth and safety 4. Shrub/general plant maintenance including seasonal pruning 5. Playground equipment inspections and maintenance 6. Pathways (within parks and gardens) maintenance and inspections 7. Toilets 8. Furniture 9. Barbeque facilities and shelters 10. Rubbish bins and litter control 11. Litter pickup and tidiness of area 12. Under-surface material around play equipment • 13. Park lighting 14. Park signage inspection 15. Wetlands water quality 16. Wetlands litter management <p>Playgrounds</p>	<ol style="list-style-type: none"> 1. Maintain Couch >20 mm, Kikuyu > 30 mm, Rye > 50mm < 75mm 2. Mechanically trimmed <20 mm 3. Regular pruning; meet electricity safety 4. Seasonal pruning practices to maintain safety and aesthetic standards 5. Weekly visual inspection/documentated inspection monthly 6. Check weekly and maintain in a clean and safe condition; clean weekly 7. Inspect weekly; report damage or repairs 8. Inspect and clean on a regular basis 9. Inspect and check operation [BBQ cleaning is on service contract] 10. Report bins that are not in a clean and useable condition 11. Check for litter daily 12. Inspect for hazardous materials and relevel and adjust material weekly 13. Report damage to lights as required 14. Report damage to signs as required 15. Regular water testing; monitor algal blooms 16. Clean little traps regularly; pick up litter regularly <p>Note: From inspections when defects/issues found, make the system safe within 4 hours (signs bollards ribbon); and fix within 10 days</p> <p>Inspect by qualified assessor for safety twice per year</p>	<p>Spacing of playgrounds and design standard as prescribed in SIF (Social Infrastructure Framework); asset renewal before asset reaches condition 3 ; detailed asset condition assessment once every 8 years;</p>

Asset	Hierarchy	Maintenance service standard	Construction service standard/renewal standard
<p>Open Space Assets (Park lawns, playground equipment, undersurface material around play equipment, pathways within park/gardens, furniture, toilets within parks/gardens, park signs, barbeque facilities/shelters, recreation reserve)</p>	<p>Municipal</p> <ol style="list-style-type: none"> 1. Park lawn mowing 2. Edging and trimming of lawn edges and borders 3. Tree maintenance –including Pruning and Shaping for desired growth and safety 4. Shrub/general plant maintenance including seasonal pruning 5. Playground equipment inspections and maintenance 6. Pathway (within parks and gardens) maintenance and inspections 7. Toilets 8. Furniture 9. Barbeque facilities and shelters 10. Rubbish bins and litter control 11. Litter pickup and tidiness of area 12. Under-surface material around play equipment 13. Park lighting 14. Park signage inspection 15. Wetlands water quality 16. Wetlands litter management <p>Playgrounds</p>	<ol style="list-style-type: none"> 1. Maintain at <60 mm 2. Mechanically trimmed <30 mm 3. Regular pruning; meet electricity safety 4. Seasonal pruning practices to horticultural standards 5. Weekly visual inspection and documented inspection monthly 6. Check weekly and maintain in a clean and safe condition; clean weekly 7. Inspect weekly; report damage or repairs 8. Inspect and clean on a regular basis 9. Inspect and check operation twice weekly 10. Report bins that are not in a clean and useable condition 11. Check for litter daily 12. Inspect weekly for hazardous materials; relevel and adjust material weekly 13. Report damage to lights as required 14. Report damage to signs as required 15. Regular water testing; monitor algal blooms 16. Clean litter traps regularly; pick up litter regularly <p>Note: From inspections when defects/issues found, make the system safe within 4 hours(signs bollards ribbon); and fix within 10 days</p> <p>Inspect by qualified assessor for safety twice per year</p>	<p>Spacing of playgrounds and design standard as prescribed in SIF (Social Infrastructure Framework); asset renewal before asset reaches condition 3; detailed asset condition assessment once every 8 years</p>

Asset	Hierarchy	Maintenance service standard	Construction service standard/renewal standard
<p>Open Space Assets (Park lawns, playground equipment, undersurface material around play equipment, pathways within park/gardens, furniture, toilets within parks/gardens, park signs, barbeque facilities/shelters, recreation reserve)</p>	<p>Neighbourhood</p> <ol style="list-style-type: none"> 1. Park grass mowing 2. Edging and trimming of lawn edges and borders 3. Tree maintenance –including Pruning and Shaping for desired growth and safety 4. Shrub/general plant maintenance including seasonal pruning 5. Playground equipment inspections and maintenance 6. Pathway (within parks and gardens) maintenance and inspections 7. Toilets 8. Furniture 9. Barbeque facilities and shelters 10. Rubbish bins and litter control 11. Litter pickup and tidiness of area 12. Under-surface material around play equipment 13. Park lighting 14. Park signage inspection 15. Wetlands water quality 16. Wetlands litter management <p>Playgrounds</p>	<ol style="list-style-type: none"> 1. Maintain at <100 mm 2. Herbicide program to maintain turf border 3. Formative pruning of specimen 4. Reactive (generally no pruning) 5. Weekly visual inspection/documentated inspection Monthly 6. Check monthly; herbicide control on pathways 7. Inspect weekly; report damage or repairs 8. Inspect as part of other routine inspections 9. Inspect and clean as required 10. Report bins that are not in a clean and useable condition 11. Fortnightly litter pickup 12. Inspect weekly for hazardous materials; relevel/adjust material weekly or as required 13. Report damage to lights as required 14. Report damage to signs as required 15. In response to odours or other issues. 16. In response to Merits <p>Note: From inspections when defects/issues found, make the system safe within 4 hours (signs/bollards/safety ribbons); and fix the issue within 10 days</p> <p>Inspect by qualified assessor for safety twice per year</p>	<p>Spacing of playgrounds and design standard as prescribed in SIF (Social Infrastructure Framework); renewal of asset before asset reaches condition 4; detailed asset condition assessment once every 8 years</p>

Asset	Hierarchy	Maintenance service standard	Construction service standard/renewal standard
<p>Open Space Assets (Park lawns, playground equipment, undersurface material around play equipment, pathways within park/gardens, furniture, toilets within parks/gardens, park signs, barbeque facilities/shelters, recreation reserve)</p>	<p>Local</p> <ol style="list-style-type: none"> 1. Park grass mowing 2. Edging and trimming of lawn edges and borders 3. Tree maintenance –including Pruning and Shaping for desired growth and safety 4. Shrub/general plant maintenance including seasonal pruning 5. Playground equipment inspections and maintenance 6. Pathway (within parks and gardens) maintenance and inspections 7. Toilets 8. Furniture 9. Barbeque facilities and shelters 10. Rubbish bins and litter control 11. Litter pickup and tidiness of area 12. Under-surface material around play equipment 13. Park lighting 14. Park signage inspection 15. Wetlands water quality 16. Wetlands litter management <p>Playgrounds</p>	<ol style="list-style-type: none"> 1. Maintain at <150 mm 2. Herbicide program to maintain turf border 3. Formative pruning of specimen 4. Reactive (generally no pruning) 5. Weekly visual inspection/documentated inspection Monthly 6. Check monthly; herbicide control on pathways 7. Inspect fortnightly; report damage or repair 8. Inspect as part of other routine inspections 9. Inspect and clean as required 10. Report bins that are not in a clean and usable condition. 11. Monthly littler pickup 12. Inspect weekly for hazardous materials; relevel/adjust material weekly or as required 13. Report damage to lights as required 14. Report damage to signs as required 15. Reactive based on observation of inspector or Merit 16. Reactive based on observation of inspector or Merit <p>Note: From inspections when defects/issues found, make the system safe within 8 hours (signs/bollards/safety ribbons); and fix the issue within 15 days</p> <p>Inspect by qualified assessor for safety twice a year</p>	<p>Spacing of playgrounds and design standard as prescribed in SIF (Social Infrastructure Framework); renewal of asset before asset reaches condition 5; detailed asset condition assessment once every 8 years</p>

Asset	Hierarchy	Maintenance service standard	Construction service standard/renewal standard
Slashing/fire break works {Rural} Semi Rural	Tier 1 Maybe roads closer to higher density housing areas. Riverside , Drung, Haven, Natimuk , Jung, Dadswells Bridge, Pimpinio etc.	Maintain the height of grass below 300 mm (Deliver this service in conjunction with fire management plan, risk and available fund)	Slashable shoulder, table drains and verges (small bushes/trees are cleared through routine table drain maintenance program);
	Tier 2 Strategic fire break roads	Mown Once or twice per year depending on growth (Deliver this service in conjunction with fire management plan, risk and available fund)	Slashable shoulder, table drains and verges (small bushes/trees are cleared through routine table drain maintenance program)
	Tier 3 Gravel roads	Mown once per year (Deliver this service in conjunction with fire management plan, risk and available fund)	Slashable shoulder, table drains and verges (small bushes/trees are cleared through routine table drain maintenance program with the clearance envelope)
Building	Regional	<p>Inspection once every two years; rectify non urgent identified defects within 12 months (non-urgent defects includes gutter cleaning; painting; patch works on walls; non security door fixtures; site cleaning; non-standard electrical works; partially blocked drainage etc. Rectify urgent defects within 1 month (cracked window glass, air conditioner etc.)</p> <p>Scheduled maintenance:</p> <ul style="list-style-type: none"> - Painting once every 7 years - Essential safety measures e.g. Fire inspection twice every year - Termite treatment once every 2 years - Electrical safety/test and tag once every year - Air-conditioning/heating scheduled inspection quarterly - Floor covering renewal - Cleaning- daily - Security check- daily - Gutter cleaning twice a year - Lift inspection quarterly - Fly line rigging once a year - Thermostat checking for water heating system yearly 	Asset creation or upgrade works as per SIF; renewal of asset before condition reaches to 4; detailed asset condition assessment once every 4 years.
	Municipal	<p>Inspection once every two years; rectify non urgent identified defects within 12 months</p> <p>Scheduled maintenance:</p> <ul style="list-style-type: none"> - Painting once every 10 years - Essential safety measures e.g. Fire inspection once every year - Pest control once every year 	Asset creation or upgrade works as per SIF; renewal of asset before condition reaches to 4; detailed asset condition assessment once every 4 years.

Asset	Hierarchy	Maintenance service standard	Construction service standard/renewal standard
		<ul style="list-style-type: none"> - Electrical safety check once every year - Air-conditioning/heating scheduled inspection twice a year - Cleaning –weekly - Gutter cleaning twice a year - Security check-daily - Lift inspection quarterly - Thermostat checking for water heating system yearly • 	
	Neighbourhood	<p>Inspection once every 3 years; rectify non-urgent identified defects within 12 months</p> <p>Scheduled maintenance:</p> <ul style="list-style-type: none"> - Painting once every 15 years - Essential safety measures e.g. Fire inspection once every year - Pest control once every year - Electrical safety check once every year - Air-conditioning/heating scheduled inspection once per year - Cleaning fortnightly - Gutter cleaning once a year • 	Asset creation or upgrade works as per SIF; renewal of asset before condition reaches to 5; detailed asset condition assessment once every 4 years.
	Local	<p>Inspection once every 3 years; rectify non urgent identified defects within 2 years</p> <p>Scheduled maintenance:</p> <ul style="list-style-type: none"> - Painting once every 15 years - Essential safety measures e.g. Fire inspection once every year - Pest control once every year - Electrical safety check once every year - Air-conditioning/heating scheduled inspection once per year - Cleaning monthly - Gutter cleaning once a year 	Asset creation or upgrade works as per SIF; renewal of asset before condition reaches to 5; detailed asset condition assessment once every 4 years.

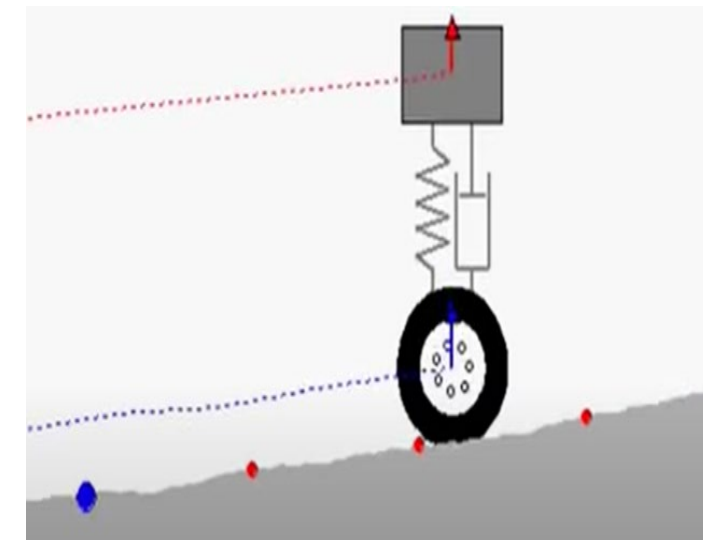
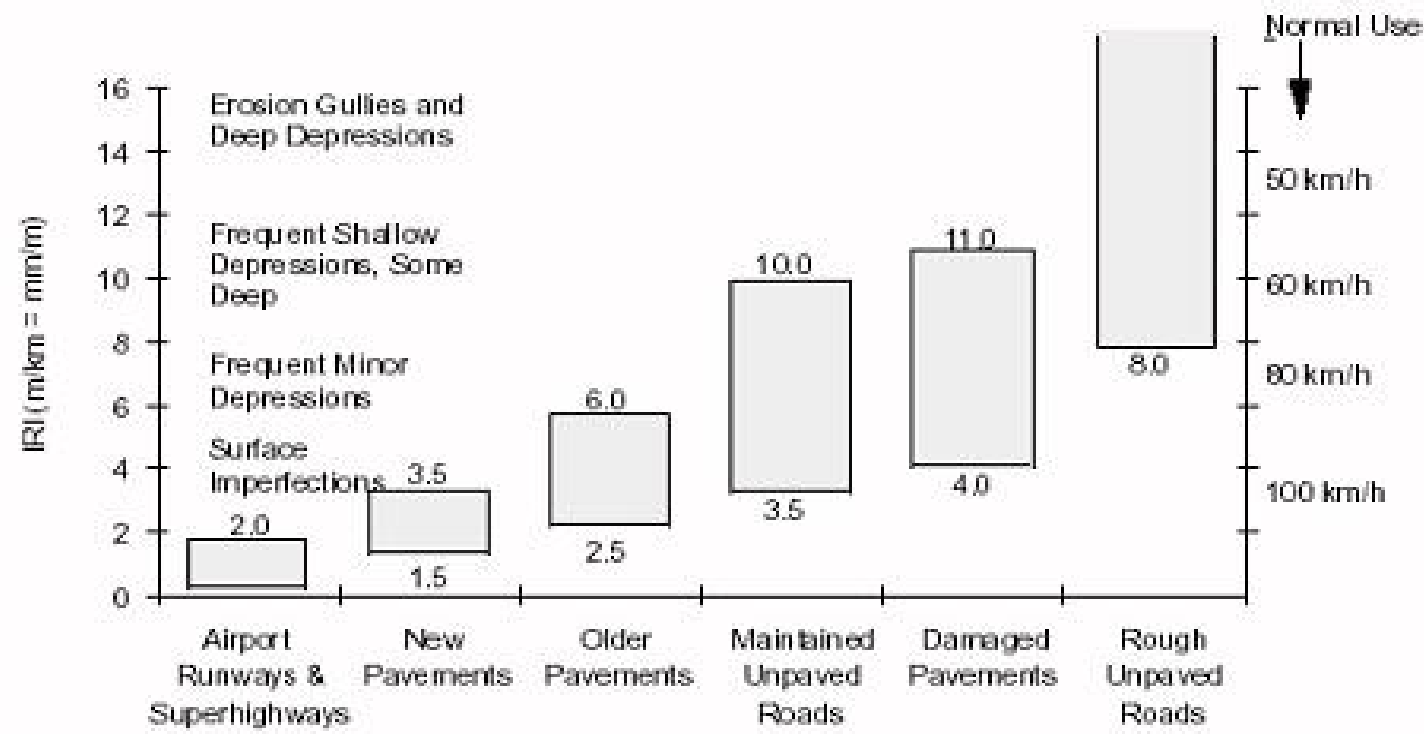
Asset	Hierarchy	Maintenance service standard	Construction service standard/renewal standard
Other Open space areas (football oval, cricket pitch, tennis courts etc.) Football Oval – Rural being done as request (paid job) Football Oval in town	Regional City Oval, Coughlin Park	TBA	Asset creation, decommission, upgrades based on Social Infrastructure Framework and Long Term Financial Plan; detailed asset inspection once every 4 years
	Municipal (Dudley Cornell Park #1, Sunnyside Park, Horsham College Oval,	TBA	Asset creation, decommission, upgrades based on Social Infrastructure Framework and Long Term Financial Plan; detailed asset inspection once every 4 years
	Neighbourhood Dudley Cornell #2, Haven, Racecourse Reserve	TBA	Asset creation, decommission, upgrades based on Social Infrastructure Framework and Long Term Financial Plan; detailed asset inspection once every 4 years

Generalised description of infrastructure asset condition

Condition	Description	Grade
1	Typically new or recently rehabilitated	Very Good
2	The infrastructure in the system has some element that show general signs of deterioration	Good
3	The infrastructure in the system shows general sign of deterioration that requires attention; some element exhibits significant deficiencies	Fair
4	A large portion of the system exhibits significant deterioration	Poor
5	Many component of system exhibit sign of failure which is affecting services	Very Poor

Road Roughness

If we measure the position of the load(object as shown in the diagram below) compare to its stationary position every meter along 1 km stretch of road, and add them; this gives roughness of that particular 1 km segment of road.



Road Hierarchy

Road Type	Category	Description
Arterial State Highways	1	<ul style="list-style-type: none"> • Vic Roads responsibility
Arterial Main Roads	2	<ul style="list-style-type: none"> • Managed by Council
Rural Link Road	3	<ul style="list-style-type: none"> • Roads forming a significant link between townships and major rural communities, and the Arterial Road Network. Roads may also form a significant link between roads • Will generally carry all vehicle types • Will generally have average traffic counts greater than 100 • Will provide major access routes for heavy vehicle traffic
Rural Collector Roads	4	<ul style="list-style-type: none"> • Forms a route between local link roads and/or other major roads • Collects and feeds traffic from local access roads onto local link roads and/or other major roads • Will generally carry most vehicle types • Will generally have average daily traffic greater than 80 vehicles per day • Roads that may carry intermittent higher volumes of traffic, but would otherwise serve as general access roads; or • Roads serving at least 10 dwellings
Rural General Access	5	<ul style="list-style-type: none"> • Services at least 1 occupied residence • Links individual houses to higher classification roadsDoes not carry regular heavy vehicles • Generally will have average daily traffic counts less than 80 vehicles per day
Rural Minor Access Roads	6	<ul style="list-style-type: none"> • Predominantly serves as access to non-residential properties only • Generally does not carry heavy vehicles • Generally no through roads • Generally have average daily traffic counts less than 20 vehicles per day • May have infrequent use only

Open Space and Building Hierarchy



Public Conveniences Cleaning Service Level

Public Toilets

Asset Identifier	Location	Attendance Frequency	Floors, wet areas, and entry area washed and sanitized	Toilet areas and fittings, basin, benches, pans, urinal, and mirrors clean and sanitized	Replace toilet paper, hand towel, soap and deodorant urinal screen, as required	Service Type				
						Remove all cobwebs	Report any graffiti or damage	Remove all waste rubbish	Deep pressure clean exterior of facilities block, including walls and surrounds	Deep clean all internal areas (including floors, fixtures, doors, and handles)
Roberts Avenue	Corner of Roberts Avenue and Firebrace Street, Horsham	Twice Daily	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Quarterly	Monthly
May Park	May Park Terrace Horsham	Twice Daily	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Quarterly	Monthly
Safeway Carpark	Safeway Carpark, Corner of Darlot Street and Wilson Street, Horsham	Twice Daily	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Quarterly	Monthly
Visitor Information Centre	Corner Baker Street and O'Callaghans Parade, Horsham	Daily	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Quarterly	Quarterly
Botanical Gardens	Firebrace Street South, Horsham	Daily	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
Sawyer Park	Soundshell Reserve, Dixon Drive, Horsham	Daily	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
Weir Park	Barnes Boulevard, Horsham	Daily	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
City Oval	Firebrace Street South, Horsham	Three times per week	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
Green Lake x2	Western Highway (Entrance to Horsham)	Three times per week	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
Police Paddocks Reserve	Rasmussen Road, Horsham	Twice weekly	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
Bennett Road	West side of Racecourse Reserve, Horsham	Three times per week	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
Natimuk Public Toilets	Wimmera Highway, Natimuk	Daily	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
Horsham Rowing Club	Barnes Boulevard, Horsham	Twice weekly	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
Jung Public Toilets	Jung North Road, Jung	Each Friday	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Biannually
Dudley Cornell Park	Gertrude Street, Horsham	Twice weekly	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
Sunnyside Park	Cathcart Street, Horsham	Twice weekly	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
Taylor's Lake x2	Horsham Lubeck Road	Twice weekly (Wed and Fri)	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Biannually
Botanic Gardens Works Depot	Firebrace Street, Horsham	Twice weekly	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
Aerodrome Terminal	Lauries Drive, Dooen (Geodetic Road)	Twice weekly	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly

Asset Identifier	Location	Attendance Frequency	Service Type							
			Floors, wet areas, and entry area washed and sanitized	Toilet areas and fittings, basin, benches, pans, urinal, and mirrors clean and sanitized	Replace toilet paper, hand towel, soap and deodorant urinal screen, as required	Remove all cobwebs	Report any graffiti or damage	Remove all waste rubbish	Deep pressure clean exterior of facilities block, including walls and surrounds	Deep clean all internal areas (including floors, fixtures, doors, and handles)
Cemetery	Davis Drive, Horsham	Twice weekly	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
Haven Rec Reserve	Haven Recreation Reserve, 4378 Henty Highway , Haven	Twice weekly	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
Cherrypool Public Toilets	8088 Henty Highway, Cherrypool	Twice Weekly	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Biannually
Natimuk Lake Caravan Park	Lake Road, Natimuk	Twice Weekly	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Monthly
Skate Park	Park Drive, Horsham	Twice weekly	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
Hocking Street	At City Oval	Twice weekly (Mon and Fri)	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
Toolondo Reservoir Public Toilets	Wonwondah-Toolondo Road, Toolondo	Twice weekly	Each Clean	Each Clean	Each Clean	Monthly	As needed.	Each Clean	Biannually	Quarterly
Firebrace St Shops	Rear of Council Property	Once weekly	Each Clean	Each Clean	Each Clean	Monthly	As needed	Each Clean	Biannually	Quarterly

Public Toilets Additional Facility Details

Asset Number	Asset Identifier	Location	Toilets	Basins	Urinal	Accessible/ Disabled Toilet	Sink / Trough	Comments
3	Roberts Avenue	Corner of Roberts Avenue and Firebrace Street, Horsham	6	4	1	1	-	Medium urinal
8	May Park	May Park Terrace Horsham	6	3	-	1	1	
3	Safeway Carpark	Safeway Carpark, Corner of Darlot Street and Wilson Street, Horsham	3	2	1	1	-	Small urinal
3	Visitor Information Centre	Corner Baker Street and O'Callaghans Parade, Horsham	6	5	1	1	-	Large urinal
3	Botanical Gardens	Firebrace Street South, Horsham	6	5	1	1	-	Small urinal
3	Sawyer Park	Soundshell Reserve, Dixon Drive, Horsham	6	3	1	1	-	Large urinal
3	Weir Park	Barnes Boulevard, Horsham	3	3	1	1	-	Small urinal
1	City Oval	Firebrace Street South, Horsham	6	3	1	-	-	Large urinal
2	Green Lake (Boat Ramp)	Western Highway (Entrance to Horsham)	3	2	1	-	-	Small urinal
3	Green Lake (Closest to Kiosk)	Western Highway (Entrance to Horsham)	3	4	1	1	1	Small urinal
1	Police Paddocks Reserve	Rasmussen Road, Horsham	-	1	-	1	-	
2	Bennett Road	West side of Racecourse Reserve, Horsham	5	2	1	-	-	Medium urinal
2	Natimuk Public Toilets	Wimmera Highway, Natimuk	1	2	1	1	-	
3	Horsham Rowing Club	Barnes Boulevard, Horsham	5	4	1	1	-	Medium urinal
3	Jung Public Toilets	Jung North Road, Jung	1	1	-	1	-	Unisex
2	Dudley Cornell Park	Gertrude Street, Horsham	4	5	-	1	-	
2	Sunnyside Park	Cathcart Street, Horsham	3	2	1	-	-	Small urinal
1	Taylors Lake	Horsham Lubeck Road	-	-	-	1	-	
1	Taylors Lake	Fishers Road	2	1	-	-	-	
-	Botanic Gardens Works Depot	Firebrace Street, Horsham	1	1	-	-	-	Unisex toilet
2	Aerodrome Terminal	Lauries Drive, Dooen (Geodetic Road)	1	2	-	1	-	+ Shower
2	Cemetery	Davis Drive, Horsham	3	2	1	1	-	Small urinal
4	Haven Rec Reserve	Haven Recreation Reserve, 4378 Henty Highway , Haven	5	4	1	1	-	Small urinal
	CherryPool Public Toilets	8088 Henty Highway, CherryPool	1	2	1	-	-	Small Urinal

Asset Number	Asset Identifier	Location	Toilets	Basins	Urinal	Accessible/ Disabled Toilet	Sink / Trough	Comments
2	Natimuk Lake Caravan Park	Lake Road, Natimuk	3	2	1	2	-	Small urinal
3	Skate Park	Park Drive, Horsham	8	1	-	1	2	Long wall mounted trough
1	Hocking Street	At City Oval	1	1	-	1	-	Unisex
2	Toolondo Reservoir Public Toilets	Wonwondah-Toolondo Road, Toolondo	3	2	1	-	-	Small urinal
	Firebrace St Shops	Rear of Council Property	3	2	1	-	-	Small urinal

Barbeques

Replace fat tray with disposal plastic bucket provided by HRCC (Selkirk Drive Depot)

Asset Identifier	Location	Number of Barbeques	Attendance Frequency
Botanic Gardens	Firebrace Street South, Horsham	2 No. twin plate (4 plates total)	Monday to Friday: Once daily; Saturday and Sunday: Twice daily. (Total: Nine cleans per week)
May Park	May Park Terrace, Horsham	2 No. twin plate (4 plates total)	Monday to Friday: Once daily; Saturday and Sunday: Twice daily. (Total: Nine cleans per week)
Sawyer Park	Dixon Drive, Horsham	1 No. twin plate (2 plates total)	Monday to Friday: Once daily; Saturday and Sunday: Twice daily. (Total: Nine cleans per week)
Weir Park	Barnes Boulevard, Horsham	2 No. twin plate (4 plates total)	Monday to Friday: Once daily; Saturday and Sunday: Twice daily. (Total: Nine cleans per week)
Adventure Island	Barnes Boulevard, Horsham	1 No. twin plate (2 plates total)	Monday, Wednesday, Friday: Once daily; Saturday and Sunday: Twice daily. (Total: Five cleans per week)
Green Lake	Western Highway	1 No. twin plate (2 plates total)	Monday, Wednesday, Friday: Once daily.
Haven Hall	Henty Highway, Haven	1 No. twin plate (2 plates total)	Once per week between May and August; Twice per week between September and April
Charisma Park	Watts Street, Horsham	1 plate	Once per week between May and August; Twice per week between September and April
Jung Rec Reserve	Main Street Jung	1 plate	Once per week between May and August; Twice per week between September and April
Natimuk Caravan Park	Natimuk Lake	1 No. twin plate (2 plates total)	Once per week between May and August; Twice per week between September and April
Natimuk	Lake Avenue	1 Plate	Once per week between May and August; Twice per week between September and April
Dudley Cornell Park	Gertrude Street, Horsham	1 plate	Monday, Wednesday, Friday :Once daily
Toolondo Reservoir	Wonwondah-Toolondo Road, Toolondo	1 Plate	Once per week between May and August; Twice per week between September and April

Sanitary Napkin Disposal

Asset Identifier	Location	Number of Containers	Attendance Frequency
Botanic Gardens	Firebrace Street South, Horsham	Six	Every six weeks
Civic Centre Offices	Roberts Avenue, Horsham	Seven	Every four weeks
Firebrace Street Shops	Rear of Council Property	Two	Every six weeks
Visitor Information Centre (Inside)	South-West corner of Baker Street and O'Callaghans Parade	One	Every six weeks
May Park	May Park Terrace, Horsham	Three	Every three weeks
Mibus Memorial Cultural Centre, Wimmera Regional Library	McLachlan Street, Horsham	Four	Every six weeks
Roberts Avenue	North-East corner of Roberts Avenue and Firebrace Street	Three	Every three weeks
Jubilee Hall	Roberts Avenue, Horsham	Two	Every six weeks
Safeway Carpark	Darlot Street, Horsham	One	Every three weeks
Town Hall	Pynsent Street, Horsham	Twelve	Every six weeks
Council Offices	43 Firebrace Street, Horsham	One	Every six weeks
Horsham Regional Livestock Exchange	Industrial Estate, Horsham	One	Every six weeks
Horsham Aerodrome	Geodetic Road, Dooen	One	Every six weeks
Council Depot	Selkirk Drive, Horsham	One	Every six weeks
Green Lake	Western Highway, Bungalally	Two	Every three weeks
Haven Recreation Reserve	Henty Highway, Haven	Four	Every six weeks
Kalkee Road Children's and Community Hub	Kalkee Road, Horsham	Six	Every six weeks
Information Centre Public Toilets	O'Callaghans Parade, Horsham	One	Every six weeks
Natimuk Council Office	Main Street, Natimuk	Two	Every six weeks
Jung Public Toilets	Jung North Road, Jung	Two	Every six weeks
Natimuk Public Toilets	Wimmera Highway, Natimuk	Two	Every six weeks
Cherry pool Public Toilets	8088 Henty Highway, Cherry pool	Two	Every six weeks
Toolondo Reservoir Public Toilets	Wonwondah-Toolondo Road, Toolondo	Two	Every six weeks
Telangatuk East Hall	Telangatuk East Rocklands Road, Telangatuk	Two	Every six weeks

Drinking Fountains

Asset Identifier	Location	Number of Fountains	Attendance Frequency
Botanic Gardens	Botanic Gardens Horsham	One	Twice Weekly
May Park	May Park Terrace, Horsham	Three	Twice Weekly
Roberts Place	Corner Roberts Place and Firebrace Street, Horsham	Two	Twice Weekly
Sawyer Park	Sawyer Park, Dixon Drive, Horsham	Two	Twice Weekly
Skate Park	Skate Park, Park Drive	One	Twice Weekly
Apex Park	Apex Park, Bennett Road	One	Twice Weekly
Haven Recreation Reserve	Henty Highway, Haven	Two	Twice Weekly

Tables and Chairs

Asset Identifier	Location	Number of Tables	Attendance Frequency
Green Lake	Western Highway, Green Lake	Four	Twice Weekly
Weir Park	Barnes Boulevard, Horsham	Five	Twice Weekly

Air Fresheners

Asset Identifier	Location	Number of Air Fresheners	Attendance Frequency
May Park	May Park, Horsham	Zero	Monthly
Roberts Avenue	Corner Roberts Avenue and Firebrace Street, Horsham	Zero	Monthly

Sharps Containers

Asset Identifier	Location	Number of containers	Empty sharps containers
Roberts Avenue	Corner of Roberts Avenue and Firebrace Street, Horsham	3	Monthly
May Park	May Park Terrace Horsham	8	Monthly
Safeway Carpark	Safeway Carpark, Corner of Darlot Street and Wilson Street, Horsham	3	Monthly
Visitor Information Centre	Corner Baker Street and O'Callaghans Parade, Horsham	3	Monthly
Botanical Gardens	Firebrace Street South, Horsham	3	Monthly
Sawyer Park	Soundshell Reserve, Dixon Drive, Horsham	3	Monthly
Weir Park	Barnes Boulevard, Horsham	3	Monthly
City Oval	Firebrace Street South, Horsham	1	Monthly
Green Lake (Boat Ramp)	Western Highway (Entrance to Horsham)	2	Monthly
Green Lake (Closest to Kiosk)	Western Highway (Entrance to Horsham)	3	Monthly
Police Paddocks Reserve	Rasmussen Road, Horsham	1	Quarterly
Bennett Road	West side of Racecourse Reserve, Horsham	2	Monthly
Natimuk Public Toilets	Wimmera Highway, Natimuk	2	Quarterly
Horsham Rowing Club	Barnes Boulevard, Horsham	3	Monthly
Jung Public Toilets	Jung North Road, Jung	3	Quarterly
Dudley Cornell Park	Gertrude Street, Horsham	2	Monthly

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Sunnyside Park	Cathcart Street, Horsham	2	Monthly
Taylors Lake	Horsham Lubeck Road	1	Quarterly
Taylors Lake	Fishers Road	1	Quarterly
Botanic Gardens Works Depot	Firebrace Street, Horsham	-	
Aerodrome Terminal	Lauries Drive, Dooen (Geodetic Road)	2	Quarterly
Cemetery	Davis Drive, Horsham	2	Quarterly
Haven Rec Reserve	Haven Recreation Reserve, 4378 Henty Highway , Haven	4	Quarterly
Cherrypool Public Toilets	8088 Henty Highway, Cherrypool	-	
Natimuk Lake Caravan Park	Lake Road, Natimuk	2	Quarterly
Skate Park	Park Drive, Horsham	3	Monthly
Hocking Street	At City Oval	1	Quarterly
Toolondo Reservoir Public Toilets	Wonwondah-Toolondo Road, Toolondo	2	Quarterly

Introduction

This appendix describes Council's historic approach to project prioritisation as utilised in preparation of the 2021 LTCP.

This process will be reviewed in the light of the outcomes from the Community Panel deliberative engagement on this Asset Plan. The description below has not yet taken into account these changes, which will be developed during preparation of the 2022-23 Council Budget.

Process Overview

Council's approach to funding prioritisation involves decision trees that lead to the development of a comprehensive Long Term Capex Plan including project sorting, prioritisation, cost estimation and scheduling. A process is in place which uses key principles to guide priorities of the listed projects for the next ten years and to enable further development of the listed projects.

Various sections within the organisation work together to develop a framework of long term capital works plan which is equitable, fair, logical and affordable.

Prioritisation metrics have been developed to enable comparison of the relative merit of projects. Also, a cap on existing asset upgrades is developed based on the replacement value of asset portfolios. Utilising these, a 10-years draft Long Term Capex Plan has been developed.

Key references have been:

- Asset Management Plans for each asset category
- City to River Master Plan
- Urban Transport Plan
- Social Infrastructure Plan
- Aquatic Centre Master Plan
- Zero Carbon Plan
- Horsham Bicycle Strategy
- Future Freight Strategy

For each project identified, an initial cost estimate was developed. Those projects which were not synchronous with Council's plan were given lower priority or delisted. This process led to listing of projects with relatively higher priority, and affordability over a period of ten years proposing a total capital spend for 10 years of \$240 million of which \$83 million is renewal and \$154.3 million is new/upgrade.

Project Prioritisation

Road asset upgrade

The prioritisation of road assets is based on their hierarchy, traffic volume, and percentage of heavy vehicles and whether they are part of a future freight route, scored using the framework shown in the table below.

Prioritisation framework for asset upgrade and creating a new asset

Asset Characteristics / Score	Asset Characteristics													
	Road Hierarchy				Traffic Volume				HV%				Future Freight Route	
	Link	Collector	Access	Minor	>=200	100-199	31-99	0-30	>30	15-29	8-14	0-7	Yes	No
Prioritisation score for upgrade or new	8	4	2	1	8	4	2	1	8	4	2	1	12	0

Building asset upgrade

Council has 167 buildings in its register, out of which a subset of 52 buildings were listed as priorities in the recent Social Infrastructure Framework. All buildings were assigned a hierarchy level, namely Regional, Municipal, Neighbourhood and Local. Under each hierarchy the minimum and desirable service levels were defined. For each asset, the gap in service level between the current and desired service level was identified as projects to upgrade the asset.

There are some buildings which may need upgrade works, but there is potential to consider whether the service provided by these sets of buildings can be provided elsewhere. Works on these assets were costed however, they were proposed to be kept on hold until further feasibility studies are carried out.

Each building was assessed with the following five criteria. For example: a building in regional hierarchy gets “4” raw score. The higher the gap in service, a higher score is given. Assets with higher utilisation, high frequency of use and multiple and diverse range of community groups receive higher scores. A number of buildings are designated as “on hold” due to being either: surplus (currently not in use), single use (i.e. only one community group uses the facility) or planning required (strategic planning is required before scope is able to be determined). Buildings which are not “on hold” are allocated a score of 3 to assist sequencing of works over time.

Building upgrade prioritisation framework

Criteria	Raw Score (A)	Weight B	If not hold (C)	Total Score
Hierarchy	1 – 4	0.4	3	Sum(A*B)+C
Gap in service level	0 – 17	0.2		
Frequency of use	1 – 10	0.2		
Equity and multiuse	1 – 5	0.1		
Precinct	1 – 5	0.1		

Public Toilets upgrade

From a financial classification perspective, public toilets are classified as buildings, due to the generalised definition that “all assets with enclosed walls and a roof are buildings”. However, the criteria that governs the prioritisation for toilets are similar to those of open space assets. Thus prioritisation for public toilets has been separated from general buildings with a different prioritisation framework.

The dominating factors that determine the relative priorities are:

- i) frequency of use
- ii) the gap against minimum and preferred standard for a given service level, if a facility has a higher service level gap and has a high frequency of use (based on cleaning frequency) then it is considered a higher priority. If “on hold” (i.e. planning required or location review) then a factor of 0.5 is applied to again account for sequencing of works over time.

Toilet blocks prioritisation framework

Criteria	Raw Score (A)	Weight B	If hold (C)	Total Score
Frequency of use	1 – 10	1	3	[Sum(A*B)]*C
Gap against minimum standard	0 – 19	1		

Open Space asset upgrade

Council’s recently developed Social Infrastructure Framework identifies 27 parks/reserves as high priorities to upgrade before resources are spent on other assets. For all these open space assets, a hierarchy was assigned and service levels were defined. To fill the gap in service level for each assets, the required upgrade works were identified and estimates of costs developed.

Each facility was assessed with the following two criteria to ascertain the relative priority amongst other facilities. A value of 3 is then subtracted if the facility is noted as “on hold” to again assist sequencing of works over time. A public space is noted as “on hold” if further planning work is required i.e. location or equipment review.

Open space asset prioritisation framework

Criteria	Raw Score (A)	Weight B	If hold (C)	Total Score
Gap against minimum standard and key principles	0 – 17	1	-3	[Sum(A*B)]+C

For a given service level, if a facility has higher service level lap, then it is considered of higher priority unless it is on hold or there is alternative within 500 m. All 27 facilities were given a prioritisation score which is an indication of relative priority for each project.

Distribution of funding for existing asset upgrade and minor new asset creation

Whilst it is relatively easy to compare and rank assets in the same portfolio, it is difficult to compare road asset upgrade projects with building upgrade projects or open space asset upgrade projects. Historically, more funds have been spent on road asset upgrades compare to open space and building assets upgrade.

To avoid a disproportionate amount of fund going onto one asset category, a cap is set based on replacement value of asset portfolio.

Asset Type	Replacement Value (\$ M)	% based on 3 asset types	Adjustment %	Proportion of upgrade fund on these 3 assets (%)	Includes upgrades of

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Road asset	246	67	0.00	67	Sealed road, unsealed road, gravelled road, formed road, car parks, kerbs
Building asset	92	25	0.00	25	All buildings, halls (including assets in HRLE, WIFT, Aerodrome, etc.)
Open space asset	29	8	0.00	8	All open space assets that are used for recreation purpose (excludes footpath, bikepath, etc)

Submissions Recd - Sep 21 On-line

APPENDIX 9.4D

Receipt Number	Submission on the Draft 2021-2025 Council Plan	Submission on the Draft Asset Plan	Submission on the Draft Financial Plan	Gender	Age Group	Location
1	Defund council. I'm moving this year. You manage the community money badly and are self serving.	Self serving.	I'm moving from horsham.	Female	35-44	Horsham
2	<p>Congratulations on formulating the draft 2021-2024 Council Plan. My take is that the vision sets out the usual parameters for medium-range thinking but does not address the elephant in the room... Climate Change. Economic growth cannot exist in line with Climate change. "Growth" implies so much about our economic history and what we understand to be "good" about capitalism but Climate Change is fast making this a very unsavoury Thing. What Horsham Rural City needs to understand are the differences between economic growth as we've always understood it (at least since the Thatcher era) with rampant consumerism, capitalist divergence between who owns what resources, private and public enterprise and who controls what where and then looking at what is based on natural, closed-looped economic sustainability. In other words, making Horsham's gaps between the haves and the have nots, more equitable, fair and justice-seeking - not just "economic growth" for financial growth's sake.</p> <p>Jeepers! I hope that made sense. But seriously...if we must be serious about Climate Change, we need to rethink what it means to discuss "growth" - I'm all for growth in the natural world, but in economics I think this is part of a much broader and much less climate helpful, conversation.</p>			Female	55-64	Horsham
Council Response:	<p>Council considers there is an opportunity for both economic growth and tackling climate change, and that they should both be considered in parallel. Council has recently developed a Zero Net Emissions plan, and is already ahead of its schedule for achieving zero net emissions by 2050. Council is now planning to increase its actions on climate change more broadly, both in terms of doing our part to reduce our impact on it, but also to adapt to the changes in our environments (social, economic and natural) associated with climate change. This will be done through the preparation of a Horsham-specific climate change strategy which is planned to commence shortly. This will focus on actions within Council's control. Some of the issues raised in the submission, e.g. "rampant consumerism" require a national or global focus.</p>					

Submissions Recd - Sep 21 On-line

APPENDIX 9.4D

Receipt Number	Submission on the Draft 2021-2025 Council Plan	Submission on the Draft Asset Plan	Submission on the Draft Financial Plan	Gender	Age Group	Location
3	<p>I am sorry to say that the Council Plan is lacking critical fundamentals....."Initiatives". There are plenty of Statements about good things.....but no commitments of 'what' you are planning to do to 'achieve' the desired outcome. I always understood the Council Plan to be a tool to guide the Budget.....with a list of things.....that the community has agreed to. I can't imagine how you will be able to measure the progress of the Plan if there are no specific initiatives....."we will do this.....". The word initiatives appears in the 5 Themes.....but each one could well be followed with the word "HOW?" Sorry, but you have missed a great opportunity. The worst example is in the "Accessibility" Theme. We should be specifically advocating for a list of things here. Anyway, thanks for the opportunity to have a say.</p>	<p>Looks good. A few general comments: * Not sure about widening footpaths when we still have streets with no footpaths. Council could consider funding the replacement of damaged or missing cross-overs...particularly in North Horsham. There should a continued effort to be sealing more and more Bike Paths. Councillors could consider locking in a 1% Infrastructure Gap Renewal in the Budget cycle. Finally, keep up the ESM work in all Public Buildings. Thank you for the opportunity to comment.</p>	<p>This looks good also. The only comment is that with Interest Rates so low, it is a great time to borrow funds to 'invest' in the future of the Municipality. The Council is in good shape. Thank you.</p>	Male	55-64	Quantong
Council Response:	<p>The Council Plan is the high level strategic document to guide councils direction it is not the detailed action plan. The detailed actions will be included in an Annual Action Plan that is to be developed for each year of the 4 years of the plan and will be reviewed annually before the budget is developed. The Council Plan does not explain this at all and an additional paragraph will be added in to the Plan to explain this in more detail before it is finally adopted.</p>	<p>Widening Footpaths: It is agreed that a priority exists to address the backlog of streets with no footpath. With an ever increasing focus on universal access, it is timely for Council to consider whether new footpaths should be to 1.8 m. This extra width would make negligible difference on the time it will take to address the backlog.</p> <p>Driveway/Cross-overs: These are currently the landowner's responsibility. Funding these additional works would impact on delivery of other programs.</p> <p>Sealing Bikepaths: Agree in principle. Council continually seeks grant outcomes to maximise the amount of bike paths it is able to seal. In addition, Council is about to update its Bike Plan, this will lead to a reset of priorities to maximise the benefit of its investment in bike paths, and to enhance the justification of further funding applications.</p> <p>1% Infrastructure Renewal: Council has undertaken new modelling of renewal funding requirements. Council is aiming to meet 100% of renewal requirements.</p> <p>Essential Safety Measures Public Buildings: Agreed, this is an ongoing priority.</p>	<p>Borrowings for future works needs to be considered together with grant funding priorities and shovel ready projects. The Financial Plan shows borrowings occurring from 2022-23 onwards.</p>			

Listening Post Detailed Feedback

APPENDIX 9.4E

No.	Details	Sentiment	Theme	Topics
1	Pynsent/Urquart VicRoads CCTV cameras/ T lights	Negative	Transport	Roads, CCTV, Traffic-Lights
2	Positive yes to airport expansion runway	Positive	Transport	Airport
3	Positive yes to mining and Dooen for growth	Positive	Economic Development	Mining & Growth
4	Positive yes to overall City to River beautification	Positive	Recreation	City to River
5	Positive yes to train service from Horsham	Positive	Transport	Passenger Rail
6	Definitely happy with the sports precinct at the showgrounds	Positive	Recreation	Sports Precinct
7	Happy with permit process for his shopfront	Positive	Regulatory	Building Permits
8	Fed Uni apprentice trade training	Neutral	Education	Fed Uni
9	We need a ring road and truck bypass	Request/ Suggestion	Transport	Ring Road
10	B triples in Horsham? -safety- ring road	Request/ Suggestion	Transport	Ring Road
11	Drug and alcohol issues through COVID	Negative	Community	Drugs & Alcohol Use
12	Family violence + mental health issue of people + harm	Negative	Community	family Violence/mental health
13	*City Oval happy that its regional (illegible) as we won't get AFL	Positive	Recreation	City Oval
14	Ensure toilets at netball end of city oval	Request/ Suggestion	Recreation	City Oval
15	Train "the tiger" service, bring it back- shuttle	Request/ Suggestion	Transport	passenger rail
16	Happy with Council work in Hshm North and look forward to new plans	Positive	Community	Horsham North
17	When COVID numbers/vaccinations levels are reached and restrictions are lifted - arrange a big concert by HRCC to celebrate, same as millennium concert in 2000	Request/ Suggestion	Community	Events
18	RE: side wall of ex Waacks Bakery Roberts Place, needs to have the OK from the (illegible) please who owns the building for posters on the wall	Negative	Regulatory	Signage
19	City to River- generally OK, all good	Positive	Recreation	City to River
20	When is council going to fix the seal on the footpath (illegible) the Soundshell	Negative	Transport	Bike/Walking Paths
21	V-Line tickets and better bus shelter	Negative	Transport	V-Line Ticket Office
22	Fence issue not beong resolved	Negative	Regulatory	Fencing
23	Thinks council is doing a wonderful job	Positive	General	general
24	Keen to see a café on the river, preferably with wood heater	Positive	Recreation	City to River, Cafe
25	Need for hockey field in Horsham	Request/ Suggestion	Recreation	Hockey facilities
26	Gym equipment in Horsham North (Dudley Cornell)	Request/ Suggestion	Recreation	Horsham North facilities
27	Police Paddock access	Request/ Suggestion	Recreation	Police Paddock
28	Railway crossing on Wimmera hwy near freight terminal sign to recognise "Trotters Crossing"	Request/ Suggestion	Transport	Railway Crossing
29	Roberts Ave needs top soil in nature strip replaced with good quality soil (works carried out by contractor)	Request/ Suggestion	Community	Nature Strips
30	Traffic lights Urquart St walking is not long enough to get across	Request/ Suggestion	Transport	Traffic Lights Sequencig
31	Top end of Firebrace St lights with arrow insufficient time for cars to turn	Request/ Suggestion	Transport	Traffic Lights Sequencig
32	Need regional standard athletics facilities	Request/ Suggestion	Recreation	Sports Precinct
33	Landscaping needed at skatepark	Request/ Suggestion	Recreation	Landscaping Skate Park
34	Function centre at river	Request/ Suggestion	Recreation	City to River
35	Could we block out car parks and allow cafés to expand outdoor dining opportunities	Request/ Suggestion	Economic Development	Outdoor Dining
36	Is council responsible for drive ways or council?	Question	Regulatory	Driveways
37	Drainage on Golf Course Rd needs (sic) (Plumpton Rd to 3 Bridges)	Negative	Transport	Drainage
38	Pelkins Rd (Pelchens?) made a mess with grader today and water just lies there	Negative	Transport	Drainage
39	48 Landy St, bricks and posts on footpath	Negative	Regulatory	Community Safety
40	Please follow up on drainage issues in the carpark behind café	Negative	Transport	Drainage
41	More green spaces	Request/ Suggestion	Recreation	Openspaces
42	Water fountain in Roberts Place doesn't work, no water	Request/ Suggestion	Community	Water fountain

Listening Post Detailed Feedback

APPENDIX 9.4E

No.	Details	Sentiment	Theme	Topics
43	Love the pop-up green space. Would love to see continued and increased. Care for the Wimmera River	Positive	Recreation	Openspaces
44	Crossing in Roberts Place needs to be upgraded, love the green space outside my shop	Positive	Recreation	Openspaces
45	Large pothole cnr Golf Course Rd and Plumpton Rd	Negative	Transport	Roads
46	Sporting precinct, this side of the river close to majority of primary schools, showgrounds good. Not over at the high school, to far for little kids(?)	Request/ Suggestion	Recreation	Sports Precinct
47	Connecting the communities around with tourism places e.g. silo trail	Request/ Suggestion	Economic Development	Tourism
48	Health concerns of aging in community, best (illegible)	Neutral	Community	Health, Ageing
49	Maternal health facility in Horsham (health and education overall)	Request/ Suggestion	Community	Education, Health

MUNICIPAL ASSOCIATION OF VICTORIA

4 October 2021

Mr Sunil Bhalla
Chief Executive Officer
Horsham Rural City Council
PO Box 511
Horsham VIC 3402

Dear Sunil,

RE: MAV WorkCare Scheme payment liability

I am writing about the associated financial liability following the cessation of operations of the MAV WorkCare Scheme (the Scheme).

As you would be aware, as of 30 June 2021, WorkSafe's valuation estimated that the scheme members' unpaid claims were \$74.076 million. The MAV has now received an invoice from WorkSafe Victoria that has confirmed that full payment is due to them on 12 November 2021. The initial payment of \$59.260 million will be made by the MAV on behalf of Scheme members on 11 October 2021. The MAV has funds to meet this payment.

The MAV Board recognised the significant financial effects of the WorkSafe decision on scheme members and determined at its 1 October 2021 meeting that the MAV will contribute \$1.26m to the deficiency of the WorkCare scheme, which reduces the amount required to be contributed by members.

As previously advised, the anticipated ongoing costs for the six-year liability period are a further \$1.835 million (excluding any change in claim valuations at years three and six). This is predominantly the cost of the bank guarantee, annual actuarial valuations and end of year audits. It is intended that this cost will be collected in annual instalments, as required to meet the cash flows of the WorkCare scheme.



Status of our advocacy

Following our meeting of 10 September 2021, the MAV has continued advocacy with the Victorian Government and WorkSafe to

- achieve the removal of the requirement for the MAV to hold a bank guarantee for the six-year liability period, and
- our request to WorkSafe for an extension of the final payment until July 2022 to allow the call amount to be included in members' statutory budget processes.

Unfortunately, no response from Government or WorkSafe has been received as at today's date. As such, the MAV is required to collect the funds required to meet the financial shortfall of the scheme to provide payment to WorkSafe on 12 November 2021.

This means that the MAV will need to collect \$17.93m, of which \$16.095m is proposed to be collected by 31 October 2021 and the balance in instalments over the next six years.

Methodology and quantum of member allocations

In line with advice from the MAV's actuary, and as previously advised to members, the shortfall in funding will be allocated between members based on their share of the unpaid claims' costs.

The allocation methodology will use the estimates of unpaid, open claims ("case estimates") and member premiums to estimate each member's share of the financial shortfall. The fact sheet appended to this document sets out in more detail the methodology used to calculate each member's share.

The assessed contribution of your organisation is \$779,700 of which \$702,600 is due during October 2021 as outlined in the invoice attached.

Next steps

We want to assure you we will continue to:

- pursue actions that could mitigate liability for our members,
- call for the deferral, or waiving, of the bank guarantee, and
- request that the timeline for the final payment to WorkSafe be delayed enabling a better alignment with your council's budget cycles.

This is a long-term journey and even with this initial payment, we appreciate that the ceased self-insurer provisions require additional funds in the event that claims costs increase over the next six years.

To assist you further, we will be shortly providing a member profile of the outstanding claims within the scheme as of 30 June 2021 and the potential claims that may worsen the claims liabilities of the scheme in the six-year liability period.

It is our intention that this information will be used by your staff to manage the outstanding claims from the scheme closely and to ensure your current agents are proactively and closely monitoring the progress of these claims.

We have enclosed your invoice and should our deferral request to WorkSafe be rejected it will be required to be paid to the MAV by 31 October 2021. A copy of the invoice will also be sent directly to your finance section.

If you have any further questions, please contact Owen Harvey-Beavis, General Manager, MAV Insurance, via oharvey-beavis@mav.asn.au or call 9667 5584.

Warm regards,

A handwritten signature in black ink, appearing to read 'K Thompson', with a stylized flourish at the end.

Kerry Thompson
Chief Executive Officer



MINUTES OF AUDIT & RISK COMMITTEE MEETING

Thursday 16 September 2021

Held online via Zoom

Meeting commenced at 12.30pm

File Ref: F18/A13/000001

1. PRESENT

Committee Members:

Mr Richard Trigg (Chair)

Mr Vito Giudice

Mr Mark Knights

Cr Robyn Gulline

Cr Ian Ross

Also in Attendance (ex-officio):

Mr Sunil Bhalla, Chief Executive Officer

Mr Graeme Harrison, Director Corporate Services

Mrs Heather Proctor, Manager Finance

Ms Diana McDonald, Acting Manager Governance and Information

Mrs Sue Frankham, Acting Co-ordinator Governance

Ms Kathie Teasdale, RSD Audit

Mr Chris Kol, McLaren Hunt Financial Group (until 1.08pm)

Additional Council Officer Attendee:

Mr Cameron Gerlach, Co-ordinator Information Technology (in attendance for agenda item 6.1)

2. WELCOME

Richard Trigg, Committee Chair, welcomed everyone to the meeting.

3. APOLOGIES

Nil

4. CONFLICTS OF INTEREST

Nil

5. CONFIRMATION OF MINUTES

Moved Mark Knights, seconded Vito Giudice that the minutes of the Audit and Risk Committee meeting held on 16 September 2021 be confirmed as an accurate record of the meeting.

CARRIED

6. BUSINESS ARISING FROM PREVIOUS MINUTES

6.1 Presentation by Co-ordinator Information Technology on Council's IT process for managing IT security and cyber-attacks

Cameron Gerlach, Co-ordinator Information Technology, provided an update on Council's cyber security status self-assessment against the Essential Eight Maturity Model. This model was developed by the Australian Cyber Security Centre and provides a minimum set of preventative measures for organisations. Committee members commended Council on adopting the Essential Eight Maturity Model.

Moved Cr Ian Ross, seconded Mark Knights that the Audit and Risk Committee receive and note the Cyber Security Update.

CARRIED

7. SCHEDULED ITEMS

7.1 Compliance and Legislation

7.1.1 Draft Annual Financial Accounts

7.1.2 Draft Annual Performance Statement

The draft Annual Financial Statements and Draft Annual Performance Statement were discussed. Chris Kol, McLaren Hunt, advised that the Draft Closing Report has been prepared and it is anticipated that the Annual Financial Accounts and Annual Performance Statement will be lodged with VAGO on Friday 17 September 2021.

Moved Mark Knights, seconded Vito Giudice that the Audit and Risk Committee recommend to adopt in principle the Annual Financial Accounts and Performance Statements for the year ended 30 June 2021, subject to the closing report and pending any changes by the auditor general, and nominates the Mayor Cr Robyn Gulline and Cr Ian Ross to sign the financial statements.

CARRIED

7.1.3 CEO Expenses 2020-2021

Noted

7.1.4 Community Vision 2041

Noted – adopted by Council on 26 July 2021.

7.1.5 Draft Council Plan 2021-2025

Noted – endorsed by Council on 23 August 2021 for community comment and feedback until 5pm on Friday 24 September 2021.

7.1.6 Draft Asset Plan 2021-2031

Noted – endorsed by Council on 23 August 2021 for community comment and feedback until 5pm on Friday 24 September 2021.

7.1.7 Draft Financial Plan 2021-2031

Noted – endorsed by Council on 23 August 2021 for community comment and feedback until 5pm on Friday 24 September 2021.

7.1.8 Local Government Act 2020 Implementation Update

Implementation of the *Local Government Act 2020* is progressing, with all required actions completed by the legislated dates. The four items due by 31 October 2021 (Financial Plan, Council Plan Community Vision and Annual Report) are either completed or well underway.

7.2 Reporting

7.2.1 Quarterly Performance Report – 30 June 2021

The Quarterly Performance Report, including the Finance and Performance Report for the period 1 April to 30 June 2021 was tabled for information.

Moved Cr Robyn Gulline, seconded Vito Giudice that the Audit and Risk Committee receive and note agenda items 7.1.3, 7.1.4, 7.1.5, 7.1.6, 7.1.7, 7.1.8 and 7.2.1.

CARRIED

8. AUDIT REPORTS

8.1 RSD Strategic Internal Audit Plan 2022-2024 and Annual Plan 2021-2022

Kathie Teasdale presented the RSD Strategic Internal Audit Plan 2022-2024 and Annual Plan 2021-2022, noting that the following internal audits are scheduled:

- 2021-2022 Human Resources (October/November 2021)
Service and Business Planning (February/March 2022)
- 2022-2023 Community Engagement (October 2022)
Asset Management (February 2023)
- 2023-2024 Emergency Management (October 2023)
ICT General Controls (February 2024)

Whilst climate change is not listed in the Internal Audit Plan, Council recently adopted a Zero Carbon Plan and regular updates will be provided to the Audit and Risk Committee.

ACTION: John Martin to provide an update on the Zero Carbon Plan to the next Audit and Risk Committee meeting.

The internal audit schedule previously included three internal audits per year, however, for the past few years at least one further internal review or external audit has been undertaken each year outside the internal audit program.

8.2 RSD Internal Audit – Risk Management Final Report

Kathie Teasdale presented the RSD Risk Management Final Report. It was noted that there were six medium risks and one low risk and one opportunity for improvement identified.

Vito Giudice stated that the Risk Management Framework needs updating. He also expressed concern that some timelines in the report need to be reconsidered, given the importance of the issues identified.

ACTION: Graeme Harrison to arrange a review of the timelines and provide updated report.

8.3 Council's Internal Audit Actions Report

It was noted that 18 actions were completed for the quarter and a number of key important tasks in relation to the Community Vision, Asset Plan and Long-Term Financial Plan will be completed by 31 October 2021. There are now 17 actions (31%) overdue from a total of 54 outstanding, compared to 23 overdue last quarter. There are no high risk actions overdue.

8.4 Council's Internal Audit Actions Revised Due Dates

The Executive Management Team has undertaken a detailed review of overdue items and revised some due dates. The dates were extended to better align with various organisation impacts including Rural Councils Corporate Collaboration (RCCC), COVID-19 implications and other considerations, noting that no items were recommended to be removed.

8.5 Council's Internal Audit Actions Overdue Items

Noted

Moved Cr Ian Ross, seconded Cr Robyn Gulline that the Audit and Risk Committee receive and note agenda items 8.1, 8.2, 8.3, 8.4 and 8.5.

CARRIED

8.6 Governance**8.6.1 Governance Compliance Framework Biannual Update**

Of the 148 actions included in the Organisational Governance Checklist, 62 have now been completed, an increase from 53 in the last report. There are 38 ongoing actions and a further 34 actions currently underway. Seven actions are "not started" and seven actions are "not applicable".

8.6.2 Governance Compliance Spreadsheet Biannual Update – noted**8.6.3 Audit and Risk Committee Biannual Report (September 2021)**

Chair Richard Trigg will present this report at the Council Briefing on 4 October 2021, in accordance with section 54(5) of the *Local Government Act 2020*.

8.6.4 Gifts, Benefits and Hospitality Biannual Report (30 June 2021) – noted**8.6.5 Gifts, Benefits and Hospitality Register of Gifts Received (30 June 2021) – noted****8.6.6 Policies Reviewed or Adopted (1 June to 9 September 2021)**

There were nine policies and procedures reviewed and/or updated for the above period.

8.6.7 Relevant Reviewed Policies Provided for Information of the Committee**8.6.7.1 Procurement Policy – noted****8.6.7.2 Procurement Procedure – noted****8.6.7.3 Rates and Charges Financial Hardship Policy – noted**

Moved Mark Knights, seconded Vito Giudice that the Audit and Risk Committee receive and note agenda items 8.6.1, 8.6.2, 8.6.3, 8.6.4, 8.6.5, 8.6.6 and 8.6.7.

CARRIED

9. CEO UPDATE

Sunil Bhalla, CEO discussed the following:

- Organisational culture survey conducted in conjunction with the University of South Australia
- COVID-19.

10. RISK MANAGEMENT

10.1 Risk and Insurance Management Report – deferred to next meeting.

10.2 Risk Management Committee Minutes (September 2021) – deferred to next meeting.

10.3 Strategic Risk Register (September 2021) – deferred to next meeting.

11. CORRESPONDENCE

Nil

12. ONGOING MONITORING

12.1 Dooen Landfill Fire Update

Council continues to work closely with the Environment Protection Authority in relation to this matter.

12.2 Rural Councils Corporate Collaboration (RCCC) Project Update

The four member Councils are currently close to making in a decision in relation to procurement. Once a decision is made, approval will be sought from Local Government Victoria with implementation planned to commence in early 2022.

13. FOR INFORMATION ONLY

13.1 IBAC Report – Corruption Risks Associated with Government-Funded Human Services Delivered by Community Organisations – noted.

13.2 VAGO Report – Managing Conflicts of Interest in Procurement – noted.

13.3 Victorian Ombudsman – Investigation into Melton City Council’s Engagement of IT Company, MK Datanet Pty Ltd – noted.

14. GENERAL BUSINESS

14.1 Audit and Risk Committee Annual Work Program – Annual Review

A number of minor amendments to the Audit and Risk Committee Annual Work Program were proposed.

Moved Vito Giudice, seconded Mark Knights that the revised Audit and Risk Committee Annual Work Program be accepted.

CARRIED

14.2 Independent Committee Member Tenures

Tenures of the current independent Audit and Risk Committee members are as follows:

Richard Trigg: Final Meeting of 1st (3) Year Term (November 2021)

Mark Knights: Final Meeting of 1st (3) Year Term (November 2022)

Vito Giudice: Final Meeting of 2nd (3) Year Term (September 2023)

It was noted that Richard Trigg’s current term on the committee is due to expire in November 2021. Richard indicated that he is prepared to remain on the committee for a further three-year term.

ACTION: Recommendation to Council that Richard Trigg’s term on the Audit and Risk Committee be extended for a further three years to November 2024.

14.3 Audit and Risk Committee Self-Assessment

The Audit and Risk Committee Charter requires the committee to evaluate its performance annually using a self-assessment tool.

ACTION: Self-assessment documentation to be forwarded to committee members for completion in early October and a report presented to the next meeting on 18 November 2021.

15. NEXT MEETING

The next meeting of the Audit and Risk Committee will be held on 18 November 2021 in the Council Chamber, Civic Centre, Horsham, (commencing at 12noon closed meeting) 12.30 main meeting.

16. CLOSE

The meeting closed at 2.11pm.

GRAEME HARRISON
Director Corporate Services

Minutes signed as correct: (Chair)
Mr Richard Trigg
Date:

Quarterly Performance Report

July – September 2021



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Section 1

Chief Executive Officer's Overview

I am pleased to present the Quarterly Performance Report for the quarter ended 30 September 2021.

A highlight of this quarter was the Community Vision, presented to Council by our Community Panel. The Community Panel were asked to deliberate on some very complex issues that face Council and rose to the challenge. The Community Panel have now completed the Community Vision, deliberated on the Council Plan, Asset Plan and Long-Term Financial Plan, all of which have been out for greater community comment until closing this week. The last of the Community Panel sessions were held in July while COVID-19 restrictions were eased. The Community Panel were extremely dedicated to their task and the outcome speaks for itself. The Council Plan, Asset Plan and Long-Term Financial Plan will go before Council in the next quarter after all public comments have been received.

During the quarter, work commenced on the re-levelling of Wesley Performance and Cultural Centre. Stabilising and expanding resin was injected into the foundations. Due to ground movement, the front foyer section and the rear wall had moved significantly. The Wesley building is owned by the Wesley Committee, and Council is co-ordinating works on their behalf. Once the foundation remediation is complete, the work required to address fire safety concerns and lift the Emergency Order will be able to start. This work will include upgrading the building to meeting current accessibility standards. It is expected that this follow-on construction will commence in November.

The Strategic Planning Unit has been working with ID Profile in creating a community profile for Horsham. This is a rich source for local demographics and interactive demographic maps for the entire municipality. This is available as a public resource as well as to Council staff.

A few key demographics from the Community Profile:

- The population topped 20,000 for the first time in 2020, at 20,018 on 30 June 2021.
- Horsham's population is both younger and older than the Regional Victorian average, with more children, but also more people aged over 80.
- The socio-economic index of disadvantage is 980 for Horsham Rural City overall, which is more disadvantaged than the State average, but there is a lot of variation, with Haven having a SEIFA score in the top 10% of the nation, while Horsham North and Horsham Central Activity District are in the lowest 10%.
- In the 5 years to 2016, households increased predominantly in the lowest income quartile.
- Only 3.7% of the population speak a language other than English at home, with Italian being the most widely spoken language. Next Census is likely to be overtaken by the Indian language Malayalam, which had 78 speakers in 2016.
- 10.9% of 15-24 year olds were disengaged from employment or education – Horsham North has by far the highest percentage at 21.8%.
- In June 2021, 7.0% of Horsham Rural City Council's population was receiving JobSeeker allowance – this is lower than the Regional Victorian average of 8.0%.

There is plenty more to discover in the Community Profile. The 2021 Census data load will happen from June next year and we anticipate a lot of change in the demographic due to the COVID-19 pandemic.

As for the impacts of COVID-19, vaccination rates are steadily increasing across the municipality and we are well on track with the State Government Road Map.

Sunil Bhalla

Chief Executive Officer
Horsham Rural City Council

Section 2

Goal 1 – Community and Cultural Development

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

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 expressions to develop our municipality as a great place to live.



New lease on life for heritage floor

Horsham Town Hall's auditorium is set to receive a new floor thanks to a grant from the Victorian Government's Living Heritage program.

First opened in 1939, the auditorium has been Horsham's premier venue for public functions, including wedding receptions, fashion shows, debutante balls, concerts and trade shows.

But its floor has reached the end of its life and is now due to be replaced, with the boards no longer being able to be sanded, and sub-floor issues seeing the floor sinking at the rear.

Horsham Rural City Council's Co-ordinator Strategic Planning and Heritage, Stephanie Harder notes the extreme care taken to ensure the heritage values of the floor remain intact.


"The grant received through the Living Heritage program will see the removal of all the existing floorboards, and a replacement like-for-like floorboards. After scientific analysis, the original floorboards have been identified as Mountain Ash. Care will be given to ensure the wood varnish applied draws out the same light yellow and pale pink colours of the floorboards seen today," she said.

This project follows on from extensive conservation works carried out in the Horsham Town Hall redevelopment, which included refurbishment of the gallery terrazzo floor, re-upholstering of seating in the balcony, painting with heritage colour schemes and the repair of art deco lights.

Performance Indicators


The following performance indicators are for three months to September 2021. Some data is unavailable due to the timing of collection.

*Active library borrowers in the municipality

	FY 2019-2020 10.84%	FY 2020-21 9.08%	YTD 5.38%
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Library collection usage

Number borrowed divided by total number items in collection.


	FY 2019-2020 1.86	FY 2020-21 1.20	YTD Data unavailable
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Standard of library collection


Number of items purchased in the past five years as proportion of the whole collection

	FY 2019-2020 45.82%	FY 2020-21 39.87%	YTD Data unavailable
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Cost of library service per population

	FY 2019-2020 22.13	FY 2020-21 24.53	YTD 25.47
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*Percentage of children enrolled who attended the MCH service at least once in the year

	FY 2019-2020 89.99%	FY 2020-21 96.65%	YTD 55.42%
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Number of Infant enrolments in the MCH service based on birth notifications received

	FY 2019-2020 100.85%	FY 2020-21 101.4%	YTD 100.00%
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Cost of the MCH service per hour worked

	FY 2019-2020 \$77.07	FY 2020-21 \$62.31	YTD \$62.82
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*Percentage of Aboriginal children who attend the MCH service at least once a year

	FY 2019-2020 88.76%	FY 2020-21 97.30%	YTD 74.07%
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*Percentage of Food Safety Non-Compliance Notifications followed up

	FY 2019-2020 66.67%	FY 2020-21 75.31%	YTD Data unavailable
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Time taken to action food complaints

	FY 2019-2020 2 days	FY 2020-21 1.25	YTD Data unavailable
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Food safety assessments of number of premises that require an annual assessment

	FY 2019-2020 86.78%	FY 2020-21 75.31%	YTD Data unavailable
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Cost of food safety service per registered premise

	FY 2019-2020 \$767.58	FY 2020-21 \$569.69	YTD Data unavailable
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***Utilisation of Aquatic Facilities per population**

	FY 2019-2020 6.73%	FY 2020-21 3.03%	YTD Data unavailable
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Cost of aquatic facilities per visit

	FY 2019-2020 \$4.55	FY 2020-21 \$13.30	YTD Data unavailable
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***Animal Management Prosecutions for the year**

	FY 2019-2020 0	FY 2020-21 1	YTD 0
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Cost of animal management service by council's population

	FY 2019-2020 \$16.58	FY 2020-21 \$18.65	YTD \$11.06
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Time taken to action animal management requests

	FY 2019-2020 1 day	FY 2020-21 1 day	YTD 1 day
-------------------------------------------------------------------------------------	-----------------------	---------------------	--------------

Percentage of animals reclaimed from the pound

	FY 2019-2020 53.10%	FY 2020-21 52.83%	YTD 56.67%
-------------------------------------------------------------------------------------	------------------------	----------------------	---------------

*LGPRF Audited Indicators (Local Government Performance Reporting Framework)

Changes in data reporting as required by LGPRF:

* Cost of Animal Management Service per Population previously Cost of Animal Management Service.

* Cost of Library Service per Population previously Cost of Library Service.

Goal 2 – Sustaining the Economy

Lead in sustainable growth and economic development

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.



COVID-19 Support Officers here to help community

Horsham Rural City Council has appointed COVID-19 Support Officers to help businesses, community groups and event organisers navigate restrictions, rules and regulations. Environmental Health Co-ordinator Luke Mitton said the constant changes surrounding COVIDSafe practices were exhausting for business owners and community members, and often difficult to interpret.

Community support will be provided through information on COVIDSafe Plans, tailoring information according language needs, advice on where to obtain further information and how to make a business COVIDSafe.



Natimuk Economic and Social Plan



Council will seek to engage a consultant to examine the future sustainability of Natimuk. The purpose of the Natimuk Economic and Social Plan is to address issues and concerns within the community and create a plan to improve the economy and liveability within the town.

Initial engagement has occurred with key members of the Natimuk community in order to inform the project brief and determine the main issues they are facing, what existing opportunities could be improved upon and what new opportunities could be developed to improve the

economic viability and social wellbeing for the town.

Council Plan Performance Progress

Goal 2 Initiatives

Initiative	Progress
Economic Development - Small Business Assistance Program	Endorsed by council in January 2020 but put on hold due to COVID-19. For the 20/21 financial year, Small Business Support has since been incorporated into COVID 19 Business and Community Support Package which was delivered. Has been re-established in the 21/22 financial year.
Parking and Traffic Management - Parking Plan	The Parking Plan was adopted in June 2021 and is now in implementation stage.

Goal 3 – Asset Management



Meet community and service needs through provision and maintenance of infrastructure

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 our municipality.

Nearly 700 street trees planted this winter

Almost 700 street trees have been planted on nature strips as part of Horsham Rural City Council’s annual street tree program. Mayor Robyn Gulline said the long term goal was to have a street tree in front of every property where the location was suitable.

“The tree planting program is conducted between June and August as this is the optimal time for planting to give the trees the best chance of survival,” Cr Gulline said. “The trees are selected to suit our local climate. Some are chosen specifically for planting under power lines so they do not cause maintenance issues when they are fully grown.”

The trees and environment team has just finished planting out Robin Street and Gertrude Street and will have planted more than 700 trees by the end of next month. This season more than 40 trees have been planted following requests from residents.



“We are now coming to the end of the planting season and we will be doing it all again next year,” Cr Gulline said.

“In the first year after planting and while the tree is establishing, residents are asked to help with some initial care and watering, particularly in the summer.”

Council staff undertake extensive watering and maintenance of new trees for the first two years after they are planted. Popular species include elms, lily pillies and a variety of eucalypts. The program covers all of the Horsham urban area including some streets in Horsham North where there are fewer established trees.

Council Plan Performance Progress

Goal 3 Initiatives

Initiative	Progress
Commercial Activities - Gas Pipeline To WIFT Investigation	Project not progressed.
Strategic Asset Management - Asset Management System Rollout	Full set of asset data completed for inclusion in 2020-21 financial statements. Completed.
Strategic Asset Management - Disaster Asset Evidence Photography	Completed.
Strategic Asset Management - Rural Road Network Plan	Second stage of community consultation undertaken in August-September 2021. Consultation now closed. Submissions to be reviewed and aiming to complete the Rural Road Network Plan by December 2021.

Performance Indicators

The following performance indicators are for three months to September 2021. Some data is unavailable due to the timing of collection.


* Community satisfaction with sealed local roads

	FY 2019-2020 39	FY 2020-21 39	YTD Data unavailable
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Sealed local road requests as a percentage of kilometres

	FY 2019-2020 9.80%	FY 2020-21 10.76%	YTD 12.07%
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Sealed local roads maintained to condition standards

	FY 2019-2020 96.62%	FY 2020-21 99.30%	YTD 99.30%
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Cost of sealed local road reconstruction per square meter of road

	FY 2019-2020 \$30.73	FY 2020-21 \$36.62	YTD Data unavailable
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Cost of sealed local road resealing per square meter of road

	FY 2019-2020 \$5.47	FY 2020-21 \$5.20	YTD Data unavailable
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*LGPRF Audited Indicators (Local Government Performance Reporting Framework)

Goal 4 – Governance and Business Excellence



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

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 key to learning and high performance.

Draft Council Plan out for public comment

Horsham Rural City Council endorsed the Draft Council Plan 2021-2025 at its August meeting with the plan on public exhibition for community feedback, along with the 10-year Financial Plan and Asset Plan until the end of September.

The Draft Council Plan sets the municipality's priorities for the next four years and aligns with the themes of the Community Vision 2040: Sustainability, Liveability, Accessibility, Community plus an additional theme of Leadership. The recently adopted Community Vision 2040 has been used to inform the Council Plan for 2021-2025, along with the accompanying Financial Plan and Asset Plan.

The Asset Plan and the Draft Financial Plan 2021-2022 to 2030-2031 document the financial resources needed for Council to support the goals of the Community Vision and Council Plan. Mayor Robyn Gulline encouraged all residents to share their views on the Draft Council Plan 2021-2025, Asset Plan and Financial Plan.

"During the Council election last year, we heard from residents that they wanted strong engagement and a clear understanding of Council's direction and commitments. This plan delivers this with the inclusion of some great ideas and valuable feedback on important priorities for the next four years that we heard through the Horsham Talks community engagements," Cr Gulline said.



"The Draft Council Plan 2021-2025 has been developed to align with the themes of the Community Vision 2040 and has been informed by the community engagement as well as the experience combined with fresh ideas of the Councillor team.

"As a Council, we are proud to endorse the Draft Council Plan 2021-2025 and we look forward to hearing from our communities. The Council Plan is developed just once every four years and we encourage all residents to read the draft plan and share your feedback in a submission to Council.

Council Plan Performance Progress

Goal 4 Initiatives

Initiative	Progress
Governance - Community Engagement Tools	Our Say are no longer providing online engagement tools and ceased doing so at the end of June this year. We no longer pay for ongoing digital engagement tools but instead will purchase tools individually as required.
Governance - Horsham Municipality Community Plan	Community planning has been replaced with the creation of a Community Vision and a major revision to the Council Plan. A Community Panel was established and a Community Vision for 2041 has been adopted by Council.
Governance - Replacement Electronic Document Records Management System (EDRMS)	The replacement project for the records system has been put on hold pending the procurement process for the Rural Councils Corporate Collaboration (RCCC) Project which is updating our finance systems, together with six neighbouring Councils in a shared service approach. A successful vendor should be selected for this by the end of 2021, whereupon a procurement process can begin for a new Records Management System.
Management and Admin - Towards a paperless HRCC	COVID-19 and the requirement to work from home has impacted positively on an electronic and paperless culture. New photocopiers and printers have been purchased that greatly enhance our capacity to understand our paper usage and are now providing regular monitoring and reporting to Managers and the Executive Management Team. There are still components of Council's operations that are paper dependent and some individuals are not skilled in electronic document operations. Plans are in place to address these issues.

Performance Indicators

The following performance indicators are for three months to September 2021. Some data is unavailable due to the timing of collection.

*Community satisfaction with Council decisions

	FY 2019-2020 39	FY 2020-21 48	YTD Data unavailable at this time
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Council decisions made at meetings closed to the public

	FY 2019-2020 18.44%	FY 2020-21 9.03%	YTD 7.89%
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Community satisfaction with community consultation and engagement

	FY 2019-2020 41	FY 2020-21 48	YTD Data unavailable at this time
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Councillor attendance at Council meetings

	FY 2019-2020 87.76%	FY 2020-21 96.43%	YTD 100%
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Cost of governance per Councillor

	FY 2019-2020 \$31,418.08	FY 2020-21 \$35,874.87	YTD \$41,195.43
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*LGPRF Audited Indicators (Local Government Performance Reporting Framework)

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

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.



Rethinking recycling and waste

Horsham Rural City Council is mapping out a plan for additional recycling services for urban and rural households across the municipality, saving thousands of tonnes of waste from landfill each year. Under the State Government's Circular Economy Policy, released in February 2020, all Victorian Councils must introduce Food and Garden Organics (FOGO) collection for all urban households by 2030, and separate glass recycling collection by 2027.



Later this year, community feedback will be sought before any changes are made so that key areas of concern with the proposed service model can be identified and accommodated in the service to be implemented. It's estimated that up to 40 per cent of the municipality's household rubbish is food waste, which currently goes straight to landfill.

When buried in landfill, food waste decomposes without oxygen, creating methane gas, which contributes to global warming. Separating glass from other recycling will make recycling more efficient, and allow more glass to be recovered for recycling. Under the current system, about 30 per cent of glass cannot be recovered and broken glass fragments cause problems for other recycled materials.

Mayor Robyn Gulline said Council would consider the timing, structure and cost of a new household waste and collection service at a future Council meeting. Pathways to achieving reductions in Council's emissions include implementing energy efficiency measures for Council buildings and facilities, transitioning to a lower emission vehicle fleet (hybrid vehicles), rolling out more solar for Council buildings and facilities, and switching the municipality's streetlights to LED.

Council Plan Performance Progress


Goal 5 Initiatives

Initiative	Progress
Sustainability - Street Lighting - Lighting Regions Stage 2	Project on hold awaiting suitable grant funding opportunities.
Sustainability - Waste Gasification Plant Investigation	Investigations proceeding with Regional Waste Group. Also partnering with group of regional Councils to explore alternative options for green waste processing.
Waste Management Services - Dooen Landfill Master Plan	Dooen Landfill Infrastructure Plan complete. Draft master plan report has been received, currently being reviewed in preparation for finalisation through Executive and Council if required.


Performance Indicators

The following performance indicators are for three months to September 2021. Some data is unavailable due to the timing of collection.


*Council planning decisions upheld at VCAT

	FY 2019-2020 0 %	FY 2020-21 0%	YTD 100%
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Days taken to decide planning applications

	FY 2019-2020 45	FY 2020-21 63	YTD 43
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
Planning applications decided within required time frames

	FY 2019-2020 81.89%	FY 2020-21 78.49%	YTD 83.78%
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Cost of statutory planning process per application

	FY 2019-2020 \$2,898	FY 2020-21 \$2,328	YTD \$2,311.03
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*Kerbside collection waste diverted from landfill

	FY 2019-2020 20.49%	FY 2020-21 19.91%	YTD 19.87%
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
Kerbside collection bins missed per 10,000 scheduled kerbside collection bin lifts

	FY 2019-2020 1.45	FY 2020-21 0.99	YTD 7.02
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Cost of kerbside garbage bin collection service per bin

	FY 2019-2020 \$117.83	FY 2020-21 \$123.97	YTD \$30.42
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Cost of kerbside recyclables collection service per bin

	FY 2019-2020 \$61.64	FY 2020-21 \$68.42	YTD \$12.78
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*LGPRF Indicators (Local Government Performance Reporting Framework)

Section 3

Performance against Customer Service Targets

In the last quarter, Customer Service continued to be busy with animal infringements. Queries relating to infringements range from disputes, payments of fines and also requests for payment plans.

Rates notices were sent to residents, creating an increase in queries relating to property valuations and payment plans. First instalment due dates are 30 September 2021, so within the last week, we have seen an increase in payments.

Customer Service also finished up in their temporary location and were grateful to the community for tolerating the move. Customers who have had the opportunity to come into the office have provided positive feedback. Like most organisations, Council's customer service staff have had to juggle rostering to comply with COVID-19 density restrictions.

To the right is a summary of the numbers of requests received through our Merit Customer Request System during the quarter and the service areas to which they relate:

Service	Qtr1
Animals	352
Bin Services	270
Parking	117
Trees	67
Roads	111
Business or Events	24
Parks & Reserves	14
Local Laws	91
Miscellaneous	44
Drainage	59
Footpaths	50
Nature Strips	26
Environmental Health	49
Fire Control & Safety	17
Signs	34
Planning	132
Public Amenities	9
Rates & Property	9
Roadsides	14
Graffiti & Vandalism	12
Other	203
Grand Total	1,704

The number of Customer Requests responded to within the specified time period:

"In-Time?"	Qtr1
No	558
Yes	1,004
Grand Total	1,562

Complaints received:

Complaints	Qtr1
Finalised	65
Open	20
Grand Total	85

Section 4

Business Improvements / Challenges

Council has implemented, addressed and managed the following business improvements and challenges across the organisation over the last three months:

COVID-19 Impacts

The most recent lockdowns commencing in August have had some of the tightest restrictions regional Victoria has seen. Staff have been forced to work from home with limitation on children attending childcare and schools closed once again. The introduction of a permit system again impacted the ability for staff to work on site. Council staff are adept at adjusting to these changes, with office staff equipped to successfully work from home during lockdowns, however, staff who are necessary on site required the granting of permits to continue to work at their designated premises. This was a challenging system which was implemented very quickly.

In recent weeks, density limits have increased to 25% of staff being allowed on site, but that in itself poses difficulties with rostering and logistics.

COVID-19 Financial Impacts Summary

There was significant uncertainty when the budget was adopted for 2020-21, but best estimates were made to anticipate what the budgetary impacts of COVID-19 would be and to put in place a program to help businesses and the community. \$1.47 million was identified as the impacts on the budget. The actual impact has been calculated at \$1.26 million and are summarised below:

Additional Costs to Council or Reduced Revenue	Budget Impact	Actual Impact	Difference (Negative) / Positive
Community and Business Support Package	484,916	484,916	0
Reduced Parking Fees	195,000	272,764	(77,764)
Commercial Rent Relief	249,400	21,146	228,254
Community Rent Relief	101,852	92,121	9,731
Street Trading Permits Waived	27,000	19,110	7,890
Health Registration Fee Relief	39,320	7,416	31,904
Financial Hardship Co-ordinator	50,115	48,568	1,547
Net Costs or Support to Community	1,147,603	946,041	201,562
Lost General Revenues & Additional costs			
Reduced Supplementary Rates	48,492	(40,870)	89,362
Lost Interest Earned	120,000	336,222	(216,222)
Increased provision for Bad Debts	100,000	22,332	77,668
Net Impact on General Revenues	268,492	316,684	(49,142)
Overall Net Impact on Budget	1,416,095	1,262,455	152,370

Additional Costs to Council or Reduced Revenue	Budget Impact	Actual Impact	Difference (Negative) / Positive
Additional costs and lost revenue were met by:			
Reductions in Service Delivery	714,095	553,780	160,315
Reductions in Capital Program	512,000	512,000	0
Reduction in Operational Initiatives	190,000	190,000	0
Other unbudgeted COVID-19 Costs		(137,077)	137,077
Service Reductions & Efficiencies	1,416,095	1,118,703	297,392
Net Balance	0	145,022	(145,022)

Rural Councils Corporate Collaboration Project (RCCC)

Horsham Rural City Council has been working together with Councils in the region, Hindmarsh, Loddon and West Wimmera, to procure a shared corporate finance, payroll, rating and regulatory IT system. The common system will be the first step for Councils to align their processes before investigating how we can assist each other with the sharing and delivery of Corporate Services. The project is at the final stage of the procurement process and a successful vendor is likely to be announced during the next quarter.

Council Expenses Reporting – July to September 2021

In compliance with the *Local Government Act 2020* and as part of our commitment to good governance, this report summarises expenses incurred by Councillors and Delegated Committee Members on a quarterly basis. See the following table:

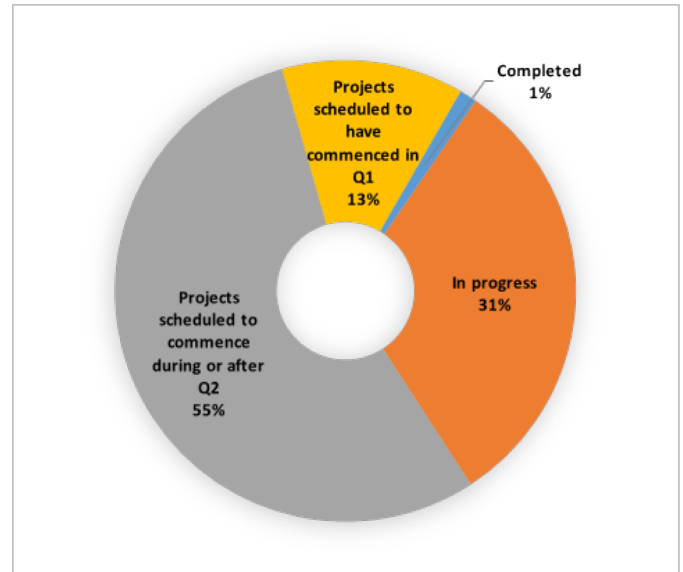
Council Expenses Reporting - July to September 2021

Councillor	Expense Type								Total Jul Sept	Cumulative YTD Total 2021-22
	Carer and Dependent- Related	Car Mileage	Communication Tools	Functions and Events	Meetings, Seminars, Conferences	Memberships	Travel and Accommodation	Other		
Cr Robyn Gulline (Mayor)			58.00			85.00	627.27		770.27	770.27
Cr Claudia Haenel		975.19	88.17		1600.00	85.00			2748.36	2748.36
Cr David Bowe			35.46		450.00				485.46	485.46
Cr Penny Flynn			35.46		350.00	85.00			470.46	470.46
Cr Di Bell			35.46		720.00	85.00			840.46	840.46
Cr Les Power			17.73				627.27		645.00	645.00
Cr Ian Ross			17.73		70.00			180.00	267.73	267.73
Total (Councillors)		975.19	288.01	0.00	3190.00	340.00	1254.54	180.00	6227.74	6227.74
Delegated Committee Member										
Total (Delegated Committee Members)										
Total Expenses (Councillor and Delegated Committee Members)		975.19	288.01	0.00	3190.00	340.00	1254.54	180.00	6227.74	6227.74

Section 5

Major Capital Works Projects

There are 188 capital projects and programs to be delivered over the financial year with a budget of \$20.361 million.



Highlights during the quarter of the Capital Works Program include:

The 2021-2022 budget has 109 Capital Works projects listed, for a total of \$20.64 million.

Highlights during the quarter of the Capital Works Program include:

New Cell Construction at Horsham Landfill

Construction is complete on a new cell at the Dooen Landfill, following a delay earlier in the year due to the fire at the landfill. Cell construction is highly regulated by the EPA, and stringent inspections occur throughout the construction process, with formal approval from EPA required before the completed cell can commence to be used. Council provides landfill services for not only our own residents,



but also to Yarriambiack, West Wimmera and Hindmarsh municipalities, in addition to commercial waste operators within the region. With a capacity of 189,000m³ the new cell will be taking rubbish for the next few years.

Drung Jung Road Reconstruction

2.2 kilometres of the road north of the bridge was reconstructed, including the replacement of a culvert and endwalls. This road is a major connector road for our farmers and rural communities, so will be heavily utilised during the upcoming harvest period. This work was funded by the Federal Government's *Road to Recovery* and *Heavy Vehicles Safety and Productivity* programs.



Ro

Roads Program

Horsham Rural City Council is responsible for over 3,000 kilometres of roads, for which we have an ongoing Asset Management Plan.

Some of the works being undertaken or recently completed are:



In Progress

- Horsham Lubeck Road widening (cultural heritage and vegetation impact assessments underway) - \$754,800
- Rural roads gravel resheeting - \$414,560
- Telangatuk East Rocklands Road bridge guardrail replacement (design underway) - \$45,000
- Riverside Road bridge repairs (design underway) - \$275,000

Completed

- Hamilton St and Darlot St bike lane construction \$155,000
- Drung Jung Rd \$284,000
- Wavell St footpath \$27,950
- Derry Pde footpath \$15,730
- Byrnes Rd culvert repair \$27,500

Our works team and contractors have been able to carry on working, with physical distancing protocols in place.

Laharum Road Tree Planting

Council's trees and environment team, with the help of Depot apprentices, have undertaken a large tree planting program on Laharum Road west of the Horsham Regional Livestock Exchange. Over 800 trees and shrubs have been planted, staked and guarded to protect them from the elements and also from rabbits. This section complements last year's planting to the north with the total area of planting approximately 1.5 kilometres long.



These plantings will enhance the rural roadside environment as well as providing some wind protection to the sheep at the livestock exchange.

City to River – Riverfront Activation Stage 1

Removal of old barbecue shelters and picnic tables and demolition of the public toilets at Sawyer Park is complete. Permits for the new buildings are being finalised, with construction expected to start in October. The riverfront walking path is expected to remain open for public use during these works, unless required to be closed for movement of plant and machinery.

The contract has been awarded for the two pergola structures in the precinct. One will be constructed at the end of Firebrace Street as an entrance to the meeting place, and a second smaller pergola will be built at the Angling Clubrooms to enhance the amenity of this facility.

This work has been funded by the Federal Government’s Community Development Grant, the Victorian State Government’s Regional Infrastructure Fund and Sustainable Infrastructure Fund, and Horsham City Council as part of the City to River Project.



Wimmera Agricultural Logistics Hub (WAL Hub) Extension

The sale of some industrial allotments at the WAL Hub will be facilitated through construction of a new road off Freight Terminal Road which is nearing completion. At the same time, Council staff and contractors are reconstructing 300 metres of Freight Terminal Road which was in poor condition, and adding turning/overtaking lanes for entrance to the new section of the industrial estate at Doon.

A new water main has also been installed to service the new allotments.



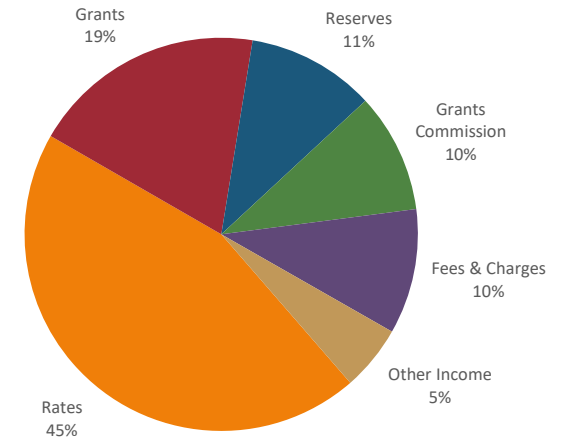
*Our works team has been able to carrying on working, with physical distancing protocols enforced

Executive Summary

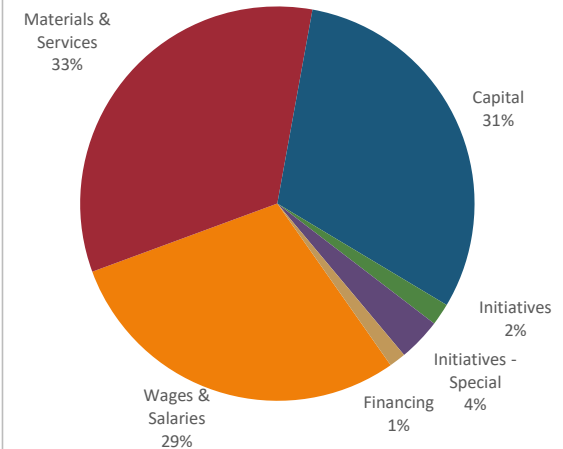
Overall Cash Budget Summary - \$'000

		Actuals	Adopted	Budget	Actual	YTD	YTD	YTD	Variance	Notes
Business Activity		20/21	21/22	YTD	21/22	21/22	21/22	21/22	%	
Income	Service Delivery	-13,627	-13,392	-5,763	-5,752	-11	-0.2%			
	General Revenue	-33,613	-33,998	-26,737	-26,479	-258	-1.0%			
	Capital	-11,365	-14,278	-83	-1,208	1,125	1350.0%	1		
	Initiatives	-2,041	-712	-	-	-	0.0%			
	Initiatives - Special	-5,470	-2,325	-	-	-	0.0%			
	Financing	-1,832	-	-	-	-	0.0%			
	Reserves	-1,521	-1,573	-	-	-	0.0%			
Income Total		-69,469	-66,278	-32,583	-33,439	855	2.6%			
Expenditure	Service Delivery	34,195	39,068	8,013	7,495	518	6.5%	2		
	General Revenue	118	73	14	15	-0	-3.5%			
	Capital	16,992	20,361	4,241	3,771	470	11.1%	3		
	Initiatives	2,997	1,194	276	369	-93	-33.6%			
	Initiatives - Special	6,308	2,325	556	103	454	81.6%	4		
	Financing	513	913	-	0	-0	0.0%			
	Reserves	2,743	2,327	-	-	-	0.0%			
Expenditure Total		63,866	66,260	13,100	11,752	1,348	10.3%			
Grand Total		-5,603	-19	-19,483	-21,687	2,204	11.3%			

Revenue Budget 2021/22



Expenditure Budget 2021/22

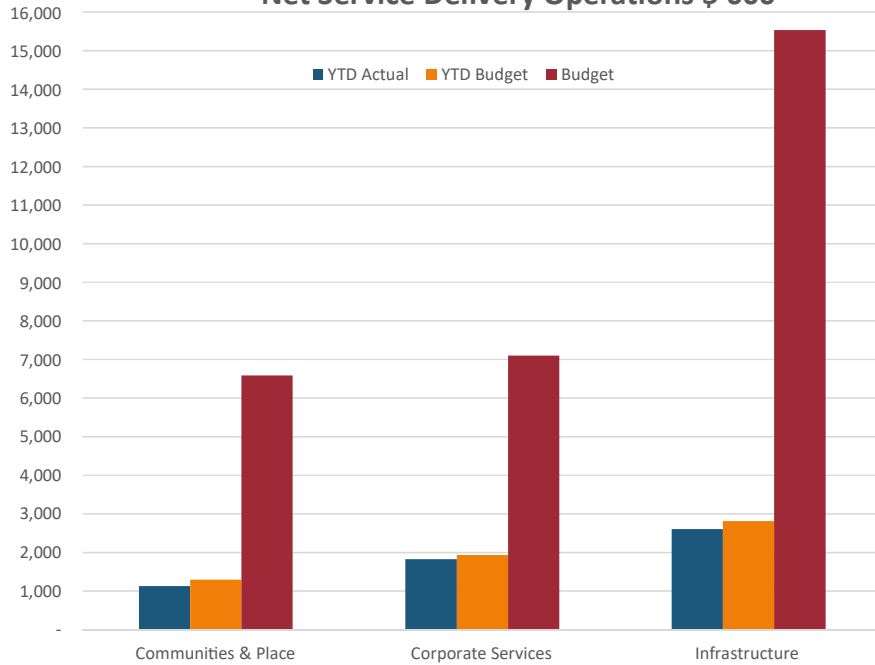


Comments:

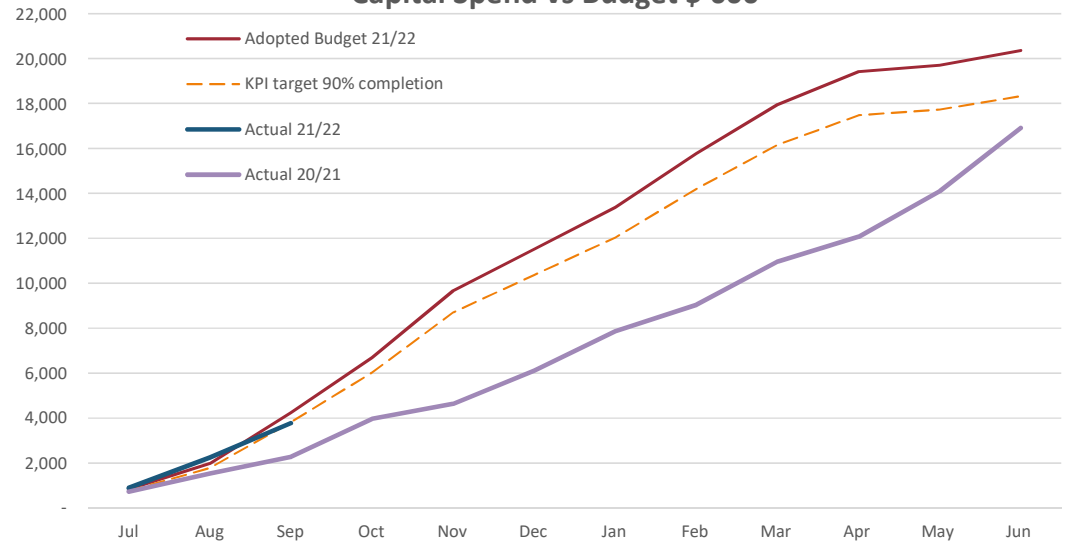
- Capital Income - \$1.125 million variance
\$446 thousand plant sales, \$286 thousand quarter 1 R2R payment, \$184 thousand Performing Arts & \$114 thousand Aerodrome apron pavement.
- Service Delivery Expenditure - \$518 thousand variance
\$87 thousand Corporate Services, \$17 thousand Communities & Place and \$415 thousand Infrastructure Services.
- Capital Expenditure - \$470 thousand variance
\$1.325 million Recreation, leisure & community facilities, -\$670 thousand Plant, machinery & equipment, -\$562 thousand Roads - Industrial Estates, -\$383 thousand Waste Management \$363 thousand Buildings, and \$298 thousand Footpaths & Cycleways.
- Special Initiatives Expenditure - \$454 thousand variance
\$470 thousand Rural Councils Corporate Collaboration.

Financial Snapshot

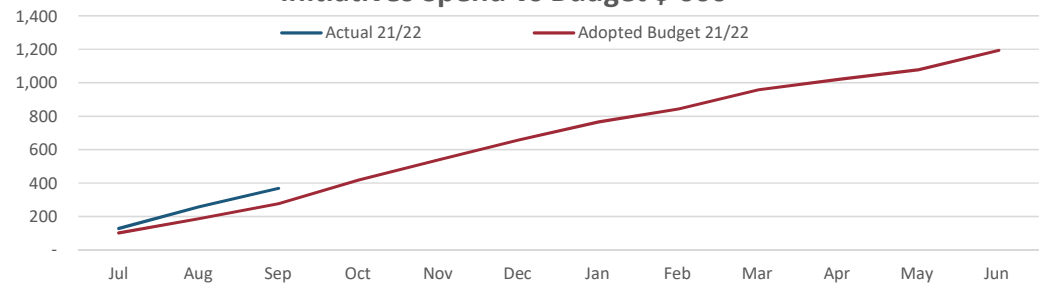
Net Service Delivery Operations \$'000



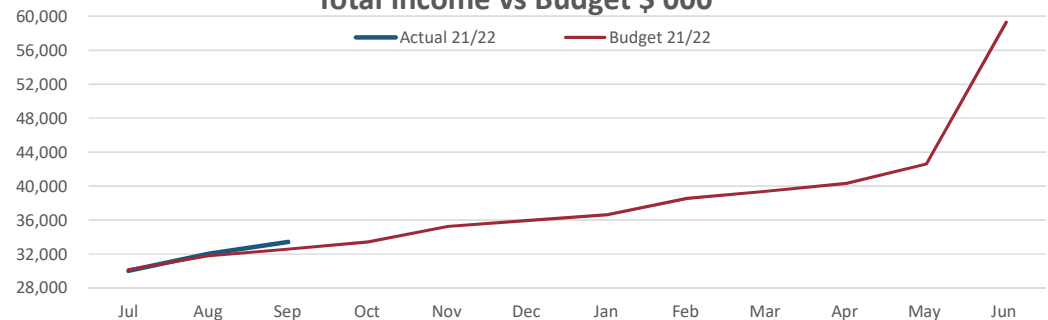
Capital Spend vs Budget \$'000



Initiatives Spend vs Budget \$'000



Total Income vs Budget \$'000



FINANCE & PERFORMANCE OBSERVATIONS:

Service Delivery Operations

This chart above displays the NET (*Expenditure less Revenue*) balance of operations for each directorate.

(see page 3 for further breakdown).

Capital Spend

Variance of \$470 thousand.

(see page 4 for further breakdown)

Initiatives Spend

Variance of -\$93 thousand.

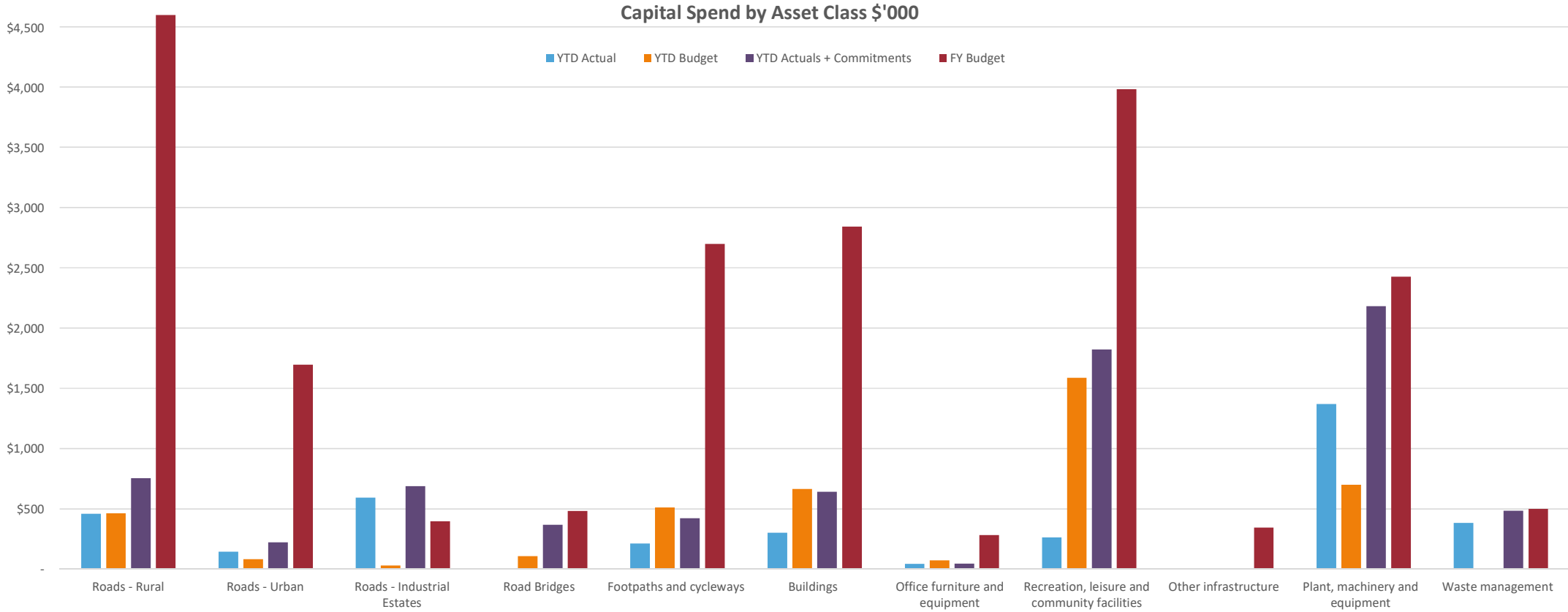
Finance & Performance Report - 30 September 2021

APPENDIX 9.7A

Service Delivery Operations (NET) \$'000

Key variances: \$'000	Adopted	YTD	YTD	YTD	Variance	Commitments
	Budget	Budget	Actual	Variance	%	
Corporate Services	7,466	2,022	1,915	106	5.3%	240
Management & Admin	1,636	642	620	22	3.4% ●	73
Accounting Services	937	214	214	0	0.2% ●	4
General Revenue	363	135	33	101	75.3% ●	-
Revenue Services	414	106	102	3	3.2% ●	15
People & Culture	1,007	228	184	44	19.4% ●	111
Information Technology	879	202	307	-105	-51.9% ●	31
Community Relations and Advocacy	436	82	85	-3	-4.1% ●	5
Governance	1,795	413	369	43	10.4% ●	-
Communities & Place	6,584	1,304	1,130	174	13.3%	803
Management & Admin	828	203	178	25	12.4% ●	-
Community Development	689	137	80	57	41.7% ●	16
Performing Arts	577	-251	-62	-189	75.3% ●	17
Visual Arts	441	12	-8	21	164.9% ●	7
Aquatic Recreation	890	170	110	60	35.3% ●	448
Youth and Early Years	666	125	36	89	71.3% ●	3
Home Support	-	-	-	-	0.0% ●	-
Emergency Management	13	59	55	5	7.9% ●	-
Library	568	132	265	-133	-100.8% ●	-
Economic Development	266	215	298	-82	-38.2% ●	230
Business Development and Tourism	669	173	74	100	57.6% ●	13
Commercial Activities	-93	-29	-115	86	-292.1% ●	36
Strategic Planning Services	229	43	50	-8	-17.6% ●	-
Statutory Planning & Building Regulations	590	126	94	32	25.1% ●	32
Environmental Health	124	25	42	-17	-69.5% ●	0
Community Safety	113	31	53	-22	-70.8% ●	-
Animal Management	46	52	0	52	99.5% ●	1
Parking & Traffic Management	-33	81	-18	99	122.8% ●	-
Infrastructure	11,641	-1,075	-1,302	226	-21.1%	305
Operations Management	160	37	19	19	50.2% ●	0
Mgt and Admin Infrastructure Services	697	163	157	6	3.7% ●	4
Engineering Services	1,822	394	312	81	20.7% ●	26
Infrastructure - Urban	1,619	342	307	35	10.2% ●	11
Infrastructure - Rural	2,069	459	487	-28	-6.1% ●	36
Parks & Gardens	2,697	637	585	52	8.2% ●	21
Streetscape & Public Conveniences	1,278	286	247	39	13.6% ●	22
Sports & Recreation	593	136	72	64	46.9% ●	48
Commercial Operations	-129	-84	30	-114	135.7% ●	13
Emergency Support	7	1	2	-1	-66.4% ●	-
Natural Resource Management	86	20	-72	93	457.8% ●	2
Strategic Asset Management	697	146	121	25	17.0% ●	0
Sustainability	259	56	64	-8	-14.6% ●	-
Waste Management Services	-212	-3,670	-3,634	-35	1.0% ●	123

Capital



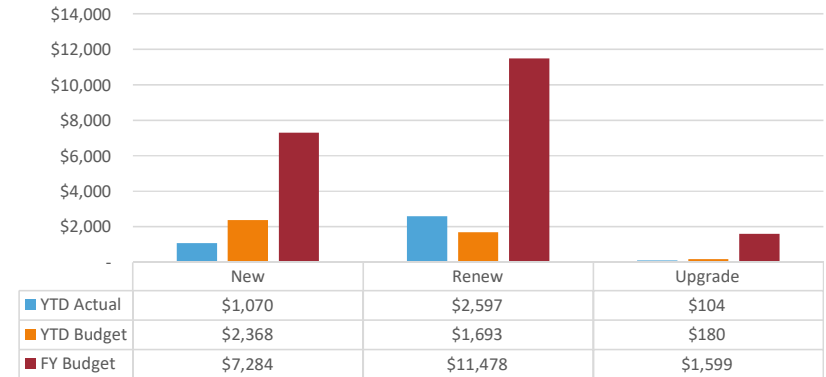
Comments:

The adopted budget for capital expenditure excluding reserve allocations is \$20.361m.

Differences between YTD actuals & YTD budgets are as follows;

- \$1.325 mil Rec, leisure & community facilities
- \$670k Plant, machinery and equipment
- \$562k Roads - Industrial Estates
- \$383k Waste Management
- \$363k Buildings
- \$298k Footpaths & Cycleways

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



Finance & Performance Report - 30 September 2021
Contract Variations & New Contracts - [July to September Quarter](#)
Contract Variations [Accepted Under Instrument Of Delegation] - (GST exclusive)

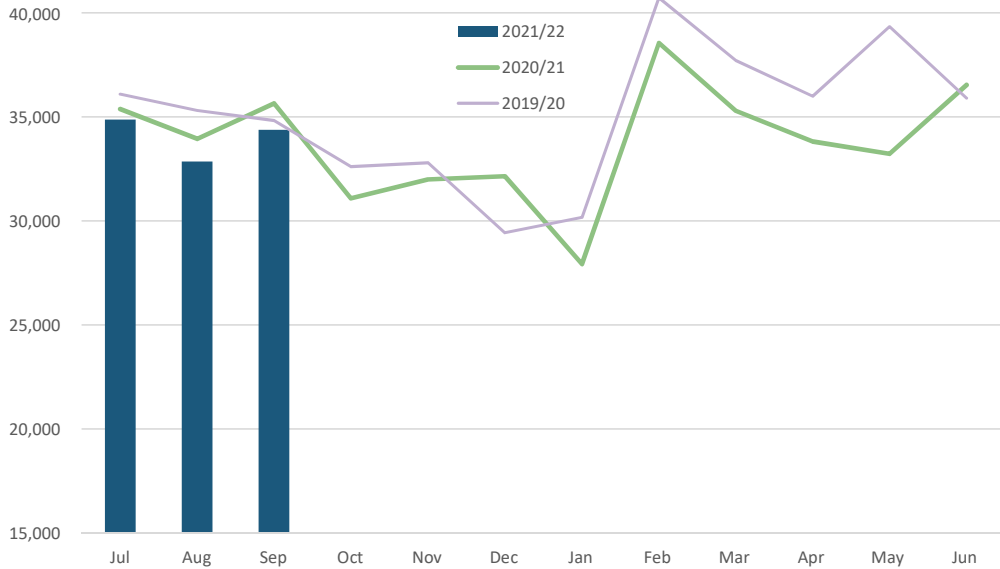
Item No	Contract No	Date Approved	Delegated Officer	Contractor	Contract Description	Description of Variation	Variation
1	16-025B	4/07/2021	K O'Brien	Woodys Cleaning	Cleaning PAC, Art Gallery, Wesley	Additional Cleans	\$1,194
2	21-025	7/06/2021	M Aldaghstani	Landscape IT	The Station Landscaping Project	Additional Flashing, Garden Beds, Cladding	\$12,314
3	Q72-2021	2/08/2021	M Aldaghstani	Willmore	Dixon Drive Civil Works	Additional Asphalt, kerb & pavement	\$8,060
4	Q60-2021	29/09/2021	M Aldaghstani	CHS Group	Horsham CBD Irrigation Redevelopment	Manufacture & supply of pump chamber frame & closer plate	\$11,350
5	16-025B	1/09/2021	K O'Brien	Woodys Cleaning	Cleaning PAC, Art Gallery, Wesley	Deduction to cleaning services	-\$601
6	16-025B	1/09/2021	K O'Brien	Woodys Cleaning	Cleaning PAC, Art Gallery, Wesley	Additional Cleans	\$1,061

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

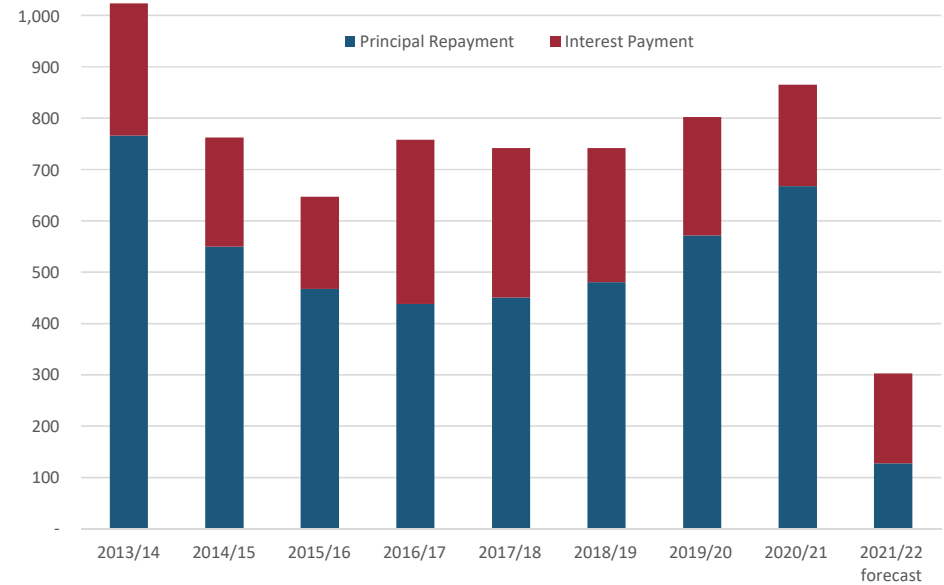
Item No	Contract No	Date Approved	Required Signatories	Contractor	Contract Description	Contract Value
1	21-036	26/07/2021	Council	Design and Construct Public Convenienc	Plazzer Builders	\$761,610
2	21-026	26/07/2021	Council	Supply of Limestone	Albacutya and McClure	Rates
3	21-043	23/08/2021	Council	Roadside Weed Control Services	Willspray	Rates
4	21-039A	21/09/2021	G Harrison	ACE Radio	Provision of Advertising Services	Rates
5	21-039B	21/09/2021	G Harrison	The Horsham Times	Provision of Advertising Services	Rates
6	21-039C	21/09/2021	G Harrison	Wimmera Mail Times	Provision of Advertising Services	Rates
7	22-005	28/09/2021	Council	Ballarat Isuzu	Supply and delivery of one Isuzu FVD 165-300 Auto Jet patcher	\$384,529
8	22-008	28/09/2021	CEO	Bridgewater Marine	Design and Construct Two Pergolas Wimmera Riverfront	\$159,450

Investments & Loans

Investment Levels \$'000



Principal Repayments & Interest Payments by Year \$'000



	Interest Rate	
Corporate Investment Account	0.15%	
10 Term Deposits	0.24% - 0.37%	Ranging 252 Days to 336 Days
Last investment	0.32%	294 Days 06/09/2021 to 27/06/2022

Value of Loans Outstanding at Year End \$'000



Breakout of Loans Outstanding

Purpose	Interest Rate	Original Principal	Outstanding at 30 Jun 22	Start Date	Year End Date	No. of Years	
Drainage Works	5.73%	500,000	-	20 Jun 12	20 Jun 22	10	P & I
Wimmera Intermodal Freight Hub	5.73%	500,000	-	20 Jun 12	20 Jun 22	10	P & I
Anzac Pedestrian Bridge	3.97%	500,000	500,000	23 Jun 16	23 Jun 26	10	I
Horsham North Children's Hub	3.97%	100,000	100,000	23 Jun 16	23 Jun 26	10	I
City Oval Clubroom Purchase	3.97%	230,000	230,000	23 Jun 16	23 Jun 26	10	I
Horsham Town Hall Refurbishment	3.97%	3,475,000	3,475,000	23 Jun 16	23 Jun 26	10	I
*Horsham North Community & Childrens Hub		900,000	500,000	23 Jun 18	23 Jun 28	10	P
*Livestock roofing		1,887,143	1,607,143	29 Jun 20	29 Jun 44	24	P
*HACC redundancies		955,000	455,000	29 Jun 21	29 Jun 23	2	P

* Funded from internal cash reserves

No new loan borrowings have been included in the 2021/22 budget.

Finance & Performance Report - 30 September 2021

Application Status of Non-Recurrent Grant Applications

APPENDIX 9.7A

Project	Funding Source	Project Total	Grant	Other Grant Sources	Council Contribution	Other Sources	Project Status / Stage
Agrilinks Upgrade Project X 3	DJPR	1,314,575	451,000	470,000	393,575	-	Commenced
Lubeck Road Bridge Upgrade	Department of Infrastructure	372,000	186,000	-	186,000	-	Commenced
Destination Horsham - Stay, Play the Wimmera River Way	Department of Infrastructure	380,000	190,000	90,000	100,000	-	Application
Horsham Aquatic Centre Accessible Family Change Rooms	Department of Infrastructure	662,468	331,000	-	331,468	-	Application
Business Victoria Local Events Sponsorship	Business Victoria	15,000	15,000	-	-	-	Commenced
Horsham Riverside Caravan Park - Accessibility and Environmental upgrades	DELWP	158,893	128,352	-	15,821	14,720	Commenced
City to River Stage 1 - Wimmera Riverfront Activation (FED)	Department of Infrastructure	3,000,000	1,650,000	500,000	850,000	-	Commenced
Horsham Regional Multi-sport Precinct Feasibility Study	Sport and Recreation Victoria	60,000	30,000	-	30,000	-	Commenced
COVID Relief Program	DJPR	30,000	30,000	-	-	-	Commenced
COVID-19 Vaccination Engagement Community Grant	DHHS	20,000	20,000	-	-	-	Commenced
Found on Country - Lost in the Bush Silo Art	Creative Victoria	312,320	99,000	-	120,320	93,000	Commenced
WIFT Precinct Development Stage 1	RDV	3,215,972	1,250,000	-	1,965,972	-	Commenced
Engage! 2021 Program - Young Generation	Youth Affairs	28,194	28,194	-	-	-	Commenced
Botanic Gardens - Improved access - sealing of major pathways	DELWP	114,884	50,000	50,000	14,884	-	Commenced
Educational Signage in the Horsham Botanic Gardens	DELWP	41,090	28,000	-	13,090	-	Commenced
Drung Jung Road Upgrade	Department of Infrastructure	568,000	284,000	-	284,000	-	Commenced
Horsham Rural City Land Care Facilitator	DELWP	197,995	173,955	24,040	-	-	Commenced
Licensed Hospitality Venue Fund - HTH	DJPR	7,000	7,000	-	-	-	Application
Heritage Hall Floor	Heritage Victoria	534,715	200,000	-	334,715	-	Commenced
Local Council Eating and Outdoor Entertainment Package	DJPR	500,000	500,000	-	-	-	Commenced
Local Council Eating and Outdoor Entertainment Package - Round 2		100,000	100,000	-	-	-	Commenced
School to Home - Closing the gap on safe cycling along the Wimmera River in urban Horsham	TAC	161,870	74,235	-	87,635	-	Application
Local Government Business Concierge and Hospitality Support Program	DJPR	120,000	120,000	-	-	-	Commenced
Local Roads & Community Infrastructure (round 1)							
<i>Botanical Gardens Pathways</i>	<i>Department of Infrastructure/DELWP</i>	<i>114,884</i>	<i>50,000</i>	<i>50,000</i>	<i>14,884</i>	<i>-</i>	<i>Complete</i>
<i>Footpath repairs - backlog</i>	<i>Department of Infrastructure</i>	<i>300,000</i>	<i>150,000</i>	<i>-</i>	<i>150,000</i>	<i>-</i>	<i>Complete</i>
<i>Horsham Town Hall complete flyline installation</i>	<i>Department of Infrastructure</i>	<i>100,000</i>	<i>100,000</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>Complete</i>
<i>Horsham Town Hall Visitor Information Centre digital resources</i>	<i>Department of Infrastructure</i>	<i>50,000</i>	<i>50,000</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>Commenced</i>
<i>HTH Acoustic Banners</i>	<i>Department of Infrastructure</i>	<i>150,000</i>	<i>150,000</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>Commenced</i>
<i>HTH Auditorium Lighting</i>	<i>Department of Infrastructure</i>	<i>50,000</i>	<i>50,000</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>Complete</i>
<i>Irrigation works - Riverfront/Wotonga Basin</i>	<i>Department of Infrastructure</i>	<i>181,000</i>	<i>181,000</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>Commenced</i>
<i>Jung Peppertree Park Solar Lighting</i>	<i>Department of Infrastructure</i>	<i>20,000</i>	<i>20,000</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>Complete</i>
<i>Mitre Hall Kitchen Refurbishment</i>	<i>Department of Infrastructure</i>	<i>40,000</i>	<i>40,000</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>Complete</i>
<i>Park Drive Upgrade</i>	<i>Department of Infrastructure</i>	<i>180,000</i>	<i>180,000</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>Complete</i>
<i>Quantong Community Centre Roof Repair and Solar panels</i>	<i>Department of Infrastructure</i>	<i>20,000</i>	<i>20,000</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>Complete</i>
<i>Roberts Avenue Curb and Chanel Repairs</i>	<i>Department of Infrastructure</i>	<i>156,000</i>	<i>156,000</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>Complete</i>
<i>Taylor's Lake Hall Ceiling Repair and Energy Efficient Lighting</i>	<i>Department of Infrastructure</i>	<i>12,000</i>	<i>12,000</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>Complete</i>
<i>The Station- Outdoor Activation Project</i>	<i>Department of Infrastructure</i>	<i>189,396</i>	<i>189,396</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>Commenced</i>
<i>Walmer Crossing increase in culvert capacity</i>	<i>Department of Infrastructure</i>	<i>80,000</i>	<i>80,000</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>Commenced</i>
Local Roads & Community Infrastructure (round 2)							
<i>Horsham Nature & Water Play Park</i>	<i>Department of Infrastructure/SRV</i>	<i>2,450,000</i>	<i>350,000</i>	<i>2,100,000</i>	<i>-</i>	<i>-</i>	<i>Commenced</i>
<i>Hamilton Street Pedestrian Bridge</i>	<i>Department of Infrastructure/RDV</i>	<i>2,450,000</i>	<i>1,125,924</i>	<i>1,224,076</i>	<i>100,000</i>	<i>-</i>	<i>Funding Agreement</i>

Finance & Performance Report - 30 September 2021

Application Status of Non-Recurrent Grant Applications

APPENDIX 9.7A

Project	Funding Source	Project Total	Grant	Other Grant Sources	Council Contribution	Other Sources	Project Status / Stage
Municipal Emergency Resourcing Program (MERP) 2020-2024	DELWP	960,000	960,000	-	-	-	Commenced
Municipal Emergency Resourcing Program (MERP) 2020-2024. Additional funding 20-21	DELWP	52,800	52,800	-	-	-	Commenced
Horsham Aerodrome Apron Reconstruction	Department of Infrastructure	285,750	285,750	-	-	-	Commenced
People, Projects, Places - a creative boost for the Wotjobaluk Nations	Regional Arts Victoria	262,000	125,000	-	-	137,000	Funding Agreement
Burnt Creek Industrial Estate	Regional Development Victoria	1,785,800	1,190,533	-	595,267	-	Application
Hamilton Street Pedestrian Bridge	Regional Development Victoria	2,450,000	1,225,000	1,125,000	100,000	-	Application
Destination Horsham - Stay,Play the Wimmera River Way	Regional Development Victoria	506,000	316,000	-	93,000	97,000	Application
Events Horsham	Regional Development Victoria	30,000	30,000	-	-	-	Commenced
Stay West	Regional Development Victoria	100,000	100,000	-	-	-	Commenced
16 Days of Activism Against Gender based violence initiative	MAV	2,500	2,500	-	-	-	Commenced
City to River Stage 1 - Wimmera Riverfront Activation (RDV)	RDV	3,000,000	500,000	1,650,000	850,000	-	Commenced
Roadside Pests and Weeds 2020-2021	DELWP	75,000	75,000	-	-	-	Commenced
Horsham Rural City Council Recycling Education & Behaviour Change Project	Sustainability Victoria	56,800	56,800	-	-	-	Funding Agreement
Horsham Nature & Water Play Park	SRV	2,453,000	2,103,000	350,000	-	-	Commenced
South Horsham Structure Plan Stage 2	VPA	100,000	70,000	-	30,000	-	Commenced
Wimmera Riverfront Activation - a sustainable approach	Sustainability Victoria	241,670	104,510	-	137,160	-	Commenced
Transfer Station Upgrade - waste stream collection points	DELWP	463,000	463,000	-	-	-	Commenced
Work For Victoria	DJPR	1,311,219	1,311,219	-	-	-	Commenced
Youth Week 2021 - VR Escape Room	Youth Affairs	3,800	2,000	-	1,800	-	Commenced
Roadside Pests and Weeds 2021-2022	DELWP	75,000	75,000	-	-	-	Commenced
Pride at the Station	Youth Affairs	6,500	6,500	-	-	-	Application
Community Climate Change - Haven Hall and Horsham College Oval Pavillion	Sustainability Victoria	5,172	5,000	-	172	-	Application
Horsham City Urban Renewal	Regional Development Victoria	132,000	70,000	-	62,000	-	Application
Horsham Regional City Flight Hub EOI	Regional Development Victoria	300,000	240,000	-	60,000	-	Application
Enterprise Industrial Estate Horsham Activation and Development Project	Regional Development Victoria	75,000	60,000	-	15,000	-	Application
Horsham City Urban Renewal	Victorian Planning Authority	250,000	200,000	-	50,000	-	Application
Spark - Arts Engagement Program	Department of Education	333,260	160,160	104,500	68,600	-	Application
		25,756,643	18,639,828	688,540	6,090,479	341,720	
			72%	3%	24%	1%	

Community_Engagement_Report-Stats-GAANT-final Engagement Details

APPENDIX 9.8A

Ref #	Project name	Type	Project Manager	Project Summary	Status	Start Date	End Date	Days	Est. Date to Council	IAP2 Level (Gen. Community)	IAP2 Level (Specific Group)	Public Participation Goal	Promise to the Public	Budget/ Resources	Activities	No of Recorded Engagements	Engagement Notes
1	Community Vision	Legislated/Admin	Faith Hardman	Development of the Community Vision for the Horsham Municipality for the next 20 years.	Finished	25-Jan-21	04-Jul-21	160	23-Aug-21	Consult	Empowerment (Community Panel)	Council will place the final decision making in the hands of the community panel after input and consideration from the broader community	Council will implement the Vision that the Community decides.	\$75,000-\$100,000 including consultants fee	Online Survey, Community Conversations, Community Panel, Submissions via print postcard and printable pages, Submissions via telephone directly to consultants and Displays with postcards and return boxes at YMCA, HRCC, Horsham Regional Library Corporation	956	956 responses to surveys etc but there were multiple questions asked which overall provided 5,369 pieces of feedback
2	Council Plan	Legislated/Admin	Faith Hardman	Development of Council Plan, Asset Plan & Long-term Financial Plan using deliberative engagement processes utilising the panel as recruited for the Community Vision.	Underway	25-Jan-21	27-Oct-21	275	27-Oct-21	Consult	Collaborate (Community Panel)	Council will partner with the community panel in the development of the Plans and involve the broader community to ensure that their concerns and aspirations are understood and considered.	Council will work to incorporate the advice and recommendations of the Community panel in to the final Council Plan, Asset Plan & Long term Financial Plan.	Included with Vision	Online Survey, Community Conversations, Community Panel, Submissions via print postcard and printable pages, Submissions via telephone directly to consultants and Displays with postcards and return boxes at YMCA, HRCC, Horsham Regional Library Corporation	103	Plan was informed by above engagement re the Community Vision and the draft plan has now been provided to the community for feedback. This closed 24 Sep 21 and 3 submissions were received.
3	Health & Wellbeing Plan	Legislated/Admin	Michelle Rethus	Development of Council Plan, Asset Plan & Long-term Financial Plan using deliberative engagement processes utilising the panel as recruited for the Community Vision.	Underway	25-Jan-21	27-Oct-21	275	27-Oct-21	Consult	Collaborate (Community Panel)	Council will partner with the community panel in the development of the Plans and involve the broader community to ensure that their concerns and aspirations are understood and considered.	Council will work to incorporate the advice and recommendations of the Community panel in to the final Council Plan, Asset Plan & Long term Financial Plan.	Included with Vision	Online Survey, Community Conversations, Community Panel, Submissions via print postcard and printable pages, Submissions via telephone directly to consultants and Displays with postcards and return boxes at YMCA, HRCC, Horsham Regional Library Corporation	53	Collaborative workshops have been held. First held 19 April with key health organisations to identify priorities. Workshops then held with intent of brainstorming actions. Staff held 24th June and health organisations held 28th June. Community input through expo at Jubilee Hall (24-29th June) and an online survey was open during expo and approximately 3 weeks after.
4	Asset Plan	Legislated/Admin	Faith Hardman	Development of Council Plan, Asset Plan & Long-term Financial Plan using deliberative engagement processes utilising the panel as recruited for the Community Vision.	Underway	01-Apr-21	27-Oct-21	209	27-Oct-21	Consult	Collaborate (Community Panel)	Council will partner with the community panel in the development of the Plans and involve the broader community to ensure that their concerns and aspirations are understood and considered.	Council will work to incorporate the advice and recommendations of the Community panel in to the final Council Plan, Asset Plan & Long term Financial Plan.	\$18,000 Consultant	Online Survey, Community Conversations, Community Panel, Submissions via print postcard and printable pages, Submissions via telephone directly to consultants and Displays with postcards and return boxes at YMCA, HRCC, Horsham Regional Library Corporation	53	Plan was informed by above engagement re the Community Vision but will go out for community feedback once council have adopted the draft.
5	Longterm Financial Plan	Legislated/Admin	Faith Hardman	Development of Council Plan, Asset Plan & Long-term Financial Plan using deliberative engagement processes utilising the panel as recruited for the Community Vision.	Underway	20-Jun-21	27-Oct-21	129	27-Oct-21	Consult	Collaborate (Community Panel)	Council will partner with the community panel in the development of the Plans and involve the broader community to ensure that their concerns and aspirations are understood and considered.	Council will work to incorporate the advice and recommendations of the Community panel in to the final Council Plan, Asset Plan & Long term Financial Plan.	Included with Vision	Online Survey, Community Conversations, Community Panel, Submissions via print postcard and printable pages, Submissions via telephone directly to consultants and Displays with postcards and return boxes at YMCA, HRCC, Horsham Regional Library Corporation	53	Plan was informed by above engagement re the Community Vision. Only one formal submission was received with respect to the Financial Plan, approximately 50 people engaged with Council at Listening Posts that included the Council Plan, Asset Plan & Financial Plan - no specific issues were raised around the Financial Plan.
6	Rural Road Network Plan	Infrastructure	Krishna Shrestha	Undertake a review of the rural roads to develop a plan to better manage the network. The review aims to: <ul style="list-style-type: none"> Identify important freight connections in the municipality's rural areas Establish a priority farm machinery network, to manage the passage of agricultural implements with reduced potential for conflict with main traffic routes Improve road safety across the rural road network Rationalise the road network where appropriate. 	Underway	08-Apr-21	12-Oct-21	187	TBC	Consult	Collaborate (Community Reference Committee)	Council will partner with the community reference committee in the development of the plan and consult the broader community to obtain public feedback on analysis, alternatives and the plan.	We will work together with the community reference committee to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible and we will keep the broader community informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on the draft plan.	\$50,000 Consultant	Community reference group Upcoming Activities - Draft plan available for comment at Civic Centre and to download - Submissions via online form, email and in writing	65	First round in May, 60 people at 7 rural venues. Second round of engagement took place in August and September 2021. The second round of engagement called for written submissions via form, email, or hard copy. There were 5 submissions. The engagement report has not yet been presented to Council
7	Parking Management Plan	Council Initiative	Luke Mitton	The scope of this project is to review time restrictions across the business district and their locations as well as the locations of all types of parking including disability (DDA), short-term, long-term, loading bays, taxi ranks and long vehicle parking.	Finished	23-Mar-21	02-May-21	40	28-Jun-21	Consult	Collaborate (Community Reference Committee)	Council will partner with the community reference committee in the development of the plan and consult the broader community to obtain public feedback on analysis, alternatives and the plan.	We will work together with the community reference committee to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible and we will keep the broader community informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on the draft plan.	Internal resources and Consultant	CRC meetings, Display in foyer, Pop-up display in Plaza or other central location, Maps and management plan available at Civic Centre and to download from Council website, Submissions via online form, email or in writing, Interactive map online	32	32 submissions from the community, there was also community and stakeholder participation in the Community reference committee

Community_Engagement_Report-Stats-GAANT-final Engagement Details

APPENDIX 9.8A

Ref #	Project name	Type	Project Manager	Project Summary	Status	Start Date	End Date	Days	Est. Date to Council	IAP2 Level (Gen. Community)	IAP2 Level (Specific Group)	Public Participation Goal	Promise to the Public	Budget/ Resources	Activities	No of Recorded Engagements	Engagement Notes
8	Horsham South Structure Plan	Land Use Planning	Stephanie Harder	Horsham South has been experiencing unplanned and uncoordinated development. As a result this has placed pressure on services and infrastructure, created land use conflicts and affected the character of the area. For Horsham South a Structure Plan is needed to ensure that the area develops in a coordinated way. This project is ongoing and over the last 2 years. Stage 2 will involve another two rounds of engagement. The community will be first engaged upon completion of a draft Future Urban Structure Plan, aiming towards Nov 2021. We are about to appoint a consultant to commence stage 2.	Underway	01-Jul-21	30-Jun-22	364	27-Jun-22	Involve		To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	Internal resources and Consultant	Workshops, one on one interviews, pop ups, on line survey	73	For Horsham South – Stage 1 round 2 of engagement took place over April-Sept 2020. Online surveys, submissions and webinars. 50 webinar participants and 23 written submissions / survey results.
9	Councillor and mayoral allowances	Legislated/ Admin	Diana McDonald	To review and determine the level of Mayoral and Councillor Allowances.	Finished	28-Jan-21	03-Mar-21	34	TBC	Consult		To obtain public feedback from the broader community on analysis, alternatives and/or decisions	We will keep the community informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	Existing Internal Resources	Online engagement form for community feedback and submissions. Opportunity was advertised in public notices in newspaper.	24	
10	Pop up parks and parklets	Recreation & Openspace	Fiona Gorman	A temporary park has been installed in Roberts Avenue, providing an urban oasis for residents and visitors. The pop-up park features natural lawn, flower boxes and fixed seating made from recycled materials. The public are invited to provide feedback and suggestions for other potential sites and further activations	Finished	01-Dec-20	30-Jun-21	211	23-Aug-21	Consult		To obtain public feedback from the broader community on analysis, alternatives and/or decisions	We will keep the community informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	Existing Internal Resources	Survey QR code pop-up park location in Roberts Ave Display at Health & Wellbeing Expo held from 24 June - 29 June	148	Overwhelmingly positive response. Survey & feedback results currently being collated. Report to Council on outcomes in Aug TBC Overwhelmingly positive response. Survey & feedback results currently being collated. Report to Council on outcomes in Aug TBC
11	City Oval and Sawyer Park Precinct	Recreation & Openspace	Sue Sheridan	Horsham Rural City Council is planning for the long term future of the Wimmera River Precinct and Central Activity District. The aim is to transform and revitalise the area to make it a more attractive place to live, work, visit and invest in. As a part of this, plans are being developed for the City Oval/Sawyer Park precinct. This will include how this area fits with adjacent precincts.	Underway	11-Jun-21	23-Jul-21	42	01-Nov-21	Consult	Collaborate (Community Reference Group)	Council will partner with the community reference group in the development of the plan and consult the broader community to obtain public feedback on analysis, alternatives and the plan.	We will work together with the community reference group to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible and we will keep the broader community informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on the draft plan.	Existing Internal Resources	Consultation is well underway with the first draft submitted to the group for discussion on 25 March. A number of small group sessions were held then a group meeting again on 8 April to finalise and agree on feedback that will be passed on to Tract to draft the next version. Community Reference Group moved to take version 3 out to public consultation May 6, Council briefing June 7, then community consultation started 11 June.	Still to occur	Expo held from 24 June - 29 June. Continued discussions with Pipe Band, Brass Band and Men's shed. Briefing of State Sporting bodies including AFL, Cricket and Netball. Sport and Recreation Victoria also had a briefing and gave feedback. 29 Sept 21 - Community reference Group have now made the final changes after the Public consultation which ended in July. The concept plan has now had a Q&S and priorities will now be selected by the CRG on 30 Sept 21. A planned council briefing on 11 October 21
12	Hamilton St Pedestrian Bridge	Infrastructure	Sue Sheridan	Construction of a 2.5 m wide steel arch bridge across Wimmera River between Hamilton Street and Waterlink Esplanade for pedestrians and cyclists. Landscaping works and development of walking and cycling paths to connect the bridge with Hamilton Street and Waterlink Esplanade, including lighting.	Finished	11-Jan-21	08-Feb-21	28	17-May-21	Inform		To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	We will keep you informed	Existing Internal Resources	Information released to the public for comment, also visited neighbouring properties. A proposed landscape plan send out and letter to inform of proposed bridge design	198	Comments collated and went to council 17 May 21, release for tender in June. close date of tenders July 21. 6 separate contractors came to site meeting held 17 June. 29 Sept 21 - Preferred tenders interviews have taken place, waiting on funding announcement before we seek council resolution on tender outcome
13	Community Engagement Policy	Legislated/ Admin	Martin Bride	Create a Community Engagement Policy that complies with the LG Act 2020 and meets the needs of the community and HRCC	Finished	15-Dec-20	25-Jan-21	41	14-Dec-20	Consult		To obtain public feedback on analysis, alternatives and/or decisions.	We will listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on the draft policy.	Existing Internal Resources	Draft policy available for comment at Civic Centre and to download, Submissions via online form, email and in writing	9	Nine submissions, raising 40 issues
14	Sunnyside Park Precinct Planning	Recreation & Openspace	David Hwang	Developing a community endorsed precinct plan for Sunnyside. The bulk of engagement will be with a Community Reference Group to develop a draft plan which will then go to the broader community for consultation.	Underway	01-Jun-21	01-Feb-22	245	13-Feb-22	Consult	Collaborate (CRG)	Council will partner with the community reference group in the development of the plan and consult the broader community to obtain public feedback on analysis, alternatives and the plan.	We will work together with the community reference group to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible and we will keep the broader community informed, listen to and acknowledge	Existing Internal Resources	9 Workshops with CRG, Stakeholder interviews, 1 Month of broader consultation in July, (activities will be developed with CRG to include: Surveys, pop-ups)	6	6 Workshops with the Community Reference Group
15	Haven Precinct Planning	Recreation & Openspace	David Hwang	Developing a community endorsed precinct plan for Haven. Will involve deliberative workshops with a CRG (similar to C2R but at a far smaller scale).	Underway	12-Apr-21	02-Jan-22	265	13-Feb-22	Consult	Collaborate (CRG)	Council will partner with the community reference group in the development of the plan and consult the broader community to obtain public feedback on analysis, alternatives and the plan.	We will work together with the community reference group to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible and we will keep the broader community informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on the draft plan.	Existing Internal Resources	12 Workshops with CRG, Stakeholder interviews, 1 Month of broader consultation in July, (activities will be developed with CRG to include: Surveys, pop-ups)	25	10 Community 15 Stakeholders

Community_Engagement_Report-Stats-GAANT-final Engagement Details

APPENDIX 9.8A

Ref #	Project name	Type	Project Manager	Project Summary	Status	Start Date	End Date	Days	Est. Date to Council	IAP2 Level (Gen. Community)	IAP2 Level (Specific Group)	Public Participation Goal	Promise to the Public	Budget/ Resources	Activities	No of Recorded Engagements	Engagement Notes
16	Skate Park Precinct Planning	Recreation & Openspace	David Hwang	Developing a community endorsed precinct plan for the Skate Park. Will involve deliberative workshops with a CRG (similar to C2R but at a far smaller scale). Will involve some preliminary work such as the toilet block and basketball hoop. This will happen ahead of planning proper but has been considered in existing uses.	Underway	24-May-21	25-Dec-21	215	10-Feb-22	Consult	Collaborate (CRG)	Council will partner with the community reference group in the development of the plan and consult the broader community to obtain public feedback on analysis, alternatives and the plan.	We will work together with the community reference group to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible and we will keep the broader community informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on the draft plan.	Existing Internal Resources	3 preliminary pop-ups to engage on Toilet block art and existing use, 7 Workshops with CRG, Stakeholder interviews, 1 Month of broader consultation in July, (activities will be developed with CRG to include: Surveys, pop-ups)	120	Community BBQ Plaza Pop-up Stakeholders Expo Youth Gamers Night
17	Budget 2021-2022 and Revenue/Rating Plan	Legislated/ Admin	Graeme Harrison	Council each year engages with the community on its Annual Budget at the final stages of the budget development process. The engagement seeks to predominantly inform the community on the key matters within the budget but also to seek feedback on any specific aspects of the budget documentation.	Finished	27-Apr-21	04-Jun-21	38	28-Jun-21	Consult		To obtain public feedback on analysis, alternatives and/or decisions.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	Existing Internal Resources	Community group meetings, surveys, Facebook, Website, councillor listening posts, Our Say engagement tools	25	10 submissions and 696 Facebook Budget Q&A, 15 Listening post
18	Council Committees review	Council Initiative	Diana McDonald	Changes to the Local Government Act require Council to review its Committees to bring them into compliance with the act.	Underway	01-Aug-21	31-Oct-21	91	TBC	Inform	Involve (Committee Members)	Information will be provided so the public can understand why the committee structures are changing	Public will be informed about the outcome of the review. Currently conducting Committee Review Meetings with all Committee's who wish to attend to discuss proposed changes. (DMc 29.09.21)	\$7,500	Audit of activities and individual discussion with each community group.	150	Estimate to date 30 x 5
19	Creative Horsham Plan	Council Initiative	Jillian Pearce	The Arts & Culture Plan/Creative Horsham is integral to supporting the goal of Council to develop Horsham and the municipality as a diverse, inclusive and vibrant community. The Creative Horsham Project will identify key strategic directions for Council's involvement and investment in Arts and Cultural activities and assets over the next 3 years linking it across other Council Plans.	Underway	28-Feb-21	21-Mar-22	386	13-Dec-22	Consult	Involve (Committee Members)	Gain insights into community priorities in relation to the Community Vision through Arts and culture and the 5 emerging themes of the Creative Horsham Plan: Participateion, Destination, Venues, Communication & Partnerships	Council and the consultants (Regional Arts Victoria) will work to incorporate the advice and recommendations of the PCG into the final Plan. We will keep the wider community informed and acknowledge any concerns and aspirations during the development of the plan.	\$20,000	Key Stakeholders Meetings, PCG meetings which consists of a wide representation of community members, survey, Public art walk, 5 day input through the community expo, Meeting with the Consultants and the PCG, preparation of a datapack. consultant led 1:1 interviews with individuals, PCG and Council Staff. RAV Creative Industries survey due to close on 30th September.	217	The date for the adoption of the Creative Horsham Plan has been extended into next year due to the impact of the department restructure and recruitment process leading to limited human resources to the project. with the extension to March next year will ensure the 3 new Co-ordinator roles will have input into the current Operational Plans for hte project. Approx 217 people engaged to date through: -PRG Workshops -Horsham Talks EXPO - 43 direct engagements/93 community responses -1:1 interviews conducted by RAV Consultant - 18 Creative Industries Survey - 63 responses as of the 21/9/2021. Closing 30/9/21
20	Greening Horsham - Municipal Tree Strategy	Council Initiative	Enga Lokey	The Tree Strategy identifies five key objectives to improve the community's relationship with Trees and understanding their range of positive impacts. These objectives range from increasing tree canopy and diversity across public land in the Horsham Township, to engaging and educating of the value of trees to encourage better stewardship and valuing of trees.	Underway	01-Apr-21	10-Nov-21	223	10-Nov-21	Inform	Involve (Stakeholders)	Two stages of engagement, one being with stakeholders, the other with the general public. 1) Engagement with key stakeholder to strengthen partnerships and implentation. These internal and external stakeholders are key to the success of the strategy and hence their voices will be reflected in the strategy. 2) The Community will be informed of the intent and purpose of the strategy. Their involvement and buy-in is also key to the strategy, with a key objective focusing on education and engagement.	Key stakeholder perspectives will be heard and considered in the development of the strategy. The community will be informed on the content and intent of the strategy.	Contract Staff Position engaged	Also strong component of IAP2 Consult engagement. Key stakeholder meetings facilitated by Council with the Tree Consultants. General public engaged through the expo and through a variety of media and in-person pop-ups once the strategy was endorsed by Council to go out to the publico. Communcations Plan attached as an appendix to the draft Strategy sent the Councillors. This Plan outlines a 6 week program on face to face and online engagement to raise awareness and allow for feedback.	50 (150 projected)	20 Stakeholders 30 Community @ Expo Expected to have 100 more engagement across the 6 week consultation process.
21	Bike and Walking Paths	Council Initiative	Dave, Enga, Mandy	A need for improved walking and cycling infrastructure has been identified by the community as a priority in multiple Council documents including the Health and Wellbeing Plan, Open Space Strategy, and Urban Transport Plan. This project will produce a Bicycle and Shared Path Plan for the development of new cycling infrastructure and the improvement of current cycling assets resulting in a well organised, connected, safe, accessible and efficient cycling network across the municipality.	Underway	31-Jul-21	30-Mar-22	242	18-Oct-21	Inform	Involve (Stakeholders)	Engagement in the development of the plan is expected to focus on key stakeholders such as VicRoads, internal units such as the Projects and assets team and a refrence group of cyclists. The broader community will also be asked for input in the strategy through understanding barriers and enablers for current users as well those that don't ride but may be interested in the future.	Community input into factors that help or hinder cycling and active transport around Horsham will be heard and reflected through the objectives and actions of the plan.	Existing Internal Resources	To be determined once a consultant is engaged. Could include activities such as stakeholder interviews and community surveys and pop-ups	50 (150 projected)	10 Stakeholders (BAC informed of the process) (50 engagements are preliminary - prior to development of plan) 40 Community @ Expo After a consultation has drafted the bike plan, a 6 week consultation period with the general public is expected with a projected 100 further engagements.

Community_Engagement_Report-Stats-GAANT-final Engagement Details

APPENDIX 9.8A

Ref #	Project name	Type	Project Manager	Project Summary	Status	Start Date	End Date	Days	Est. Date to Council	IAP2 Level (Gen. Community)	IAP2 Level (Specific Group)	Public Participation Goal	Promise to the Public	Budget/ Resources	Activities	No of Recorded Engagements	Engagement Notes
22	Waste- Four Bins	Legislated/ Admin	Jared Hammond	Transition to a 4-bin kerbside waste and resource recovery service, in accordance with State Governments "Recycling Victoria - a circular economy" policy. This will mean a transition to different bin sizes and frequencies for existing services, the addition of a FOGO (food and garden organics) service, and a glass collection service.	Not yet started	01-Jan-22	01-Jan-23	365	TBC	Inform		#1 - To inform the community of an updated baseline service model for kerbside services, and demonstrate how this aligns with state-wide changes in waste & resource recovery services. #2 - To work through potential ratepayer issues associated with the baseline service model, and reconcile these with suitable variations or concessions where appropriate.		\$48,000*	Activities are to be as per the developed communications and engagement plan outline for this project. The final communications plan is required to be conducted in accordance with guidance from State Government, which will be provided upon announcement of grant funding (see notes**).	0	*\$48,000 for an education and engagement officer in 21-22 budget, suggested commencement 1/1/22. **Grant funding application submitted for a further ~\$30k (+ an undefined variable component, up to an additional \$70k), to extend the term of this position and provide for funding additional media publication.
23	Road Management Plan	Legislated	John Martin	The Road Management Plan must be updated every four years. The Road Management Plan establishes the minimum maintenance standards Council aims to achieve in relation to its road network (rural and urban). This includes aspects like: The frequency of inspection of different classes of roads and footpaths; The level of defects at which an intervention is triggered; The response time for different types of defects.	underway	02-Aug-21	10-Sep-21	39		Consult	Involve (Committee Members)	To obtain public feedback on analysis, alternatives and/or decisions.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals	Existing Internal Resources	Public display in Civic Centre foyer, digital and hard copy documents available to the public, submissions via digital and physical means	3	
24	Natimuk Economic and Social Plan	Council Initiative	Annie Mintern	The purpose of the Natimuk Economic and Social Plan is to examine the sustainability of Natimuk. The Natimuk community have ideas to promote their region and the Economic and Social Plan will be a tool to help them bring these ideas to action.	underway	31-Jul-21	30-Apr-22	273		Consult	Collaborate	Council will partner with the community reference group in the development of the project brief. A consultant will be contracted to consult with the broader community and collaborate with the community reference group to obtain public feedback on analysis, alternatives and the plan.	Council and the consultants will work to incorporate the advice and recommendations of the CRG into the final Plan. We will keep the wider community informed and acknowledge any concerns and aspirations during the development of the plan. We will seek feedback from the Natimuk community on drafts and proposals.	\$20,000	Initial targeted community engagement consultation to inform the project brief. Other activities to be identified by consultant.	2	17/8/21 - Initial in person meeting with Natimuk Community members to inform the project brief. 10/9/21 - Online meeting with Community PCG members to discuss the previous Natimuk Community Plan and actions completed. Also reviewed the Project Management Plan draft.
25	Horsham CAD Revitalisation Project	Council Initiative	Evan Burman, Sue Sheridan	The Horsham CAD Framework and Streetscape Plan project will identify opportunities to revitalise the Horsham CAD (Central Activities District) to attract new business activity and people to the town centre. This will be realised through a series of public realm, built form and streetscape interventions that will improve the visual amenity, design quality, vitality and function of the urban environment within the Horsham commercial core.	underway	02-Aug-21	04-Apr-22	245		Consult	Collaborate	Council will partner with the Project Control Group (including external stakeholders) in the development of the plan and consult the broader community to obtain public feedback on analysis, alternatives and the plan.	Council and the consultants will work to incorporate the advice, recommendations and feedback from the PCG and external stakeholders into the final Plan. We will collaborate with the wider community and seek feedback on drafts and proposals and keep them informed and acknowledge any concerns and aspirations during the development of the plan.	\$ 100,000.00	Drop-in sessions, virtual stakeholder sessions, online survey, Social Map, listening posts	15	29 Sept 21 - 'have your say' and survey underway. Due to covid restrictions engagement methods have changed to accommodate the timeframes. and community feedback. Two surveys underway but not complete. Currently the one open to all has 15 responses, the other is for internal stakeholders only.
26	Local Law No.3 Community Safety	Legislated	Robyn Spiller	Council's current Community Local Law will no longer be in effect from 20 December 2021. We must have a replacement Local Law in place by then. HRCC has undertaken a review of Community Local Law 2011. Local laws are the rules for safe and fair use of spaces and to manage things that might be a nuisance. Local laws are about noise, fire and smoke, alcohol in public places, how many pets we keep and how we share public places to name a few.	underway	19-Apr-21	03-Aug-21	106		Consult		To obtain public feedback on analysis, alternatives and/or decisions.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.		Submissions via form, email or in writing. Presence at the livability expo including specific information sessions	283	Submissions could be made through the web form on the "Have Your Say" section of Council's website or in writing, by email or mail. In addition, external stakeholders identified in the community engagement plan for the local law review were invited to and did participate in the Council Expo, Horsham Talks. Horsham Talks was held at Jubilee Hall on Thursday, Friday, Saturday, Monday and Tuesday commencing 28 June 2021. The Expo was attended by 204 people including invited stakeholders and the general public. The general public could view information about the local law review for the opening hours of Horsham Talks on each day of the Expo. A Council officer for the local law review was in attendance at Horsham Talks between 10am and 2pm
27	Implementation of Parking Management Plan	Council Initiative	Project Team	The scope of this project is to implement key findings from the Parking Management Plan including replacement of Meters, changing signage, new accessible parks	Not yet started												
28	Aquatic Centre Accessible Change Room	Council Initiative	Madelein	Details yet to be provided	Not yet started												
29	Public Place Recycling Plan	Council Initiative	Jared Hammond	Details yet to be provided	Not yet started												

ANNUAL REPORT 2020-2021





Accessibility

To receive this publication in another format: telephone (03) 5382 9777 or email council@hrcc.vic.gov.au

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This report is available on the Horsham Rural City Council website – www.hrcc.vic.gov.au or by contacting Council on email council@hrcc.vic.gov.au or telephone (03) 5382 9777

Acknowledgement of Country

The Horsham Rural City Council acknowledges the five Traditional Owner groups of this land: the Wotjobaluk, Wergaia, Jupagulk, 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.

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Cover image: *Nurrabiell* 2021 by local artist Stacey Rees is an acrylic paint on brick mural located in Jos Lane in Horsham's central activity district. The mural was commissioned through the Horsham Rural City Council Public Art Advisory Committee. For the full story see page 42.

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Report of Operations

For the year ended 30 June 2021

Introduction

This Annual Report has been prepared in accordance with the requirements and guidelines of the *Local Government Act 1989*, the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2014*, and acknowledges the legal responsibility to comply with the *Charter of Human Rights and Responsibilities Act 2006* and the *Equal Opportunity Act 2010*.

The report details the achievements and performance of Horsham Rural City Council over the past year, along with the challenges presented, particularly in relation to the ongoing COVID-19 pandemic (page 6-11).

It is an important document that provides a transparent record of Council's activities in meeting its strategic goals and objectives as set out in the Council Plan to ensure that we deliver key outcomes for our community.

Council is committed to transparent reporting and accountability to the community and the Report of Operations 2020-21 is the primary means of advising the Horsham Rural City community about Council's operations and performance during the financial year.

Council Snapshot

City Profile

Horsham Rural City is a regional city in the Wimmera Southern Mallee region of Western Victoria. The Wimmera Southern Mallee is unique in that it encompasses 20 percent of the area of Victoria and only 1 percent of the population. Horsham Rural City has an estimated residential population of 20,018¹ people (2020), a number expected to reach 20,599 by 2036². Approximately three quarters of residents live within the urban area of Horsham.

At the 2016 Census³, Aboriginal and/or Torres Strait Islander people made up 1.5 percent of the population and 87.7

percent of the population were born in Australia, England, India, Philippines, New Zealand and Italy were the most common countries of birth.

Also in 2016, 9,584 people in Horsham were working, with 55.1 percent employed full-time, 33.9 percent in part-time jobs and 4.9 percent unemployed. People aged 65 years and over made up 20.2 percent of population, a figure projected to increase by 2036. This will have implications on demand and accessibility of housing, infrastructure, services and amenities.

Located along the Wimmera River, Horsham is approximately 300 kilometres north-west of Melbourne. The municipality covers an area of 4,267 square kilometres and includes the major centres of Horsham and Natimuk, and the localities of:

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

Horsham is a hub in the Wimmera for health care, niche retail, community services and arts and cultural opportunities. A dryland and broadacre agricultural municipality, Horsham is home to the Grains Innovation Park (a nationally acclaimed agricultural research centre) and quality educational facilities including private and public secondary colleges, a university and an agricultural college. The municipality also has a rich indigenous history and an abundance of diverse natural assets including recreational lakes, wetlands, the Wimmera River, Mount Arapiles (widely regarded as Australia's best rock climbing area) and the Wartook Valley, with the Grampians National Park 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 2020-24 Council Plan, associated Strategic Resource Plan and 2020-21 Budget, set the strategic direction for Council and management and include the indicators that Council uses to deliver key outcomes.

¹ Remplan – www.remplan.com.au

² Victoria in Future 2019 – Population Projections 2016 to 2056 – www.planning.vic.gov.au

³ ABS 2016 Census QuickStats – www.quickstats.censusdata.abs.gov.au

Population: 20,018

Area: 4,267 square kilometres

Number of Council Employees: 197.48 FTE

Number of Councillors: 7

Rates and Charges Revenue: \$24,899,000

Total Revenue (including grants): \$59,695,000

Municipal Charge: \$274

Garbage Charge: \$270/\$421

Major Employment Sectors:
 Health and social assistance
 Retail
 Construction
 Agriculture, forestry and fishing
 Education and training
 Accommodation and food services
 Public administration and safety

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, our liveability, and natural environment

Values

- | | | |
|----------|------------|-------------|
| Caring | Honest | Passionate |
| Fair | Inclusive | Progressive |
| Flexible | Innovative | Reliable |
| Friendly | Open | |

Fast Facts



12,642
rateable properties



7,753 tonnes of waste and **1,544 tonnes** of recycling collected from kerbside bins



2,989
footpath and road issues resolved



98.25 percent
early childhood immunisation rates for 12 to 15 month age group (figure at 31 March 2021)



\$358,820
in grants and donations provided to not-for-profit groups



2,977 kilometres
of roads maintained



6,109 online service requests responded to



1,700
trees planted



157 animals
rehomed

Mayor's Message

On behalf of fellow Councillors and staff, I am pleased to present Horsham Rural City Council's 2020-21 Annual Report.

Of course, the effects of the COVID-19 pandemic have been profound. Council's office and outdoor staff made unprecedented changes to the way we operate to ensure continuity of services while ensuring the safety of other staff and the community at large.

There has been plenty to learn in the first year of our new Councillor group.

Virtual Council Meetings were held online for the first time ever, a significant shift in meeting procedure but also opening up the meetings to a greater audience with the ability to view the meetings remotely but possibly at the same time disconnecting with some others.

It's been a year where we've had to take the good with the bad, and remain thankful for the lifestyle that's on offer in our region.

Pandemic response

Parts of our community have been affected by the restrictions more than others. Some businesses and individuals have thrived, while others have had it tough. It was terrific to see businesses hit hardest by lockdowns given financial and logistical support (pages 10, 34-35).

An example was the ongoing rollout of outdoor dining infrastructure for hospitality businesses. Council managed more than 30 projects with funding sourced from the Victorian Government and Council's own COVID-19 support program, with a combined total in excess of \$1 million.

Among the permanent installations were wind barriers, planter boxes, shade structures, street furniture and servery windows across Horsham, Natimuk, Wartook and Dadswells Bridge.

A staple of the Council Budget is our Community Development Grants Program. This year \$359,000 was delivered into the local community and economy. The local expenditure resulting from this Council support will provide a timely stimulus to our not-for-profit sector (pages 30-33).

Horsham Talks

A major strategic highlight for the year was the ongoing development of the 2041 Community Vision (pages 58-59). The Community Vision reflects the community's hopes, aspirations and priorities for the next 20 years, directly informing Council's other strategic documents including the Council Plan, Health and Wellbeing Plan, Asset Plan and Long-term Financial Plan.

The Vision was created not by Council, but an independent Community Panel. An invitation to join the Panel was sent to every household across the municipality and more than 90 expressions of interest were received.

From these, 36 participants were selected by independent consultancy firm i.e. Community, which ensured the demographics were evenly represented. The number of participants reduced to 26 when meetings were rescheduled due to pandemic restrictions.

The Panel nevertheless managed to hold its face-to-face sessions over three Sundays at Horsham Town Hall.

To inform the Panel's deliberations, wider public engagement was undertaken between February and May to gather feedback from the community under the banner of Horsham Talks. This involved online engagement, face to face pop-up sessions, surveys and community conversations, with 937 responses received.

All involved must be commended for taking a proactive role in shaping our future.

Strategic milestones

It was very much a year for long-term planning. We also adopted a new Community Engagement Policy and a new Parking Management Plan was developed to modernise and enhance the way we access Horsham's central activity district (page 44). Much work was also done in capturing the community's feedback on the proposed redevelopment of the City Oval and Sawyer Park precinct (page 50).

Thank you

I would like to thank all residents for their enthusiasm for our many engagement projects, patience, kindness and willingness to comply with state and federal directions during the COVID-19 pandemic.

As restrictions ease, we will have to adjust to a new way of living, working and communicating.

Thank you and well done to our 273 staff for providing essential services to our communities during the COVID-19 pandemic.

I have enjoyed working with fellow Councillors and staff at Horsham Rural City Council, and it has been a real privilege to serve the community.



Cr Robyn Gulline

Mayor

Chief Executive Officer's Message

It has been another busy year with staff working hard to deliver services to ensure our communities are supported in all areas of their lives, especially in the face of COVID-19.

In 2020-21, we delivered an operating surplus of \$3.1 million, against a predicted deficit of \$1.25 million. There were no new borrowings and we secured \$22.1 million in grants and invested \$15.2 million in capital works.

COVID-19

For the second consecutive year, COVID-19 certainly threw challenges in our direction. The main task was keeping up with advice, which was changing daily as the risk of COVID-19 repeatedly eased and then escalated in Victoria. I am proud of the way our organisation adapted to change and was able to lead by example and support others in the community. Staff have risen to the challenge and embraced new ways of working, communicating and staying connected (pages 6-11).

An integral part of our year was the addition of 28 staff under the Working for Victoria program. This is a Victorian Government initiative in which organisations may apply for funding to hire staff to fulfil roles that directly or indirectly contribute to the State's ability to address the pandemic. We thank our Working for Victoria staff for their contributions to our community.

Council Election

A highlight of the year was the Horsham Rural City Council elections. We had six new Councillors and one returning elected member. The new Councillors hit the ground running with several complex decisions coming before them in the first few weeks of their election (page 14).

Operations

A significant challenge faced by the community was December's tornado which damaged about 100 houses in Horsham's North with winds reaching 177 kilometres an hour. Council was a part of the prompt and unified emergency response with clean-up of fallen trees and extra kerbside collections taking place. Council's building inspectors also played a part with assessments of the damage (page 60).

Another major challenge was a fire at the Dooen Landfill in December which forced the closing of public access to the site for the rest of the year (page 62).

During May, Horsham welcomed Deputy Prime Minister Michael McCormack who turned the first sod to start construction on the widening and sealing of shared pathways along the city's riverfront. This was the first of the much-anticipated City to River projects to get underway (pages 50, 56).

Another operational highlight was the beginning of construction on the Wimmera Agricultural and Logistics HUB. More businesses are looking to start up or expand in the Wimmera. To help meet the demand, we are developing an industrial park close to the Dooen freight terminal. With infrastructure such as heavy vehicle roads and site works taking shape, blocks of land are already attracting interest from the market (page 49).

Another operational achievement happened on rural roads at Lower Norton and Bungalally where Otta Seals – a revolutionary method of sealing gravel roads was successfully piloted. The ongoing success of these trials will allow for more low traffic volume roads to be upgraded.

While most of our office based staff have continued working from home for the majority of the past year, our operations team has been diligently getting on with essential construction, maintenance and waste management tasks to maintain the amenity and safety of our community (page 11).

I am also proud of the health and wellbeing services delivered under challenging circumstances. The Kalkee Road Children's and Community Hub went above and beyond to continue providing the quality early years and immunisation services our community requires (page 8).

Local Government Act

We welcome changes to the local government sector that strengthen transparency and accountability. As an organisation, a lot of work and training is done to communicate the importance of acting ethically, responsibly, and with integrity in the workplace.

The new *Local Government Act 2020* has co-existed with many of the provisions within the former Local Government Act across the past 12 months and will continue to do so into 2022. I thank all who have contributed to the ongoing transition to the new Act (pages 52-54).

Community relations

Council continues to provide information across a range of channels and platforms, both traditional and digital. Multimedia and video output increased during 2020-21, and an email newsletter was launched, providing news on Council's services, activities and events.

Results from the yearly Community Satisfaction Survey show Council improved in all core measures. This was a welcome change in trend and I look forward to seeing the improvement continue (page 84).

Thank you

I wish to thank our Councillors for their leadership, respect and professionalism. I'd especially like to acknowledge their work to implement changes to Council policies and plans to comply with the new Act.

I also thank all our staff for going above and beyond in 2020-21. It has been an honour to lead this organisation and see our workforce adapt in such a positive and proactive manner. I thank everyone for their valuable contribution.



Sunil Bhalla

Chief Executive Officer

Description of Operations

Horsham Rural City Council is responsible for more than 70 services to the community ranging from emergency, community, arts, culture and recreation to matters concerning economic development, governance and finance. 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 and four year outcomes and priorities to further improve services and facilities are described in the 2020-24 Council Plan and associated 2020-21 budget, and reported upon in the Performance section of this document (page 64).

The delivery of services, facilities, support and advocacy to achieve the Strategic Objectives is measured by a set of service performance indicators and measures (pages 64-79). Council also has a wide range of responsibilities under Victorian and Australian legislation.

Economic factors... the coronavirus pandemic

The coronavirus (COVID-19) emergency continued to be the most significant economic factor faced by Horsham Rural City Council this year. COVID-19 has presented many challenges for Council, businesses and organisations within our local community and across the world.

Throughout 2020-21, Council continued to close some services during periods of lockdown and staff who could work remotely continued to do so. Staff, Councillors, businesses and organisations had previously made significant changes to the way they operated which ensured continuity of services and the safety of our community remained.

Council continued to be mindful of the role it plays in looking after vulnerable members of the community and in sustaining economic activity by maintaining "business as usual" as much as was physically possible.

This section provides a summary of how Council continued to respond to COVID-19 during 2020-21.

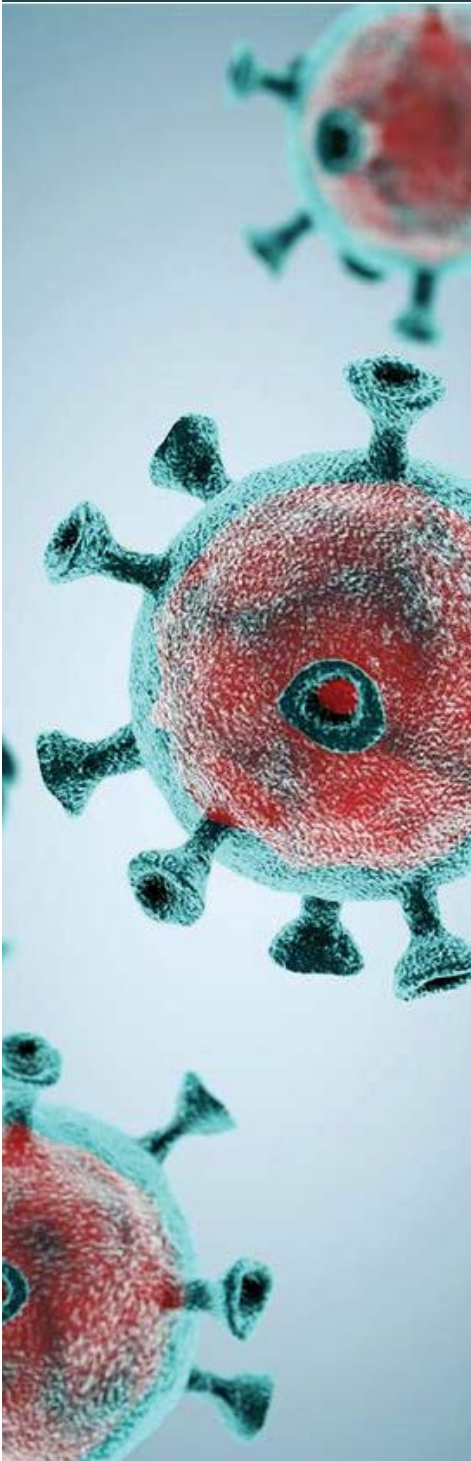
Business Continuity Plan

Council's Business Continuity Plan has continued to be activated by the Chief Executive Officer this year in response to the COVID-19 pandemic.

The Business Continuity Team is the central point for decisions in relation to business functions, internal and external communications and health and safety, providing the ability to respond to the ever-changing COVID-19 environment.

As restrictions change, the Business Continuity Team continues to meet to ensure that Council not only maintains a COVIDSafe workplace, but also to ensure that community facilities such as parks, playgrounds, skate parks and barbecues are closed and opened in line with restrictions, and that Council's social media, website and newspaper communications are kept up to date with the latest information.

The Business Continuity Team will continue to monitor the ever-changing restrictions and react as necessary until we reach a "COVID-normal" state.



Employment Impacts

The COVID-19 environment and a series of associated restrictions and lockdowns, of varying length, continued to present Horsham Rural City Council with challenges throughout 2020–21. Management worked carefully to ensure that no paid staff were stood down, doing this in a cautious and economically responsible manner. Those staff whose work was most directly impacted by the pandemic were able to be redeployed into roles that were currently vacant or would otherwise have been undertaken by external contractors and consultants. Some also utilised outstanding leave balances.

Turnover and recruitment of staff continued without interruption throughout the various lockdowns, and grew exponentially with the implementation of the State Government Working for Victoria program, in which 28 fixed-term six-month positions were filled. Working for Victoria was created with a focus on creating additional employment opportunities for people who had lost their jobs, or been significantly impacted by the pandemic.

In most instances, interview and selection processes moved smoothly online. The greatest challenge associated with recruitment was ensuring that effective workplace induction occurred, given many new recruits were required to work at home from the time of commencement and to be supervised by colleagues also working from home. Despite some Working for Victoria employees working as little as two to three days from the office, the program has been a great success with many high quality staff employed, making significant contributions to the work of the organisation.

Council has been very conscious of the mental health and associated impacts on staff due to COVID-19. While outdoor staff continued to largely work as usual, they were placed under increased scrutiny by the public, careful to observe if relevant restrictions and requirements were being upheld.

Some staff were also anxious about continuing to work alongside others and being in the public domain and therefore potentially at higher risk of contracting COVID-19. Most indoor staff had to adjust to working from home, new technology, physical isolation from colleagues, balancing/separating work and family life, and other issues.

Special efforts were made to engage/connect with staff in the early period of the pandemic and also as they transitioned to new (and unfamiliar) workplace arrangements. The services of the Employee Assistance Program (EAP) were heavily promoted throughout the year, although they too were greatly impacted by the COVID-19 restrictions, and on-site and face-to-face counselling services were unable to take place for much of the year. The EAP provider, Converge International, provided a range of high-quality print resources, some of which were distributed with the monthly staff newsletter, along with some webinar opportunities focusing on various coping strategies. The counsellor engaged to provide the service remained on-call and accessible by telephone and also utilised time to make proactive introductory calls to new staff.

The impacts and interruptions of the COVID-19 pandemic remain ongoing and continue to challenge staff. Indoor staff have had the opportunity to consider how they might like to continue working in the future, with a high proportion of applications for continuing work from home arrangements (of varying degrees). The re-introduction of restrictions on workplace attendance numbers towards the end of the reporting period has, however, over-ridden those local arrangements for the time being.

It appears that 2021-22 will be another challenging year in the workplace, however, the successful pandemic-related learnings from the experience of 2020-21 places the organisation in a strong position to cope and to continue providing a high level of service delivery to the community.

COVID-19 Support Package

The table below provides a summary of the COVID-19 Support Package provided by Council.

COVID-19 Recovery/ Summary Strategy	Actual Support Allocated 2020-21 \$
Discover Your Own Backyard	25,000
Digital Horsham	6,500
Love Your Community	74,500
Conferences Marketing Package	20,000
Grampians Resident Attraction Strategy	10,000
Business Sustainability	20,000
Community Health and Wellbeing	13,000
Stronger Business Grants*	83,098
Arts and Events Activation*	85,790
Recreation and Community Recovery*	75,800
Community Grant Additional Allocation	50,000
Health and Wellbeing Grant Stream*	20,877
Business Fronts Grants	86,418
Total	570,983

*Specific grant details are provided on pages 34-35.

Economic factors... the coronavirus pandemic



Occupational Health and Safety

Throughout 2020-21, Occupational Health and Safety (OHS) staff have played an active and ongoing role in ensuring staff compliance with COVID-19 restrictions and associated requirements and workplace adjustments. This has been particularly critical in relation to those staff in the Operations Department, who continued their forward-facing and onsite duties throughout the pandemic. It was necessary to oversee many adjustments and provide ongoing advice and support to ensure staff compliance, and this has occupied a considerable amount of OHS staff time. Similarly, the many internal/indoor staff who were required to work from home throughout much of 2020-21 needed considerable support for the adjustment and other advice and assistance. The OHS implications of COVID-19 have been managed well and this is apparent through the smooth and uninterrupted provision of works and services throughout the challenging 2020-21 period, and the absence of any workplace-initiated pandemic-related personal health and wellbeing issues for staff or Council stakeholders.

Community Safety

The Community Safety Unit has continued to be proactive in their response to a range of issues arising within the community as a result of COVID-19.

An educative approach, along with following up on registration compliance, has resulted in a reduced number of complaints regarding dogs at large and dog attacks compared to last year at the beginning of the pandemic.

The Community Safety Unit has been responsive to nuisance complaints such as barking dogs and neighborhood complaints. As people are at home more during COVID-19 restrictions, they are becoming increasingly aware of nuisances and want them resolved.

Partnership agreements are now in place with three animal rehoming groups which have been able to increase rehoming numbers and reduce domestic animal euthanasia rates.

Early Years Programs

Continuing COVID-19 regulation changes have delivered many challenges for our family centered services. Much of the work of the maternal and child health, immunisation and supported playgroup teams rely on face-to-face contact with parents, carers and children on a daily basis.

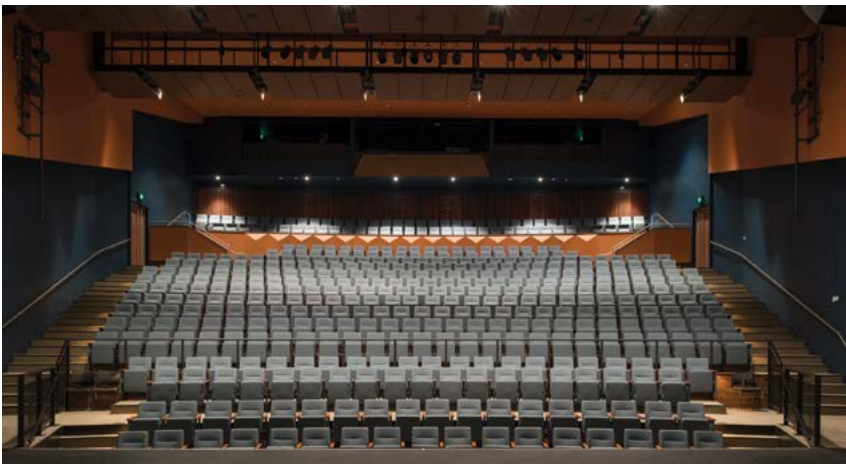
Immunisation is an essential service and our program has been adapted to provide a COVIDSafe environment. An online booking service has been implemented, where families can book an appointment time. In addition to maintaining our high level of scheduled vaccinations, influenza vaccinations have also been administered to two-thirds of eligible children aged between six months and four years in the municipality. All families are screened on arrival, and parents are now offered the ability to weigh their children at the immunisation session.

The Maternal and Child Health new parents group has moved in and out of virtual platforms this year.

Initiatives such as online immunisation bookings have been well received and we plan to continue to offer this service in the future.

The supported playgroup has been delivered in a variety of methods over the past year including virtually. The playgroup page on the Council website has been updated to include clear information for families in relation to playgroup and activity options.

We look forward to welcoming families back to the Kalkee Road Children's and Community Hub when it is safe to do so.



Horsham Town Hall

Restrictions on gatherings, travel bans and closure of venues due to COVID-19 have had a major impact on the operations of the Horsham Town Hall over the past 12 months. The pandemic continues to have a devastating impact on the performing arts industry, however, planning is well underway for new and innovative programming as we contemplate recovery, and staff have worked hard behind the scenes to advocate for support across the sector.

The venue was closed to the public for approximately five months in 2020, requiring venue staff to be redeployed to other programs within Council. The Horsham Town Hall team returned to the venue in December 2020 and although the task to re-program, re-schedule and promote in an environment of uncertainty was challenging, the public confidently and enthusiastically embraced and attended the shows on offer.

Horsham Regional Art Gallery

The past 12 months have again seen a disrupted program delivered through the Horsham Regional Art Gallery due to the ongoing impacts and closures to the venue as a result of COVID-19. Despite this, staff have successfully managed to pivot some elements of the programming to online. This has worked particularly well for our education programs such as the Arts Club, After School and School Holiday Programs.

Some online delivery will continue to feature in the education program to extend access and reach into the future.

Further details in relation to education programs and exhibitions conducted in the past 12 months can be found on page 41.

Volunteers

Council relies on volunteers to support and enhance a range of services and programs. Whilst COVID-19 restrictions made it necessary to place many of our volunteer programs on hold, we are pleased to report that volunteers have returned in a limited capacity at the Horsham Regional Art Gallery, Horsham Town Hall and the Multiple Birth Families Support Program.

At the end of 2020, we said goodbye to our valued Meals on Wheels volunteers and this volunteering option can now be accessed through the Centre for Participation.

Council looks forward to welcoming back more of its valued volunteers once COVID-19 restrictions have been further eased, and we encourage those who might be interested to register through the Council online volunteering portal or by contacting Council on email council@hrcc.vic.gov.au or telephone (03) 5382 9777.

Financial Hardship Support

Council has adopted a COVID-19 Rates and Charges Financial Hardship Policy. The purpose of the policy is to provide guidance for the collection of rates and charges where an individual or business is experiencing genuine financial hardship due to COVID-19.

Customers experiencing hardship in paying their rates have the option of establishing an interest-free payment plan or deferment to assist in meeting their financial obligations.

In addition to this policy, Council appointed a Financial Hardship Officer in April 2020 for a period of nine months. The position ceased in December 2020.

The Financial Hardship Officer provided assistance to customers, community groups and businesses experiencing hardship during COVID-19. It was a single contact point for anyone needing more time to settle Council rates and other charges including animal and health registrations, infringements and commercial leases.

During the nine month period that the Financial Hardship Officer position was in place, 128 requests for hardship were received, with each case individually assessed and the outcome tailored according to need.

The COVID-19 Rates and Charges Financial Hardship Policy is available on the Horsham Rural City Council website - www.hrcc.vic.gov.au or by contacting Council on email council@hrcc.vic.gov.au or telephone (03) 5382 9777.

Economic factors... the coronavirus pandemic



Business Development and Tourism Support

The Business and Community COVID-19 Support Package delivered projects that made up Council's direct financial contribution of \$484,000. Further projects were also developed to support businesses through the Local Council's Outdoor Eating and Entertaining program (\$600,000). Highlights from these two programs are provided below.

Stronger Business – Love Your City

The "Love Your City" banner project was developed in response to local photographer Rachel Deckert (Bella Madre) and her callout on social media to families, individuals and pets to be photographed during the first stage of the pandemic lockdown.

In partnership with Rachel, Council sought permission to display these images in the Central Activity District. With solid enthusiasm and excitement, 38 flags were commissioned. The participants' demographic included local Wotjobaluk and culturally diverse families aged from six months to 80+ years.

With the purpose to encourage the statement "Together We Are Stronger" these flags are a reminder of our community's resilience during 2020 and beyond.

Stronger Business Outdoor Dining – Proposals

Many businesses have benefited from permanent and non-permanent infrastructure such as tables, bench seats, wind barriers, umbrellas, planter boxes, heating and awnings installed within the Central Activity District and outlying hospitality businesses in the municipality.

Council's Building Services and Project Manager worked closely with businesses who required permits to ensure this process was fast-tracked.

Other initiatives facilitated by Council which provided direct support to businesses this year were:

- Stronger Business Fronts Submissions
- Business Fronts Upgrade Grant Stream
- Arts and Events Activation Grant Stream
- Recreation and Community Recovery Grant Stream
- Health and Wellbeing Grant Stream
- Business Newsletter.

The Stronger Business Fronts Upgrades grant stream was fully expended in support of improvement to the business visual appeal such as signage, landscaping and merchandising.

Funding was very much welcomed by the businesses involved and they appreciated Council support towards improving their business appearance.

Virtual Council Meetings

In response to the COVID-19 pandemic, temporary provisions were inserted in the *Local Government Act 2020* to allow Councils to conduct their meetings virtually.

Council welcomed these changes and the first online Council meeting was held on 11 May 2020. At that meeting, Council adopted the Temporary Measures for Conduct of Virtual Council Meetings Procedure, allowing Council to continue to represent the community and make critical decisions by providing guidance to Councillors and Council staff in accordance with the new legislation.

These provisions have been extended twice by Parliament and will expire on 27 April 2022. There has since been support for virtual meetings to be made permanent by Councils, after having experienced the flexibility these temporary provisions provide.

Councillors and Council staff are required to continue to act in accordance with the Councillors Code of Conduct, *Local Government Act 1989*, *Local Government Act 2020*, *Local Law No 1 Governance (2016) Meeting Procedure* and other Acts and policies.

Over the last financial year, there were 16 Council meetings held (including one statutory meeting and several additional Council meetings) with five successful online Council meetings conducted.



Due to COVID-19 restriction requirements, public attendance was not permitted at seven Council meetings, however, a public gallery was able to attend three meetings with numbers limited in line with COVIDSafe Guidelines.

This year, Council meetings have been livestreamed on the internet with a link provided on the Horsham Rural City Council website. This was enabled by Council's Information Technology team who have continued to support the many changing requirements of Victoria's lockdowns and restrictions, enabling professional recordings to be streamed live to the public. It is pleasing to report there has been a continued increased level of attendance at Council meetings via these means by community members and staff.

Public Question Time has continued throughout this period, with the Chairperson reading the questions submitted and responses provided by the Chief Executive Officer or another delegated person.

Council meeting details are available on the Horsham Rural City Council website – www.hrcc.vic.gov.au or by contacting Council on email council@hrcc.vic.gov.au or telephone (03) 5382 9777.

Outdoor Operations

Council's outdoor operations crews have generally operated consistent with normal practice, with relatively minor changes due to COVID-19 and its restrictions.

The following outdoor operations have continued to be provided at near-normal levels during this time:

- Garbage collection, landfill and transfer station operations
- Road construction and maintenance
- Parks and gardens preparation and maintenance, although the level of service was reduced during periods that sportsgrounds were unable to be used, for example, mowing frequency reduced
- Horsham Regional Livestock Exchange operations.

A key limitation with the Livestock Exchange has been a restriction on members of the public and store buyers to attend sales. Whilst restriction levels have varied in accordance with the prevailing rules, general public access was precluded for most of the year. This was especially challenging as many farmers wanted to take the opportunity to experience the sales under the new roof with its improved conditions. It is important to note that, whilst the public will be able to attend sales whenever possible, there is a heightened risk of COVID-19 impacts due to the importance of maintaining throughput of animals for the meat processing industry.

Other measures Council has continued to operate during the COVID-19 pandemic have included:

- Increased cleaning and sanitisation program introduced in 2020 has been continued at priority sites.
- Installation and removal of signage restrictions at different facilities as restrictions varied.
- Safe working plans to manage physical distancing of work crews, including in vehicles.

A range of contractors provide assistance with Council's operations programs. These contractors are required to have COVIDSafe measures in their OHS plans. This is especially important for works undertaken by contractors from Melbourne and other COVID-19 hotspots.

Major Capital Works

This year, Horsham Rural City Council spent **\$15,225,020** on capital works throughout the municipality. The table below provides details of some of the capital works projects that Council funded during 2020-21.

Road Infrastructure Construction	Amount (\$)
Horsham	1,660,440
Rural	2,541,441
Roads to Recovery Program – Rural bridges	55,452
Roads to Recovery Program – Rural roads	1,023,176
Roads to Recovery Program – Urban roads	295,468
Other	
Aerodrome Runway Improvements	87,358
Aquatic Centre Indoor Pool Concourse Replacement	179,480
Aquatic Centre Entrance Ramp	98,904
Art Purchases	29,012
Basketball Building Kitchen Works	35,251
Botanical Gardens Pathways	80,753
Civic Centre Improvements	121,720
Community Halls Solar Roofing	51,198
Horsham College Rosebrook Sports Pavilion Painting External Infrastructure	26,200
Horsham Community Sports Pavilion Drainage Construction	28,731
Horsham Regional Livestock Exchange Completion Solar Roofing	583,623
Horsham Regional Livestock Exchange Effluent Disposal System	11,197
Horsham Town Hall Air Conditioning Works	58,724
Horsham Town Hall Fly Lines	112,818
Horsham Town Hall Gallery Reveal Room External Door	29,670
Horsham Town Hall Lighting	39,863
Horsham Town Hall Vic Digital Resources Fixed	54,443
Miscellaneous Buildings Works	38,289
Miscellaneous Recreation Works	13,636
Mitre Hall Kitchen Painting and Improvements	45,277
Natimuk Memorial Hall Cladding Replacement Infrastructure	26,116
Natimuk Preschool Foundation Slab and Plumbing	20,031
Nexus The Station Refurbishment	51,198
Off Street Car Parks	23,345
Plant and Equipment Replacements	2,133,275
Playgrounds Refurbishment	29,801
River Crossing Improvements	85,682
Rural Parks Improvements	14,521
Sporting Facilities Refurbishments	61,578
Taylors Lake Hall Ceiling, Painting and Improvements	18,740
Walking Paths Lighting	223,474
Works in Progress (projects under construction)	4,719,085
Other Works	516,050
Total	15,225,020



Major Changes

COVID-19

Throughout 2020-21, Council continued to close some services during periods of lockdown and staff who could work remotely continued to do so. Staff, Councillors, businesses and organisations had previously made significant changes to the way they operated which ensured continuity of services and the safety of our community remained (pages 6-11).

Home Support Services

In January 2020, Council made the in principle decision to exit Home Support Services, resolving to seek expressions of interests from agencies to deliver services that Council was delivering (HACC PYP and Commonwealth Home Support Programme), before making a final decision. The Expression of Interest process was completed in May 2020, and with Grampians Community Health recommended to be the new contractor, Council resolved to exit the service. The service with Grampians Community Health commenced as a provider on 1 January 2021 and all clients and staff who were interested in moving to the new service were able to do so.

Major Achievements

- Implementation of the *Local Government Act 2020* including adoption of Governance Rules, Public Transparency Policy, Community Engagement Policy, Gifts, Benefits and Hospitality Policy and Revenue and Rating Plan (pages 52-54).
- Election of new Council including candidate training, adoption of Councillor Code of Conduct (page 16) and Councillor induction processes
- Comprehensive review of Community Local Law 2011 (No 3 and the amendment No 4) (page 87)
- Development and deployment of new intranet and Councillor portal (page 57)
- Progression of Rural Councils Corporate Collaboration Project in procurement processes (page 57)
- Refurbishment of Civic Centre Customer Service foyer (page 51)
- Development of plans (concept and schematic) for the City to River Stage 1 (Riverfront Activation) (page 50)
- Consolidation of Visitor Information Services with Horsham Town Hall (page 45)
- Decision in relation to Future model for Aged and Disability Services (see Home Support Services on this page)
- Delivery of \$484,000 COVID-19 Support Package and \$600,00 Outdoor Dining Program (pages 10, 34-35)
- Successful response to COVID-19 challenges to ensure continuity of Council business operations and the safety of staff and the community (pages 6-11)
- Completion of indoor and outdoor works at The Station (formerly Nexus) to activate this important youth facility (page 43)
- Preparation of draft Asset Plan as part of deliberative engagement with the Community Panel
- Preparation of a draft 10-year Capital Works Plan to inform Council's Long Term Financial Plan
- Completion of asset data capture and modelling of long term asset renewals requirement to inform the Asset Plan and Long Term Capital Plan
- Completion of roofing project at the Horsham Regional Livestock Exchange providing many benefits, especially in relation to animal welfare and increased sale values (further details in 2019-20 Annual Report)
- Adoption of Zero Carbon Plan (Zero Net Emissions Plan) (pages 55, 61)
- Community consultation on the Rural Road Network Plan (page 48)
- Adoption of Social Infrastructure Framework (page 48)
- Implementation of Horsham Urban Transport Plan (page 48)



Mayor Cr Robyn Gulline
First elected: 24 October 2020
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robyn.gulline@hrcc.vic.gov.au



Cr Di Bell
First elected: 24 October 2020
 0437 949 186
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Cr David Bowe
First elected: 24 October 2020
 0437 894 605
david.bowe@hrcc.vic.gov.au

Our Council

Horsham Rural City Council has seven Councillors elected every four years by the residents of the municipality. Voting is conducted via postal vote, with the most recent election held on 24 October 2020.

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

The seven Councillors are the elected representatives of all residents and ratepayers across the municipality. They have responsibility for setting the strategic direction for the municipality, policy development, identifying service standards and monitoring performance across the organisation.



Cr Penny Flynn
First elected: 24 October 2020
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penny.flynn@hrcc.vic.gov.au



Cr Claudia Haenel
First elected: 24 October 2020
 0437 972 592
claudia.haenel@hrcc.vic.gov.au



Cr Les Power
First elected: 22 October 2016
Re-elected: 24 October 2020
 0419 922 687
les.power@hrcc.vic.gov.au



Cr Ian Ross
First elected: 24 October 2020
 0409 330 603
ian.ross@hrcc.vic.gov.au

Meetings of Council

Council conducts open public meetings on the fourth Monday of each month (third Monday in December) at the Civic Centre at 5.30pm. Members of the community are welcome to attend these meetings and observe from the gallery.

The purpose of Council meetings is to enable elected members to make critical decisions about the future of our municipality on behalf of the community. Council meetings also provide an opportunity

for community members to raise questions during Public Question Time. Public questions must be submitted in writing by 5pm on Fridays prior to Council meetings.

Traditionally, Council meetings have been held in the Council Chamber, with members of the community welcome to attend and observe from the gallery. With the continuation of lockdowns in 2020-21 due to COVID-19, Council meetings were once more a combination of face-to-face and online meetings.

In 2020-21, Horsham Rural City Council held 16 Council meetings. This included 11 face-to-face meetings in the Council Chamber and five online Council meetings streamed live on the Council website www.hrcc.vic.gov.au. Audio recordings were made available following all meetings (pages 10-11).

During this period, 24 questions were submitted to Public Question Time.

The following table provides a summary of Councillor attendance at Council meetings for the 2020-21 financial year.

Councillor	Scheduled Council Meeting Attendance	Additional Council Meetings Attendance	Total
Cr Pam Clarke (2020)	4	1	5
Cr David Grimble (2020)	4	1	5
Cr Alethea Gulvin (2020)	4	1	5
Cr Josh Koenig (2020)	4	0	4
Cr Mark Radford (2020)	4	1	5
Cr John Robinson (2020)	4	1	5
Cr Di Bell (2021)	7	3	10
Cr David Bowe (2021)	8	3	11
Cr Penny Flynn (2021)	8	3	11
Cr Robyn Gulline (2021)	8	3	11
Cr Claudia Haenel (2021)	8	2	10
Cr Les Power (2020 and 2021)	12	4	16
Cr Ian Ross (2021)	8	2	10

Council Briefing Meetings

Council Briefing meetings are generally held on the first and second Monday of each month, excluding January. These meetings provide an opportunity for Councillors to consider, discuss and provide feedback on reports

prepared by Council Officers prior to them being finalised and presented to a formal Council meeting.

These meetings are closed to the public, however, time is allocated at each meeting for community groups to meet with Councillors and senior staff to discuss their issues and concerns.

In 2020-21, 32 Council Briefing meetings were held, including 15 face-to-face meetings and seven online meetings.

The following table provides a summary of Councillor attendance at Council Briefing Meetings for the 2020-21 financial year.

Councillor	Council Briefing Meeting Attendance	Councillor	Council Briefing Meeting Attendance
Cr Pam Clarke (2020)	9	Cr Di Bell (2021)	23
Cr David Grimble (2020)	7	Cr David Bowe (2021)	23
Cr Alethea Gulvin (2020)	5	Cr Penny Flynn (2021)	23
Cr Josh Koenig (2020)	6	Cr Robyn Gulline (2021)	23
Cr Mark Radford (2020)	9	Cr Claudia Haenel (2021)	22
Cr John Robinson (2020)	5	Cr Les Power (2020 and 2021)	31
		Cr Ian Ross (2021)	18

Our Council

Councillor Code of Conduct

The *Local Government Act 2020*, section 139 requires each Council to review and adopt a Councillor Code of Conduct within four months after a general election. Horsham Rural City Council adopted a revised Councillor Code of Conduct on 22 February 2021.

A Councillor Code of Conduct, under the 2020 Act, must include the standards of conduct expected to be observed by Councillors. A Council may review or amend the Councillor Code of Conduct at any other time, but it must be by a formal resolution of Council.

The *Local Government Act 2020*, section 139(2) states:

The purpose of the Councillor Code of Conduct is to include the standards of conduct expected to be observed by Councillors in the course of performing their duties and functions as Councillors, including prohibiting discrimination, harassment (including sexual harassment) and vilification.

Council is required to approve a Councillor Code of Conduct that incorporates the requirements under the new *Local Government Act 2020*, including the overarching governance principles and Local Government (Governance and Integrity) Regulations 2020. The regulations address the governance and integrity components of the new Act which commenced operation on 24 October 2020.

It is important for Councillors to be aware of how the standards of conduct fit within the overall Councillor Conduct framework, as a breach of the standards of conduct will constitute misconduct and be subject to sanctioning by an arbiter. It is therefore critical for all Councillors to be familiar with the standards of conduct and the distinction between the standards and the rest of the Councillor Code of Conduct.

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, expectations and obligations of Councillors and Officers, prohibited conduct, media obligations, statutory and general obligations and Standards of Conduct.

The Code of Conduct for Councillors is available on the Horsham Rural City Council website – www.hrcc.vic.gov.au or by contacting Council on email council@hrcc.vic.gov.au or telephone (03) 5382 9777.

Conflict of Interest

Councillors are elected by residents and ratepayers to act in the best interests of the community. This is a position of trust that requires them to act in the public interest. When 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.

Declaration of a conflict of interest is a standard agenda item for all Council meetings and Councillors are encouraged to complete and submit the Conflict of Interest Declaration Form to the Chief Executive Officer upon receipt of their agenda documentation prior to the meeting. Alternatively, they may declare their Conflict of Interest at the meeting.

Council also has a comprehensive Conflict of Interest Procedure and Declaration Form in place to ensure that staff fully and properly declare all general and material conflicts of interest and this has been promoted widely across the organisation throughout the past year. While procedures vary depending on the particular role and circumstances, in general they involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision making process or from exercising a public duty. The minutes of Council meetings record all disclosed conflicts of interests and a register is maintained and published on the Horsham Rural City Council website - www.hrcc.vic.gov.au

During 2020-21, there were 37 conflicts of interest declared at Council meetings.

Councillor Allowances

In accordance with Section 39 of the *Local Government Act 2020*, 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 2 Council.

The following table contains details of current allowances fixed for the Mayor and Councillors during the year.

Councillor	Applicable Timeframe	Allowance \$	Amount Surrendered for COVID-19 Support \$
Cr Mark Radford (Mayor)*	01/07/2020 until 23/10/2020	21,553.44	1,000.00
Cr Pam Clarke	01/07/2020 until 23/10/2020	7,214.31	
Cr David Grimble*	01/07/2020 until 23/10/2020	7,214.31	7,214.31
Cr Althea Gulvin	01/07/2020 until 23/10/2020	7,214.31	
Cr Josh Koenig	01/07/2020 until 23/10/2020	7,214.31	
Cr John Robinson*	01/07/2020 until 23/10/2020	7,214.31	7,214.31
Cr Les Power*	01/07/2020 until 30/06/2021	23,615.12	7,214.31
Cr Robyn Gulline (Mayor)	24/10/2020 until 30/06/2021	49,836.77	
Cr Di Bell	24/10/2020 until 30/06/2021	16,400.81	
Cr David Bowe	24/10/2020 until 30/06/2021	16,400.81	
Cr Penny Flynn	24/10/2020 until 30/06/2021	16,400.81	
Cr Claudia Haenel	24/10/2020 until 30/06/2021	16,400.81	
Cr Ian Ross	24/10/2020 until 30/06/2021	16,400.81	

*These Councillors made a decision to surrender a portion of their Councillor Allowance to assist Council to provide specific hardship assistance for businesses impacted by the COVID-19 pandemic.

Our Council

Councillor Expenses

In accordance with Section 40 of the *Local Government Act 2020*, 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. The Council Expenses Policy was reviewed this year in accordance with the *Local Government Act 2020* and subsequently adopted by Council.

The Council Expenses Policy is available on the Horsham Rural City Council website - www.hrcc.vic.gov.au or by contacting Council on email council@hrcc.vic.gov.au or telephone (03) 5382 9777.

Details of Councillor expenses for the 2020-21 year are set out in the following table.

Expense Category	Cr Robyn Gulline* (Mayor) \$	Cr Di Bell* \$	Cr David Bowe* \$	Cr Penny Flynn* \$	Cr Claudia Haenel* \$	Cr Les Power \$	Cr Ian Ross* \$
Child Care							
Communications	1,262.15	1,209.45	1,207.73	1,207.73	1,430.71	543.39	1,257.03
Conferences and Seminars	1,058.18	609.99		455.00	1,064.08	1,058.18	
Development and Training	3,117.59	3,117.57	3,117.57	3,517.57	3,517.57	3,117.57	3,117.58
Entertainment							
Memberships	85.00			85.00	85.00		
IT Equipment	2,069.00	2,069.00	2,069.00	2,069.00	2,294.00	2,069.00	2,294.00
Transportation	6,916.00				4,136.10		6,346.33
Travel and Accommodation	816.51			400.91	1,266.72	772.45	
Other Costs	155.83	155.83	155.83	155.83	155.83	100.00	683.38
Total \$	15,480.26	7,161.84	6,550.13	7,891.04	13,950.01	7,660.59	13,698.32

*24 October 2020 to 30 June 2021

**1 July 2020 to 23 October 2020

Note:

- Figures in this table may include expenses that were processed but not incurred in the reporting period
- No reimbursements for expenses to members of Council committees were paid by Council during 2020-21



Details of Councillor expenses for the 2020-21 year are set out in the following table... *continued*

Expense Category	Cr Mark Radford** \$	Cr Pam Clarke** \$	Cr David Grimble** \$	Cr Althea Gulvin** \$	Cr Josh Koenig** \$	Cr John Robinson** \$	Total \$
Child Care							
Communications	259.81	70.91	70.92	70.94	70.92	141.82	8,803.51
Conferences and Seminars							4,245.43
Development and Training							22,623.00
Entertainment							
Memberships							255.00
IT Equipment							14,933.00
Transportation	5,434.00						22,832.43
Travel and Accommodation							3,256.59
Other Costs							1,562.55
Total \$	5,693.81	70.91	70.92	70.94	70.92	141.82	78,511.51

Child Care – Expenses incurred for dependent care or child care.

Communications – Monthly fees and usage costs associated with Councillor mobile phone and computer equipment. Any costs associated with personal use are to be reimbursed by the Councillor.

Conferences and Seminars – Registration fees and costs associated with Councillor attendance at local, interstate or overseas conferences and seminars.

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

Entertainment – Expenses incurred for snacks, meals and beverages while performing Councillor duties (excludes Council and Committee meetings which extend through normal meal times and where Council provides suitable meals and refreshments served on the premises).

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

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

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

Other Costs – Other incidental expenditure incurred by Councillors in performing their Councillor role.

Our People

Organisational Structure

Council is the governing body that appoints a Chief Executive Officer. The Chief Executive Officer has responsibility for the day-to-day management of operations in accordance with the strategic directions of the Council Plan. The Directors and the Chief Executive Officer form the Executive Management Team and lead the organisation. Details of the Chief Executive Officer and senior officers reporting directly to the Chief Executive Officer are provided to the right.



Chief Executive Officer

Sunil Bhalla

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

- Management and performance of all Council operations including \$60 million budget
- Ensure that day-to-day management of Council's operations are in accordance with the *Local Government Act 2020* and align with the Council Plan
- Provide advice and support to Council
- Direct responsibility for Council's Directors

Senior Officers Reporting Directly to the Chief Executive Officer



Director Communities and Place

Kevin O'Brien

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 Safety

- Community Inclusion
- Community Safety
- Environmental Health
- Miscellaneous Projects
- Municipal Emergency Recovery
- Wimmera Emergency Management Project
- Youth and Early Years

Investment Attraction and Growth

- Business Development and Tourism
- Statutory Planning and Building Services
- Strategic Planning and Heritage



Director Corporate Services

Graeme Harrison

B Econ, Dip GAICD, CPA

Finance

- General Accounting
- Revenue

Governance and Information

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

People and Culture

- Business Efficiency
- Human Resources
- Business Risk
- Occupational Health and Safety



Director Infrastructure Services

John Martin

BE (Agric)

Engineering Services

- Engineering Design
- Facilities management
- Project Office

Operations

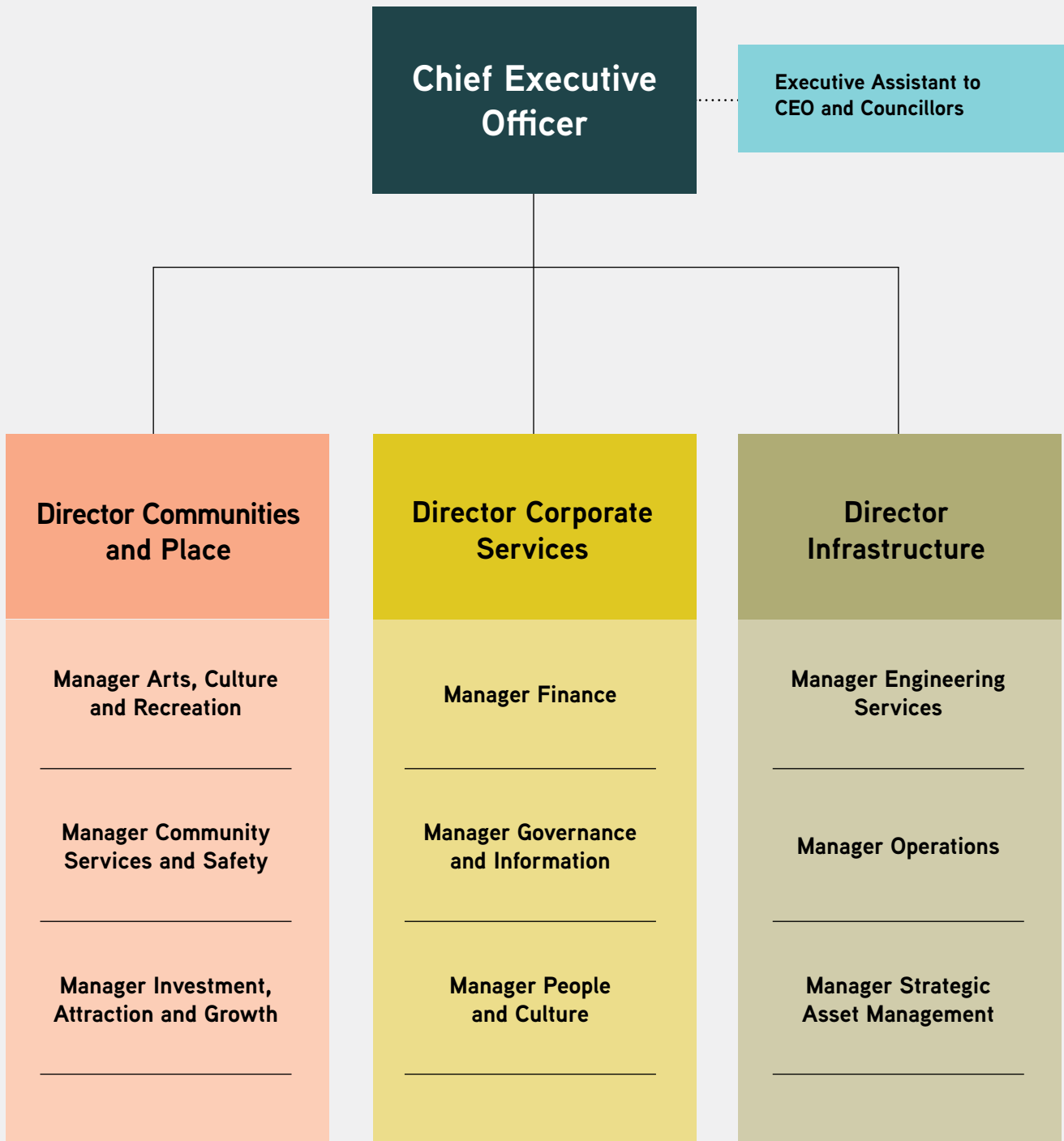
- Civil Works
- Horsham Rural Livestock Exchange
- Parks and Gardens
- Waste Operations

Strategic Asset Management

- Assets
- Fleet
- Waste and Sustainability

Our People

Organisational Structure



Organisational Vision, Values and Behaviours Statement

Our Organisational VISION

A progressive and innovative organisation,
delivering high quality and sustainable services

Our Organisational VALUES



F



A



I



R

WE VALUE

FLEXIBILITY

We are adaptable to changing circumstances

MY BEHAVIOUR

- I am willing to embrace new ideas and ways of doing things
- I am committed to finding a way to make it happen
- I seek opportunities for ongoing learning and continuous improvement
- I am willing to compromise for a better outcome

ACCOUNTABILITY

We are responsible for our behaviour and actions

MY BEHAVIOUR

- I lead by example
- I take ownership of my actions and decisions
- I perform my role with pride
- I deliver what I promise

INTEGRITY

We are ethical, transparent and honest in our conduct

MY BEHAVIOUR

- I do the right thing
- I always bring my best self to work
- I communicate openly and directly
- I act in the best interests of the community

RESPECT

We value diversity and appreciate others and will not tolerate sexual or other forms of harassment

MY BEHAVIOUR

- I treat others the way I expect to be treated
- I care for the people I work with
- I am inclusive and treat everyone equally
- I consider other views to gain a shared understanding



Horsham Rural City
Council urban rural balance

Staff Profile

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

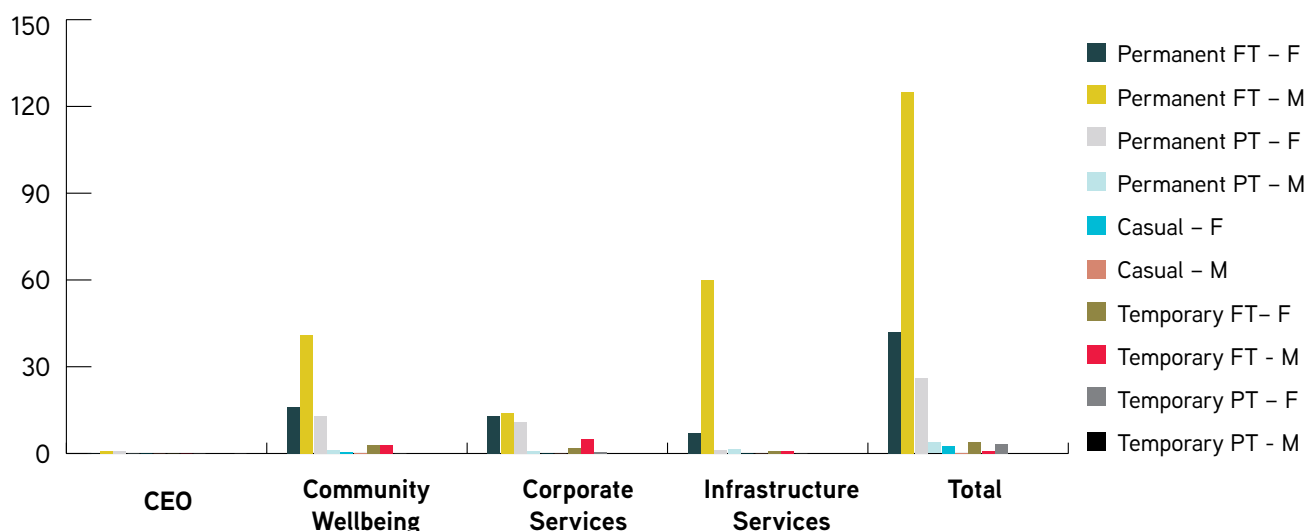
or political affiliation, gender identity and sexual orientation. Further objectives include ensuring the workplace is free from bullying and harassment.

As part of Council's online learning suite, equal opportunity is a unit that must be completed by all staff. Offering training in this way allows easier tracking to ensure that all staff are aware of their obligations in relation to equal opportunity.

Throughout the year, no formal Equal Opportunity complaints were received, and overall, it is considered that Horsham Rural City Council exercised its duties and responsibilities in suitable accordance with the requirements and obligations of the *Equal Opportunity Act 2010*.

Number of Staff (FTE) 2020/2021

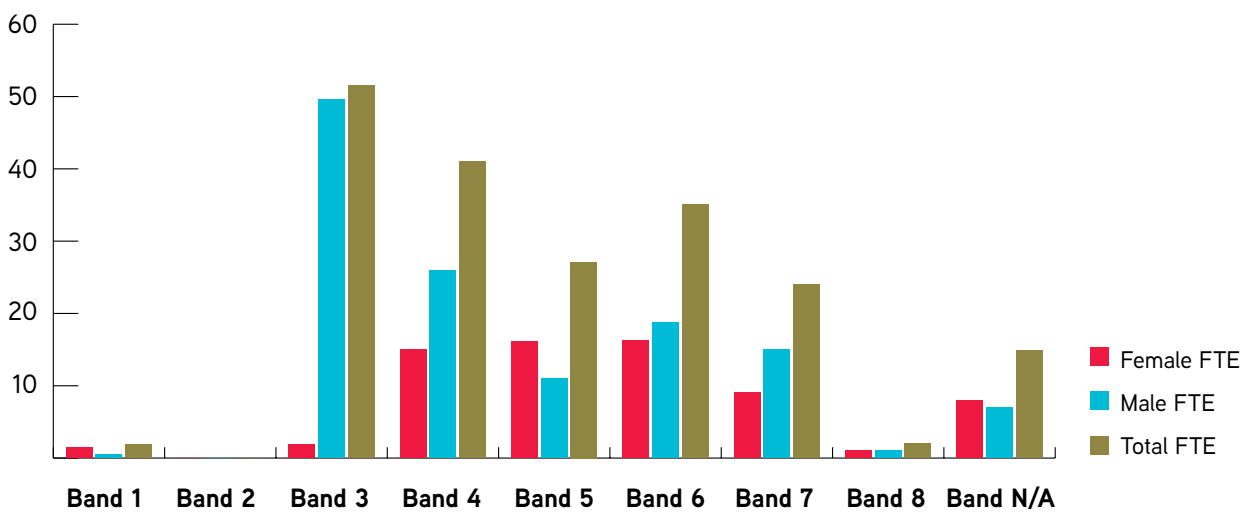
A summary of the number of full time equivalent (FTE) Council staff by organisational structure, employment type and gender is set out below.



Employee type/gender	CEO FTE	Community Wellbeing FTE	Corporate Services FTE	Infrastructure Services FTE	Total FTE
Permanent FT - F	0.00	16.00	13.00	7.00	36.00
Permanent FT - M	1.00	41.00	14.00	60.00	116.00
Permanent PT - F	0.80	13.07	10.29	1.21	25.37
Permanent PT - M	0.00	1.34	0.80	1.66	3.80
Casual - F	0.00	0.64	0.00	0.00	0.64
Casual - M	0.00	0.05	0.00	0.00	0.05
Temporary FT - F	0.00	3.00	2.00	1.00	6.00
Temporary FT - M	0.00	3.00	5.00	1.00	9.00
Temporary PT - F	0.00	0.00	0.62	0.00	0.62
Temporary PT - M	0.00	0.00	0.00	0.00	0.00
Total	1.80	78.10	45.71	71.87	197.48

FT-Full time PT-Part time F-Female M-Male

Number of Staff (FTE) by Employment Classification



Employment Classification	Female FTE	Male FTE	Total FTE
Band 1	1.41	0.47	1.88
Band 2	0.00	0.00	0.00
Band 3	1.93	49.61	51.54
Band 4	14.97	26.00	40.97
Band 5	16.12	11.00	27.12
Band 6	16.24	18.80	35.04
Band 7	9.04	15.00	24.04
Band 8	1.00	1.00	2.00
Band not applicable	7.92	6.97	14.89
Total	68.63	128.85	197.48

Staff Profile



Professional Development

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

During 2020-21, 23 Council staff were undertaking the following:

- Master of Infrastructure Engineering and Management
- Master of Natural Resources and Management
- Bachelor Civil Engineering
- Bachelor Management and Human Resource Management
- Bachelor Urban, Rural and Environmental Planning
- Advanced Diploma Public Safety (Emergency Management)
- Diploma of Risk Management and Business Continuity
- Diploma of Project Management
- Certificate IV Leadership and Management (11 staff)

Two staff also completed the Leadership Wimmera Program and a further four staff commenced the program during 2020-21.

Throughout the COVID-19 pandemic, it has been necessary to cancel or delay some of Council's training due to lockdowns and restrictions. Council has, however, continued to provide a comprehensive corporate learning program that supports a broad range of staff development needs, including an online training system that covers off on many levels of compliance training. This is developed in alignment with strategic priorities and in response to needs identified through

performance and development plans. A variety of learning methodologies are used including e-learning, facilitated workshops, personal coaching and internal and external training providers. A focus for 2020-21 was on developing a base level of skills for staff in Team Leader and Co-ordinator roles through the study of Certificate IV Leadership and Management.

Occupational Health and Safety

Compliance with the *Victorian Occupational Health and Safety Act 2004* is a continuing priority for Horsham Rural City Council, with the aim to have an injury-free workplace for all our employees. The Occupational Health and Safety (OHS) Committee remains active, meets monthly, and plays a key role in a co-operative organisational approach to OHS awareness, improvement and compliance.

In 2020-21, Council continued to be a member of the Municipal Association of Victoria (MAV) self-insurance workers' compensation scheme, MAV WorkCare, involving ongoing compliance and improvement efforts to ensure continued registration of the scheme by WorkSafe Victoria.

It was ultimately determined that MAV WorkCare would not be re-licensed from 1 July 2021, and that member Councils would be redirected back into the WorkCover scheme. Horsham Rural City Council was subsequently allocated a new insurance agent selected by WorkSafe from its panel of

accredited agents and we will become a client of Xchanging on 1 July 2021.

Despite this change, Council's OHS direction will continue to focus on:

- 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.

2020-21 OHS Snapshot

- A focus on encouragement and assistance for staff to report safety-related issues continued this year resulting in:
 - 124 incidents reported across all work areas
 - 35 plant/vehicle incidents reported
 - 60 personal incidents reported.

The incident reporting system also provides the mechanism for staff to report on property damage incidents, hazards, near misses and security incidents.
- 15 WorkCover claims were accepted by the insurer this year, compared with eight in 2019-20 (10 of these claims were closed within the reporting period).
- Initial five-day OHS training completed by two staff in support of their roles as Designated Work Group Representatives.



- A formal report on the implementation of the OHS Management Plan was provided to the Executive Management Team in February 2021.
- Comprehensive audits, inspections and follow-up briefings in relation to four operations-focused business units were conducted by the OHS Officer in conjunction with managers, supervisors and staff responsible for road maintenance, road construction, waste management and community safety.
- Monthly reporting from the Chief Executive Officer via the weekly Tuesday Topics email on OHS Committee and related OHS activities.

Enterprise Bargaining Agreement

Enterprise Agreement Number Nine, which commenced on 5 February 2020, remained applicable throughout the reporting period. It has a nominal expiry date of 30 June 2022. The second of three 2.1% (or \$28 per week) increases under the agreement was applied in July 2020. Some preliminary internal work on preparations for Enterprise Agreement Number 10 commenced prior to 30 June 2021, in accordance with a commitment for the consolidation of the current document which comprises three parts that need to be read together:

Part A – Horsham Rural City Council local provisions

Part B – Victorian Local Authorities Award 2001

Part C – Nurses (ANF – Victorian Local Government) Award 2015.

Consolidation of these three parts will facilitate reading and understanding of the Enterprise Agreement and help to avoid confusion and misinterpretation that sometimes occurs when staff reference the existing complex agreement.

Gender Equity

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."

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 10,000 of population was 50% more than the Victorian LGA average and Horsham has consistently had the highest rate of family violence incidences in the Grampians Region (2014-2019). Since 2014, 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 and incorporating behaviours that reinforce respect and equality for all members of the community. The 2020-24 Council Plan lists four priorities, one advocacy action and two external factors that inform the plan in relation to violence, and the 2017-21 Municipal Public Health and Wellbeing Plan includes a section on preventing family violence. Council supports a range of initiatives to prevent violence.

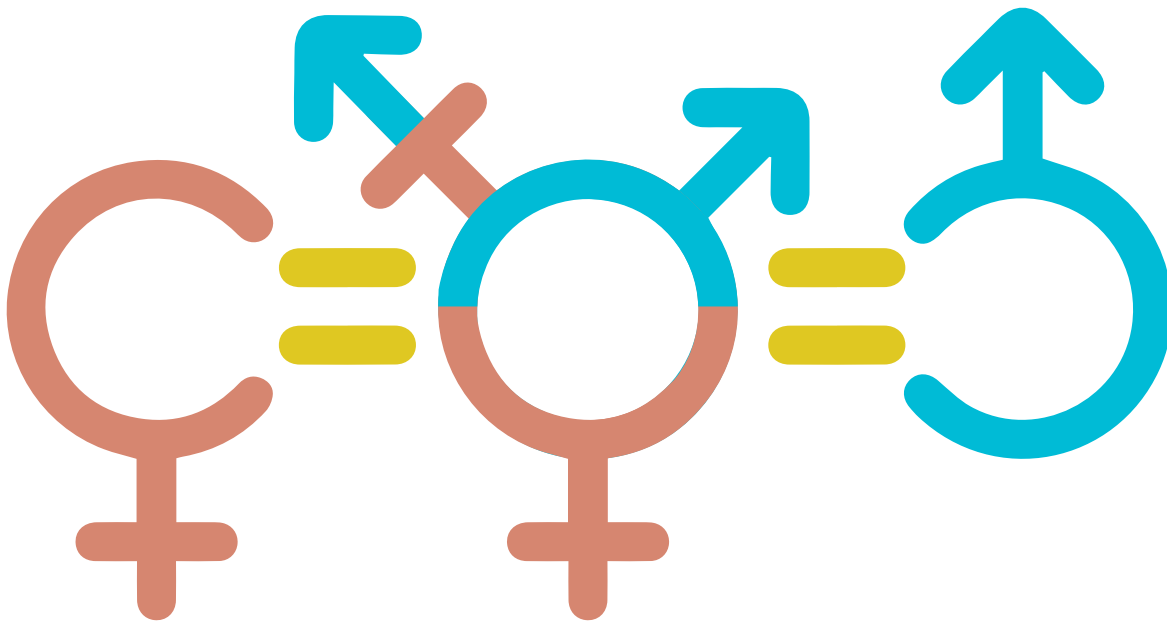
Council's Gender Equality Action Plan will include strategies and measures to address the gender equality indicators stated in the *Gender Equality Act 2020*, including levels of sexual harassment in the workplace and the availability and utilisation of terms, conditions and



practices relating to family violence leave. Council will also complete Gender Impact Assessments when developing or reviewing any policy, program or service that has a direct and significant impact on the public, in order to meet the individual needs and safety requirements of people of different genders.

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 2021-25 Strategy has been developed to help guide and direct individual and collective work in building communities of respect and equality, and preventing violence against women before it occurs.

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 Equality Act 2020

The *Gender Equality Act 2020* commenced on 31 March 2021 and is the first of its kind in Australia. It requires Victorian public sector agencies such as local Councils to measure, report on, plan for and progress gender equality in their organisations. Importantly, the *Gender Equality Act 2020* requires Councils to consider gender equality, not only in their workforce, but in the policies, programs and services that they deliver.

Over the years, Horsham Rural City Council has shown its commitment to advancing gender equality and reducing levels of violence against women through its involvement in the Grampians based Communities of Respect and Equality Alliance (CoRE Alliance) (page 28). The *Gender Equality Act 2020* extends this commitment, with obligations that are ongoing and actioned through two separate pieces of work.

The Gender Equality Action Plan is currently being developed. It is internally focused and includes a workplace gender audit which establishes baseline organisational data against workplace gender equality indicators⁴.

Employee experience data gathered through the People Matters Survey, which Council staff participated in early 2021, supports the de-identified workforce data which was collected as part of the gender audit. Combined data will support evidence-based strategies and measures that underpin our Gender Equality Action Plan, which is due for submission on 1 December 2021.

The second area of work, the Gender Impact Assessment, is focused on outcomes for the public and considers how organisational policies, programs and services will meet the needs of women, men and gender diverse people. Gender Impact Assessments are more external in focus and aim to create better and fairer outcomes, and ensure all people have equal access to opportunities and resources. Gender Impact Assessments are everyone's responsibility, and all activity and actions will be recorded and collated for reporting over the next two years. Training opportunities and workshops will be provided to Council staff to help them understand and complete Gender Impact Assessments.

Horsham Rural City Council acknowledges that gender equality is a human right and precondition to social justice, improves economic, social and health benefits for Victoria and is a precondition for the prevention of family violence and other forms of violence against females. Through meeting and exceeding its expectations under the Act, Council aims to advance gender equality in the workplace and the community.

⁴The workplace gender equality indicators are:

- Gender pay equity
- Gender composition at all levels of the workforce
- Gender composition of governing bodies
- Workplace sexual harassment
- Recruitment and promotion
- Gendered work segregation
- Leave and flexibility.

Community Development Grants and Donations

Council's Community Development Grants and Donations program allocates funding to local not-for-profit organisations, groups and associations every year. The program helps groups in the municipality to improve community facilities and events, and work together for more engaged and healthy communities. Council provided a total of \$358,820 in Community Grants and Donations this year. Details are provided below.

Sport and Recreation	\$
AFL Wimmera Mallee - health and fitness equipment	750
Annual allocation to assist funding applications	15,000
Haven Tennis Club - temporary lighting - junior tournament	2,640
Horsham Flying Club - portable toilets for competitions	1,750
Horsham Golf Club - sprinklers	2,000
Horsham Little Athletics Centre - upgrade PA system (portable)	1,556
Horsham Pony Club - custom made covered trailer	4,500
Horsham Saints Football Netball Club - Coughlin Park playground equipment	5,000
Horsham Squash Club - lighting equipment for courts 3 and 4	2,500
Horsham Swimming Club - coaching stopwatches and speaker system	1,787
Jung Tigers Cricket Club - display cabinets for three user clubs	1,000
Laharum Sports Incorporated - digital netball scoreboard	2,750
Natimuk and District Field and Game - installation of solar power/battery	8,000
Natimuk and District Gymnastic Club - little Aussie ninja course and equipment purchase	2,500
Natimuk Bowling Club - replace toilets and plumbing	3,000
Natimuk Golf Club - ride on mower	2,500
Quantong Football Netball Club - new oven to support catering	2,000
Riverside Recreation Reserve - watering system main oval project	4,767
Specific Donation - Horsham Basketball Stadium (lease)	15,500
Toolondo Golf Club - replace boundary fencing	1,000
Community maintained Recreation Reserve maintenance allocation	\$
Clear Lake	520
Coughlin Park (Council allocation of outdoor staff resources)	12,340
Dock Lake	12,340
Doen Recreation Reserve	520
Kalkee	6,170
Laharum	12,340
Natimuk Showgrounds	6,170
Noradjuha	3,060
Pimpinio	6,170
Quantong	12,340
Riverside - equestrian outdoor surface	520
Toolondo	520
Total – Sport and Recreation	153,510

Halls Infrastructure	\$
Brimpaen Reserve Committee of Management - Brimpaen Hall door replacement	1,044
Hamilton Lamb Hall Committee - gas heater replacement	1,627
Insurance levy for public halls	12,174
Insurance levy for other community facilities	9,107
Laharum Public Hall - paint interior	4,000
Taylors Lake Hall - installation security system	995
Wonwondah Hall Volunteer Group - new swing for playground area	4,000
Total – Halls	32,947
Kindergartens	\$
Green Park Kindergarten - foyer upgrade	2,000
Maintenance grants - \$870 each for Council's four kindergartens	3,480
Natimuk Road Kindergarten - outdoor space upgrade and improvements	3,460
Total – Kindergartens	8,940
General Welfare and Community Services	\$
Christian Emergency Food Centre - Christmas hampers	5,000
Horsham College Chaplaincy Committee	5,710
Wimmera River Improvement Committee	8,360
Wimmera River Improvement Committee Police Paddock	2,450
Wimmera Toy Library - educational toys	980
Total – General Welfare and Community Services	22,500

Community Development Grants and Donations

Organisations	\$
3 rd Horsham Brownies and Guides (Horsham Girl Guides) - Guide Hall improvements	964
Arapiles Historical Society - digitisation equipment	5,000
Charitable Organisations - refund of rates	6,783
Dadswells Bridge Newsletter	270
Federation University Horsham Campus Nursing Award	300
Gariwerd Wimmera Reconciliation Network - support for network establishment and education	3,660
Haven Bush Playgroup - toy upgrade	950
Holy Trinity Lutheran College Senior Achievement Award	200
Horsham Arts Council - defibrillator, microphones and speakers	2,800
Horsham City Pipe Band	1,740
Horsham City Pipe Band - defibrillator	1,000
Horsham College - Alternate Pathways Achievement Award	200
Horsham College Senior Achievement Award	200
Horsham and District Community FM Radio - outside broadcast upgrade, sound system	1,863
Horsham Historical Society - audio visual upgrade and improvements	3,000
Horsham Lions Club - air conditioner	3,000
Horsham Men's Shed - roof extraction fan	2,558
Horsham RSL Sub-Branch - support new WW2 memorial, DVA Grant	8,000
Horsham Rural City Brass Band	1,740
Horsham Urban Landcare - Horsham Repair Café (upcycling)	1,300
Lions Club of City of Horsham - electrical switchboard and kitchen upgrade	2,000
Longerenong Citizenship Award	300
Natimuk Brass Band	1,740
Natimuk and District Progress Association	1,580
Natimuk Urban Landcare - NC ² garden rejuvenation	3,670
North West Grampians Newsletter	1,580
Oasis Wimmera - support of group activities	2,500
Sing Australia Horsham - Singing with Seniors	430
St Brigid's College Senior Achievement Award	200
The Patch at the Salvation Army Horsham - cubby house at community garden	5,000
U3A Horsham and District - tai chi for seniors	1,000
Wimmera Association for Genealogy	330
Wimmera Mobility Group - group activities support	600

Organisations	\$
Wonwondah North Hall Newsletter	270
Wimmera Poultry Club (Horsham Agricultural Society) - safety upgrade of show shed including power and doorways	4,500
Wimmera Pride Project - support of pride night event	2,500
Wimmera Southern Mallee LLEN - Let's Read Horsham	1,500
Wimmera Woodturners Guild - defibrillator	1,000
Total – Organisations	76,228

Events	\$
Art Is Festival	7,000
Beyond Community Inclusion - disability fashion parade roadshow	5,000
Business Horsham - managing mental health in the workplace*	900
Horsham and District Orchid Society - 2020 Spring show*	900
Horsham Agricultural Society - Farmer Bob Buchanan entertainment*	1,500
Horsham Christian Ministers Association - Horsham Carols by Candlelight 2020*	4,000
Horsham Fishing Competition - Horsham fishing competition event support	5,000
Horsham Karen Community Group - Karen new year celebrations (January 2021)*	6,000
Horsham Mother's Day Classic - raise funds and awareness breast cancer research	500
Horsham Motorcycle Club - portable crowd barriers to support future events	2,195
Horsham Rockers - Rockin' at the Races (Horsham Rockers annual dance)*	2,500
Horsham Spring Garden Festival - power supply upgrade	1,000
Kannamaroo Committee of Management - 2020 Kannamaroo festival*	5,800
Makers Gallery and Studio - Makers Christmas market, marketing support*	400
Natimuk A & P Society - family entertainment, 129 th Natimuk show	1,000
Horsham East Landcare Group - On the Brink music festival*	4,000
Rotary Club of Horsham East - Wimmera science and engineering challenge	6,000
Rotary District 978 - Defying the Drift event	1,500
Wimmera and Southern Mallee Careers Association - Western Victorian Careers Expo, guest speaker*	3,500
Wimmera Music Eisteddfod - Wimmera Music Eisteddfod 2020 – hire of Horsham Town Hall*	6,000
Total – Events	64,695
Total Community Grants and Donations Funded	358,820

*Funding allocated, however, event impacted by COVID-19

Business and Community COVID-19 Support Grants

This year, Council allocated grants for individuals, businesses and community organisations to help prepare, respond and build resilience to face the challenging situations that have arisen during the COVID-19 pandemic. Restrictions have had a significant economic impact on local arts, events, recreation, hospitality, tourism, retail and community groups.

This grants program provided support to affected people and groups located in the Horsham municipality through the following streams:

- Stronger Business
- Health and Wellbeing
- Recreation and Community Recovery
- Business Front Upgrades
- Arts and Events Activation.

	\$
Stronger Business	83,098
Aldo's Joinery	2,000
Best Westlander Motor Inn	2,750
Brown's Video Photography	2,800
Bunjil's Collective	600
Café Jas	4,000
Cat Nap Boarding	1,200
Cooks Manchester	1,000
Earle's Horsham	1,500
Farmgirl Produce	800
Fred and Hilda Kids	1,000
Gateway West Tours	2,000
Grampians Edge Caravan Park	1,000
Grampians Organics	800
Hoof Print Products	1,500
Horsham Autoglass	1,000
Horsham and District Racing	3,500
Horsham Martial Arts	2,500
Horsham School of Dance	2,000
I Do Events Planning and Management	1,500
Imelda Shoes and Accessories	1,091
Kellie McAlpine Remedial Massage	1,000
Lattanzio's	3,000
Mackay's Leading Edge Jewellers	2,000
May Park Executive Apartments	4,900
Menco Hair	1,800
Meringa Springs	2,000
MJM Heave Equipment Repair	3,000
Nourish'd Eatery	2,063
Olde Horsham Motor Inn	4,724
Patchwork Jungle	570
Planet Feelgood	2,600
Royal Hotel	4,200
Sassi Beauty Bar and Hair Design	3,000
Simply Skin and Body	1,510

	\$
Stronger Business <i>continued</i>	
Smart Fit Tailoring and Alterations	3,500
Thai Basil	500
Thea Jane Media	2,249
Wimmera Celebrant	1,091
Wimmera Trophies and Gifts	4,850
	\$
Arts and Events Activation	85,790
ACT Natimuk	5,000
Art is... festival	1,000
Boarding House Studios	3,000
Haven Market	5,000
Horsham Agricultural Society	5,000
Horsham Agricultural Society - 150km Feast	5,000
Horsham College Production	2,500
Horsham Combined Churches	5,000
Horsham Fishing Competition	5,000
Horsham Motorcycle Club	5,000
Horsham Volleyball Association	5,000
Kannamaroo Committee	5,000
Mary French	1,000
Natimuk Agricultural Society	5,000
Redrock Books and Gallery	2,992
Rotary Art Fair	1,000
St Brigid's College Production	5,000
Silo Art Project	10,000
Summer Brushes	5,000
Wimmera Music Eisteddfod	3,298
Wimmera Rockers	1,000
	\$
Health and Wellbeing Grant Stream	20,877
Lets Read	10,000
Natimuk Connections	2,877
Planet Feelgood	3,000
Rural Outreach Program	5,000

	\$		\$
Business Fronts Grants	86,418	Recreation and Community Recovery <i>continued</i>	
Cooks Manchester and Lingerie	3,000	Horsham Agricultural Society	2,000
Dooen Road Milk Bar	3,000	Horsham Calisthenics Club	1,500
Earles Horsham	3,000	Horsham City Bowling Club	1,500
East Coast Interstate Removals	2,000	Horsham City Netball	1,500
GK Autos and Hire	3,000	Horsham Croquet Club	1,000
Grampians Olive Co	3,000	Horsham Demons Football and Netball Club	2,000
Gypsy Willow	2,450	Horsham Dog Obedience Club	1,500
Horsham Charcoal Chickens	3,000	Horsham Girl Guides	1,500
Horsham Family Footwear	1,840	Horsham Historical Society	200
Horsham Undercover	1,595	Horsham Hockey Club	1,200
I Do Events Planning	1,650	Horsham Motorcycle Club	1,500
JNF Freight	1,250	Horsham Motor Sports Club	1,500
Lattanzio's	3,000	Horsham People for Animal Welfare and Support	1,500
Macchia Jewellery	1,980	Horsham Pony Club	900
Maria's Barber Shop	698	Horsham Saints Football and Netball Club	2,000
Mick Harrison signs	3,000	Horsham Spring Garden Festival	700
Miss Horsham	1,968	Horsham Squash Club	1,200
Moes Mexican Bar and Grill	2,662	Horsham Swimming Club	1,500
Natimuk Arapiles Shop	1,210	Horsham Table Tennis Association	1,500
Natimuk Café	5,000	Horsham West Bowling Club	1,000
Natimuk Post and Pharmacy	1,200	Horsham Volleyball Association	2,000
Norton Estate	2,000	Jung Tigers Cricket Club	1,500
Nourish'd Eatery	2,453	Kalimna Park Croquet Club	500
Olde Horsham Motor Inn	3,000	Kalkee Football and Netball Club	1,500
Onya Back Bedding and Furniture	3,000	Kanagulk Memorial Reserve	1,000
Patchwork Jungle	1,322	Laharum Cricket Club	1,500
Ploughmans Motor Inn	3,000	Laharum Hall Committee	1,000
Redrock Books and Gallery	2,520	Mitre Hall Committee of Management	900
Rick Smith Motors	3,000	Natimuk and District Gymnastics Club	2,000
Royal Hotel	2,220	Natimuk Bowling Club	1,500
Sassi Beauty Bar and Hair Design	3,000	Natimuk Farmers' Market Plus	1,500
Seers Smokehouse	3,000	Natimuk Soldiers Memorial Hall	500
Tint - A - Rama	2,400	Quantong Recreation Reserve	1,500
Wimmera Denture Clinic	3,000	Rotary Club of Horsham	1,500
Wimmera Meat Market	3,000	Sailors Home Hall Committee of Management	500
	\$	Sunnyside (Horsham) Sporting Club	1,500
Recreation and Community Recovery	75,800	Telangatuk East Hall Committee	600
Central Park Tennis Club	1,500	Vic No-Till Farmers	2,000
Colts Cricket Club	2,000	Wimmera and District Umpires Group	1,000
Coughlin Park Bowls Club	2,000	Wimmera Equestrian Club	1,500
Haven Tennis Club	1,500	Wimmera Girls Cricket	1,500
Homers Sporting Club	2,000	Wimmera Hearing Society	2,000
Horsham Basketball Association	1,000	Wimmera Mallee Historical Vehicle Society	1,500
Horsham and District Community FM Radio	2,000	Wimmera Model Aircraft	1,500
Horsham and District Soccer Club	2,000	Wonwondah Hall	600
Horsham Angling Club	2,000		



Council Plan

The *Local Government Act 2020* requires all Victorian Councils to prepare and adopt a Council Plan for a period of at least the next four financial years after a general election.

The Council Plan 2020–24 sets the strategic direction of Council over the next four years, linking the community's vision to long-term community goals, four-year outcomes and four-year priorities for Horsham Rural City Council. The Council Plan provides direction to management and includes the indicators for monitoring strategic objectives and a Strategic Resource Plan. The Horsham Rural City Council Plan contains five long-term community goals (listed below).

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 64-79).

The Council Plan is available on the Horsham Rural City Council website - www.hrcc.vic.gov.au, or by contacting Council on email council@hrcc.vic.gov.au or telephone (03) 5382 9777.



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

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

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 expressions to develop our municipality as a great place to live.

Australia Day Celebrations

Australia Day is a day to reflect on what it means to be Australian, to celebrate contemporary Australia, and to acknowledge our history.

This year, the Australia Day ceremony was conducted at the Horsham Town Hall and livestreamed via the Horsham Rural City Council website and Facebook page to celebrate our national day on 26 January.

The ceremony started with a welcome speech by Master of Ceremonies, Simon Risson.

The event included a flag raising ceremony conducted by the Horsham Girl Guides and Scouts, welcome address by Cr Robyn Gulline, Mayor, and Ester Fry from the Horsham Arts Council singing the National Anthem. An Ambassador address via video by Tim Conolan, AM, Founder of TLC for Kids was presented at the ceremony.

This year's Horsham Rural City Council Australia Day Award recipients were:

- **Citizen of the Year – Colin Puls**

In addition to running a successful business in Horsham, Colin has been the driver behind the Sunnyside Lutheran Retirement Village aged care facility for 38 years. His skill to seek out and assist with successful funding applications has allowed the centre to prosper.



Emma Kealy (left) and Cr Robyn Gulline, Mayor (right) congratulate award recipients Bart Turgoose, Robbie Millar and Colin Puls at the Australia Day ceremony in Horsham.

- **Young Citizen of the Year – Bart Turgoose**

In 2018 at the age of 13, Bart commenced volunteering at the Horsham Agricultural Society to begin his Duke of Edinburgh Award for one hour a week, and quickly progressed into volunteering at major events. He is a member of the Natimuk Field and Game and volunteers his time on the committee at working bees and selling merchandise at competitions.

- **Community Event of the Year – 60 Years of Wimmera Rock**

60 Years of Wimmera Rock was a three-day community event which saw Wimmera band members reunite. This reunion was enjoyed by thousands of former and current Horsham residents, along with band members returning to Horsham to perform. Current local bands were also included in three concerts over two nights across the city from Maydale Pavilion at the Showgrounds, to the Town Hall Theatre and Heritage Hall.

The event was challenged by inclement weather and scheduled concerts at the Soundshell were relocated to the Heritage Hall and the Exchange Hotel at short notice.

Australia Day celebrations were also held in Natimuk, Dadswells Bridge and Brimpaen as COVIDSafe outdoor gatherings.

Further details about Australia Day awards are available on the Horsham Rural City Council website – www.hrcc.vic.gov.au or by contacting Council on email council@hrcc.vic.gov.au or phone (03) 5382 9777.



Emma Kealy, Member for Lowan (left) and Cr Robyn Gulline, Mayor (right) provide a warm welcome to Vic Tan and Moyosore Kalopo at the Australian Citizenship Ceremony in Horsham.



WSM Early Years Project

Australian 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 Sing Australia Group is a highlight of these events.

In 2020-21, Horsham Rural City Council conducted only one Australian Citizenship Ceremony due to COVID-19 restrictions. Four candidates were welcomed into Horsham Rural City from India, Spain and Romania.

Details about Australian Citizenship Ceremonies are available on the Horsham Rural City Council website – www.hrcc.vic.gov.au or by contacting Council on email council@hrcc.vic.gov.au or phone (03) 5382 9777.

Award Winning Paediatric Health Initiative

The Wimmera Southern Mallee's "By Five" Specialist Paediatric Support Partnership was awarded winner of the Creating Collaborative Community Partnerships category at the 2020 Victorian Early Years Awards in November.

The award recognises initiatives promoting collaborative practices to support and demonstrate positive outcomes for children and families.

"By Five" commenced as a response to the 2018 Australian Early Development Census that exposed a growing gap in the school-readiness of rural children compared with children living in urban areas.

Local Maternal Child Health providers and the Royal Children's Hospital created the research-based, shared care initiative to successfully connect specialist expertise with local primary health providers via digital health.

Previously, many rural children were being referred to specialist services in major cities for health and development issues that could be resolved locally. They can now receive that expertise through local primary care services that they trust and use every day.

"By Five" is a partnership between Horsham Rural City Council, Yarriambiack, West Wimmera and Buloke Shire Councils, Uniting Wimmera, Murdoch Children's Research Institute and the Royal Children's Hospital. It extends to over 50 health, education and family service providers working with children, together with the Department of Education and Training and the Department of Health and Human Services.

Goal 1 – Community and Cultural Development



The Sea of Hands event at May Park during National Reconciliation Week provided an opportunity to raise awareness and take a moment to reflect.

Innovate Reconciliation Action Plan

National Reconciliation Week 2021 saw a collaborative approach by a number of Wimmera organisations. The week launched with a morning tea and a symbolic sea of hands event in May Park. On the day, people collected large cut-out hands in the colours of black, yellow and red and planted them in the ground to form a large display. It provided an opportunity to raise awareness and also allow moments of reflection during the planting as to how to support the 2021 National Reconciliation Week theme *“More than a word - reconciliation takes action.”* The sea of hands event ran alongside a display of smaller hands at the Horsham Regional Art Gallery that had been decorated by children.

This year, work continued on the implementation of Horsham Rural City Council Innovate Reconciliation Action Plan supported by the collaboration with Council’s Aboriginal Advisory Committee and the Reconciliation Action Plan Internal Working Group. A key achievement was the development of the Horsham Rural City LGA Aboriginal and Torres Strait Islander Demographic Profile, co-owned with Barengi Gadjin Land Council and Goolum Goolum Aboriginal Co-operative, to assist in providing the data basis for future works.

The Innovate Reconciliation Action Plan is available on the Horsham Rural City Council website – www.hrcc.vic.gov.au or by contacting Council on email council@hrcc.vic.gov.au or phone (03) 5382 9777.

The Horsham Town Hall

The first months of 2021 opened with a sold out performance of The Travelling Wilbury sessions in February, followed by Rachel Beck and Michael Cormick in You and I, 50 Shades and the sell-out performances of Archie Roach and the Melbourne Comedy Festival in May.

In a venue first, it was a great privilege to host local presentations of Longerenong College 2020 Graduates and Holy Trinity Lutheran College Debutantes for 2020 and 2021. Both organisations are to be commended for their drive and determination in ensuring that students who missed these significant milestones in 2020 had their chance in 2021.

The venue also experienced a welcome increase in bookings from organisations during the first months of 2021 in presenting and holding training events, meetings and forums.

Additionally, the Visitor Services Team relocated to the venue in early December 2020. Trialling Visitor Services in the venue took place over the summer with discussion, planning and modifications to staffing, service and space made to accommodate and integrate the service into the facility with an even stronger focus on customer service and responsiveness (page 45).

COVID-19 will continue to have an impact on scheduling, revenue and access to the facility. For an institution dedicated to bringing people together, Horsham Town Hall’s response to continue on and look to the future is a demonstration of our commitment to civic principles and engendering community spirit. The absence of live performance, however temporary, is a stark reminder of the significance of the arts to our culture, providing hope in a time of crisis and leadership in a time of recovery.

We thank the entire Horsham Town Hall team for their outstanding efforts in the past year and we look forward with optimism and confidence towards welcoming audiences, artists and visitors back safely.





Astrid Barry, Collection Officer, and Ben Plunkett, Digitisation Project Support Officer, show off the Horsham Regional Art Gallery collection.

Horsham Regional Art Gallery

The Horsham Regional Art Gallery continued to deliver a significant exhibition and education program this year amongst the disruption and ongoing impacts due to the COVID-19 pandemic.

Public programs were heavily impacted during the year, however, despite the gallery being closed to the public from 1 July to 30 November 2020, a number of exhibitions were still able to be hung and shared publicly. The program featured the major solo exhibition *Unstable: Megan Evans* and a still life group exhibition *Still Now*, both curated by gallery staff. The Gallery also participated in *PHOTO2021 - International Festival of Photography*, with works by Michael Cook and presented two key touring exhibitions *FEM-aFFINITY* from Arts Project and *Body Language* from the National Gallery of Australia. The gallery's own Collection works featured in a number of exhibitions to create a greater awareness of the significance of the Collection.

Public program events in the gallery were most impacted this year, yet despite this, staff successfully pivoted their efforts toward providing numerous online events including exhibition artist talks, live Q&As, pre-recorded exhibition video bites and virtual tours on the gallery's website

and social media pages. Online live presenting worked particularly well for the Gallery Education programs - Arts Club and After School and School Holiday Programs with online delivery reaching out to kids in after school hours. Workshops were also delivered as face-to-face experiences including the ever popular Mini Markers monthly creative play sessions for children under five which began this year. The 2021 Education Calendar published in January successfully reached out to schools, with term two's program offering a combination of online and face-to-face workshops. The revamped Education Calendar and refreshed program increased interest overall.

From February to July 2021, the gallery engaged a Digitisation Project Support Officer whose role was funded through the Australian Museums and Galleries Association and part of the broader Working for Victoria program. Many of the scanned images from the gallery's collection have now been skilfully edited and have helped further progress moving the physical collection online to improve access.

Following the resignation of the Gallery Co-ordinator in February 2021, the team pulled together and worked hard to ensure the quality of programs, service and offerings were consistently delivered to a high standard.



A combination of online and face-to-face educational workshops were delivered by the Horsham Regional Art Gallery this year.



The Body Language exhibition from the National Gallery of Australia was one of two key touring exhibitions presented at the Horsham Regional Art Gallery this year.

Goal 1 – Community and Cultural Development



Lani and Freya Jones with Cr Robyn Gulline Mayor, in front of their artwork "Wimmera Garden".

New public art adds vibrancy to Horsham Streetscape

Council has installed two new public artworks on Firebrace Street this year. These works add vibrancy to Horsham's Central Activity District and celebrate the local landscape, its flora and fauna.

"Wimmera Garden" is situated on the corner of Firebrace and Pynsent Streets and was created by sisters Lani and Freya Jones. It depicts flora and native birds local to the region and was inspired by experiences walking and climbing in Gariwerd (Grampians) and Dyurrite (Mt Arapiles).

"Nurrabiel" by local artist Stacey Rees (featured on the front cover and below), is an acrylic paint on brick mural located on Jos Lane, adjacent to Firebrace Street. It is an abstract impression of the natural and abundantly rich swamplands of Nurrabiel, Telangatuk and Toolondo, located south of Horsham where Ms Rees grew up. "As a child, the beauty of the landscape often went unnoticed. Now, as an adult, I see it through a more mindful lens. It's a special place and a place which holds plenty of precious memories," she said.

The artists were chosen through a community expression of interest process run by Council's Public Art Advisory Committee in mid 2020.

Public art and street art have an increasingly important role to play in activating and enhancing the liveability and experience of our natural and urban environments. Council acknowledges Powercor and local businesses at the top end of Firebrace Street for their support of the installation of these new public artworks.



Horsham Youth Council

The inaugural Horsham Youth Council was formed in July 2019, following a recommendation from the 2018 Horsham Youth Strategy to establish a representative group of young people to respond to and advocate for issues relevant to young people and to support Council's engagement with them. They have had a challenging but successful term, ending in June 2021.

We are proud of the first Horsham Youth Council's achievements, especially as the majority of their term involved being creative during COVID-19 lockdowns and proactive between lockdowns.

The Youth Council has been instrumental in activating the reimaged building now known as The Station in Pynsent Street, Horsham, actioning the following four key areas:

Interior

In partnership with "90 Degrees Art", the Horsham Youth Council installed a mural inside the building. They chose a bright and friendly mural design, inclusive of all users within the space. It is a fantastic addition, making the space energetic and lively.

Due to COVID-19 restrictions, Youth Council monthly meetings were attended via the Zoom online platform. The Youth Council took to interior design and were a voice for the installation of technology in The Station to be used for events.



Cr Robyn Gulline, Mayor and artist Stacey Rees at the official opening of the Jos Lane mural "Nurrabiel".





The Horsham Youth Council played a key role in activating The Station in Horsham's Pynsent Street this year.

Furniture was also part of the decision-making. They chose pieces that were versatile and could be re-arranged to suit the multi-purpose space. The different configurations have created a very dynamic space.

Exterior

In addition to the inside mural "90 Degrees Art", the Youth Council co-ordinated the painting of the contest winning logo for The Station. The logo has attracted street-side appeal and attention for the utilisation of the space.

Stage 1 of the landscape redevelopment of The Station, funded by the Local Roads and Community Infrastructure Funding Scheme, commenced in May 2021. The Youth Council are in the planning stage for an official opening and outdoor events once works have been completed. They are eager to hand over to the new Youth Council which will commence in July 2021 to carry on the implementation of the plans.

Events

Between COVID-19 lockdowns, the Youth Council successfully hosted three indoor events in the newly renovated space, attracting 132 young people within the community at The Station since May 2021. This was possible due to the Engage! funding and a successful Youth Week 2021 grant.

Young people were also able to socially connect for two huge gamer events. Gaming can be a very isolating hobby, but at The Station



they were able to come together and enjoy their hobby. Youth in the community also attended a Design Your Own Hoodie workshop, where they learnt various design and printing skills.

Projects

Horsham Rural City Council, in partnership with Uniting Wimmera, secured funding for a Social Enterprise project and the Youth Council brainstormed a pop up café at The Station for "Youth Drop in Nights". The new Youth Council will inherit this project for delivery.

The Horsham Youth Council was also a voice for Horsham Rural City Talks and hosted a Youth Voice event to provide feedback to Horsham Rural City Council.

Applications were open in June 2021 for the recruitment of a new Youth Council to be formed in July 2021. Council looks forward



to another diverse and productive Youth Council that will continue to deliver on priority issues for young people in the community, and will participate in leadership opportunities and training.



Goal 2 – Sustaining the Economy

Lead in sustainable growth and economic development

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.

Parking Management Plan

Council adopted a new Parking Management Plan in June. The new plan is designed to help make it easier for people to shop, visit and do business in central Horsham.

Some of the changes include an extension of one-hour parking to two hours, while some four-hour zones on the fringe of the city will become two-hour bays. All short term parking will become a uniform half hour across the central activity district, and restrictions will now end at 5pm instead of 5.30pm. Twenty new Disability Discrimination Act compliant carparks were also added to assist people with disabilities to enjoy the central activity district experience.

It was identified that for many people, one hour is not long enough to complete their shopping, while two hours is sufficient. The changes will allow shoppers time to complete their visit to the central activity district without needing to continuously top up their meter or move to another location.

Considerable effort was made to ensure the public had extensive input into the new plan and a community-based Project Reference Group was established to provide local knowledge and guidance about parking issues in Horsham's commercial precinct. The draft was open to public feedback for five weeks and all parties impacted were consulted.

The new plan will be rolled out in 2022 following the purchase of new meters, re-signing and marking of additional disabled parking bay and long vehicle places and removal of on-street permit parking.

The Parking Management Plan is available on the Horsham Rural City Council website – www.hrcc.vic.gov.au or by contacting Council on email council@hrcc.vic.gov.au or telephone (03) 5382 9777.

Open Space Strategy 2019–29

Our vision is that we will be:

“A leading regional community with an open space network that provides positive health and well-being outcomes for everybody.”

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.

Important principles that underpin our delivery of open space throughout our municipality are that public open spaces will:

- Be equitably distributed
- Be accessible and safe
- Increase and enhance opportunities for participation
- Be sustainable, with future growth embedded in planning.

Horsham Rural City Council has developed an 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 objectives of the strategy are to:

- Establish a vision for Council for the provision of open space
- Establish an agreed hierarchy and definition of open space and play spaces to be applied to the municipality
- Establish benchmarks for Horsham Rural City Council.

The Strategy has been developed and endorsed by Council and work is currently occurring to develop an implementation plan so actions can be delivered.

Together, we are working to encourage more people to be more active more often.

The Open Space Strategy is available on the Horsham Rural City Council website - www.hrcc.vic.gov.au or by contacting Council on email council@hrcc.vic.gov.au or telephone (03) 5382 9777.



Cr Robyn Gulline, Mayor (left) and Sunil Bhalla, CEO (right) with Commissioner Judy O'Connell (centre) at the special Small Business Friendly Council Initiative breakfast event at Horsham Golf Club.



Andrea Hogan (left) and Fiona Gormann (right) at the Horsham Visitor Hub.



The pop-up park in Roberts Place (above and below) has received great community feedback.

Small Business Friendly Council Initiative

Council signed up to the Small Business Friendly Council Initiative in March 2021, at a special breakfast event at the Horsham Golf Club.

The initiative is co-ordinated by the Small Business Commission, in partnership with local Councils.

By signing up to the initiative, Council commits to:

- Paying small business supplier invoices promptly
- Supporting new local business networks to get started and existing ones to grow
- Helping manage disruption to small business trade caused by Council infrastructure works
- Promoting ways the Victorian Small Business Commission can help, including in response to the COVID-19 pandemic.

Local small businesses are the backbone of our community and making the small business friendly pledge reinforces Council's commitment to supporting these businesses in any way we can.

Relocation of Visitor Information Services

Horsham's visitor information services relocated from O'Callaghan's Parade to a new hub at the Horsham Town Hall in late 2020.

Relocation of visitor information services is part of the vision to see the Horsham Town Hall become a local and visitor hub that provides a range of commercial and community uses, while providing a welcoming and engaging entry point to visitors to the municipality.

The co-designed space will work to further develop exciting contemporary tourism products that will entice our visitors to explore our municipality and everything it has to offer, while taking advantage of the beautiful space at the heart of the city.

Pop-up Park in Central Activity District

A new pop-up park was constructed in Roberts Place this year, providing an urban oasis for residents and visitors. The park features natural lawn, flower boxes and fixed seating made from recycled materials.

The pop-up park is an attractive space for people to socialise, relax and enjoy a picnic or takeaway food.





Goal 3 – Asset Management

Meet community and service needs through provision and maintenance of infrastructure

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 our municipality.

Road Works

Providing suitable roads is one of Council's key services. Horsham Rural City Council services 2,977 kilometres of roads. Of these roads, 991 kilometres are sealed roads, 974 kilometres are unsealed roads and 1,007 kilometres are formed only (dirt) roads.

During 2020-21, Council was fortunate to receive significant funding from the Victorian Government through its Agrilinks Upgrade, and the Australian Government through its Heavy Vehicle Safety and Productivity Program (HVSP) and Bridges Renewal Program to upgrade several roads and a bridge in the municipality. Funding was

also received from the Australian Government through its Roads to Recovery program, the Financial Assistance Grants and Council rates revenue, including additional funding committed to reducing Council's infrastructure renewal gap.

The Agrilinks Upgrade, HVSP and Bridges Renewal programs enabled the following upgrades to proceed:

- Wail Nursery Road (completed)
- Drung Jung Road, stages 2 and 3 (in progress)
- Horsham Lubeck Road Bridge over Mt William Creek (contract awarded, works about to commence).

These works have been/will be conducted by contractors and Council staff.

The following projects were funded by the State Government's Fixing Country Roads program in the previous year but were not able to be completed due to weather impacts late in the construction season:

- Widening part of Drung Jung Road, Longerenong
- Graveling of Emmersons Road, Clear Lake.

These projects were completed early in the 2020-21 construction season.

A description of all roadworks completed by Council this year is provided on page 47.



Works description	Length (kilometres)	Area (square metres)
Road reconstruction (Urban)	5.72	38,864
Road reconstruction (Rural)	10.32	63,972
Upgraded unseal gravel road to seal road	2.84	10,508
New sealed road construction (subdivision)	0.124	1,017
Rural reseals	15.10	93,615
Rural final seals	9.05	56,120
Urban final seals	1.86	12,663
Sealed shoulder re-sheeting	22.64	81,513
Gravel road re-sheeting	26	103,148
Footpaths new (subdivision)	0.492	984
Footpaths renew	1.94	2,709
Kerbs and channels new (subdivision)	0.424	-
Kerbs and channels renew	3.519	-
Kerbs and channels new	0.661	-
Footpaths new	2.22	3114.04
Urban reseal	1.00	6823.20

Note: Urban area average width 6.8 metres; Rural roads average width 6.2 metres.



Goal 3 – Asset Management



Industrial land at the Wimmera Agriculture and Logistic HUB will be market ready in the near future.

Rural Road Network Plan

Following completion of the Horsham Urban Transport Plan in early 2020, Council commenced work on the complementary Rural Road Network Plan for the remainder of the municipality. The objective of this plan is to review the priority of all roads in the rural network, guide Council on any plans to upgrade certain roads, and ensure long-term maintenance of the network can be appropriately funded. A community-based Project Control Group was established in March 2020, however, the onset of COVID-19 led to restrictions in the ability to conduct community engagement. This was unable to proceed until May 2021 when a series of workshops were held around the municipality. Attendance at these workshops was good in some locations, but as it coincided with cropping, they were not so well attended in some locations. As a result, a second round of engagement on this plan has been scheduled for August 2021.

The Rural Road Network Plan seeks to review the classification of roads in the existing hierarchy, of link, collector, access and minor roads. The plan also includes three new road classifications being:

- Farm machinery – all weather roads separate from the main routes where possible, where there is wide clearance to cater to larger farm vehicles
- Heavy vehicle – preferred routes for heavy trucks within the municipality and connecting to routes in neighbouring municipalities

- Tourism – sealed routes to access key tourism destinations, to cater for hire cars, which in many cases are not able to travel off sealed roads.

After the second round of engagement, the Project Control Group will review the route recommendations to identify changes in the road classifications. As funding for roads is finite, some compromises may need to be made in relation to which routes can be upgraded, and the timing of these upgrades may need to be planned over several years, subject to the availability of funds.

Social Infrastructure Framework

The Social Infrastructure Framework was adopted by Council in December 2020. This is Council's first strategic document for delivering social infrastructure (focused primarily on "built infrastructure") and resets the approach from looking purely at the structural elements of an asset to also looking at the purpose of an asset and how it assists the community.

The Social Infrastructure Framework aims to provide a framework and vision for social infrastructure and to implement a fair, transparent and consistent approach to asset management. It will help to inform key decision-making by Council, along with other strategic documents and tools such as the Horsham Rural City Council Asset Management Tool to inform long-term planning and asset prioritisation.

Work has now commenced to develop a prioritised Social Infrastructure Action Plan which will involve comprehensive, targeted community engagement.

Horsham Urban Transport Plan

Council adopted the Horsham Urban Transport Plan in January 2020. During 2020-21, the following priorities have been progressed from that Plan:

- Council committed \$100,000 in the 2020-21 budget to commence investigations into an alternative truck route in partnership with the Department of Transport, pending its support for that project. The Department was able to secure Federal Government funding, which was announced in May 2021 to progress this work, which will commence in the 2021-22 financial year.
- Road safety audits were conducted on two key intersections, McPherson Street (Western Highway) and Hamilton Street, and Natimuk Road (Wimmera Highway) and Bennett Road. The Plan identified these as two of four priority intersections for significant upgrades. The audits will be used as the basis for further advocacy to Regional Roads Victoria during 2021-22.
- Planning for the Hamilton Street Pedestrian Bridge has advanced to be construction ready. This project is identified in a range of strategies, not just the Horsham Urban Transport Plan.



- Input was provided to Regional Roads Victoria on the concept design for the Stawell Road/Hamilton Road (Western Highway Henty Highway South) intersection.
- The Firebrace Street/Hamilton Street roundabout was upgraded to enhance cyclist safety.
- Planning has occurred in conjunction with Regional Roads Victoria for safer roundabouts in the CBD area. Engagement on this will occur through the CBD revitalisation planning during 2021–22.
- Planning has occurred to improve safety of the roundabout at the east end of Baillie Street in particular, to make it safer for children to cross this intersection, given its proximity to two schools. A grant application has been made for funding of these works.
- A Parking Management Plan was adopted (page 44).
- Priorities for upgrades to the cycling network were identified in close consultation with the Bicycle Advisory Committee. Its priority for 2020–21 was for bicycle lane marking in Darlot and Hamilton Streets. A grant application for these works was unsuccessful, but Council funding enabled these works to commence late in the financial year.
- Continued advocacy for the introduction of passenger rail services to Horsham.

The Social Infrastructure Framework, Rural Road Network Plan and Horsham Urban Transport Plan are available on the Horsham Rural City Council website - www.hrcc.vic.gov.au or by contacting Council on email council@hrcc.vic.gov.au or telephone (03) 5382 9777.

Wimmera Agriculture and Logistic HUB (WAL HUB) formerly named WIFT

As a result of the COVID-19 pandemic and the increased demand for industrial land, Council has positioned itself to recover through making the following industrial land available:

- Wimmera Agriculture and Logistic HUB (WAL HUB) formerly named Wimmera Intermodal Freight Terminal (WIFT)
- Enterprise Industrial Estate
- Burnt Creek Industrial Estate.

Industry development will be the catalyst to keep people working, keep people in the region and attract people to the region, and as a result, will keep our economy and social well-being healthy.

It is important to note that the three industrial estates have different industry targets and each play a vital role in our region's economy and COVID-19 pandemic recovery.

WAL HUB, with substantial investment from Council and the State Government, will be Market

Ready with final valuations and price determination in the near future. This year has seen further development through a nine-lot subdivision, construction of roads and connection to power and water supplies.

The Enterprise Industrial Estate will require planning works to be undertaken prior to further land being opened up and ready for the market. This estate is ideal for smaller scale development such as trades, equipment storage, and start-up businesses.

The Burnt Creek Industrial Estate, through building on previous works, has commenced planning a four staged proposed subdivision. Council has also undertaken land valuations and a public notice of intent to sell industrial land within stage one of this four staged subdivision.

Goal 3 – Asset Management



The City to River project provides a suite of transformative projects that aim to improve, revitalise and link Horsham's Central Activity District, making Horsham a more attractive place to live, work, visit and invest.

City to River Works

The City to River Stage 1 Priority Works is a \$3.1 million portfolio of projects funded by Federal and State Government grants, together with a significant contribution from Council's 2020-21 budget:

- \$1,650,000 Community Development Grant (Federal)
- \$850,000 Horsham Rural City Council
- \$500,000 Regional Infrastructure Fund (State)
- \$104,510 Sustainable Infrastructure Fund (State).

All three funding programs have milestone requirements to be met, quite often varying significantly, for example, the Federal Community Development Grant requires 25% of the project complete by 30 November 2021, while the Regional Infrastructure Fund requires 50% of construction completed by 31 December 2021.

The individual construction projects to be delivered under this portfolio include:

- Riverfront pathways
- Dixon Drive civil works
- Public toilets and barbecue shelters
- Entrance pergola to the riverfront precinct and a pergola on the Horsham Angling Clubrooms
- Three riverfront nodes/decks
- Landscaping and lighting on the riverfront precinct.

During 2020-21, the following was achieved.

Riverfront Pathways

Council applied for a Sustainable Infrastructure grant to trial shared pathways utilising asphalt with a recycled rubber additive, as well as composite cellulose/plastic outdoor furniture and permeable paving. Although the grant required only 300 metres of pathway to utilise the recycled rubber additive, Council will treat the whole 1.1 kilometres of the riverfront pathways with this product. In addition, the shared pathways were widened to 3 metres along the entire length, to enable concurrent usage by pedestrians, cyclists and mobility scooters. The Pathways Project will also address access/gradient issues at both the Wimmera River Bridge and the Rowing Clubrooms.

Demolition Works

The new Sawyer Park public toilets will be located on the footprint of the existing toilets which will be demolished. The existing barbecue shelters and picnic settings will be removed and relocated to other parks. A contract was awarded for the works in June 2021 with demolition and removal of the structures scheduled to occur in August 2021.

The Langlands Track

Walkers, runners and cyclists can now enjoy more of the Wimmera River after a new track, known as the Langlands Track, was completed on the south side of the river in Horsham this year.

The new 2.1 kilometre sealed surface completes a loop between the Anzac Bridge and the Horsham Weir on both sides of the river.

The track is a completely sealed surface, meaning it is accessible for people in wheelchairs, mobility scooters and families with prams.

The south side of the track is on private land and we thank the Chempaka Group and the Langlands family for their generosity and community spirit in allowing the works to proceed, and for giving people the chance to enjoy more of the Wimmera River.

The project was supported by a number of Horsham organisations including the Wimmera Catchment Management Authority, Wimmera River Improvement Committee and Barengi Gadjin Land Council.



Council's frontline workers welcome residents with a friendly smile in the newly refurbished customer service area.



Additional lights were installed at the Roberts Avenue carpark this year.

Customer Service Facelift

An upgrade and extension to the Civic Centre customer service foyer was completed this year, providing greater accessibility for customers.

There are new private interview spaces to allow for confidential customer discussions, along with two large interactive screens, enabling customers to access important information on our website and the internet.

The upgrade has addressed major accessibility issues and brings the public areas of the building up to current standards for general accessibility and Disability Discrimination Act compliance.

These improvements enable Council to better respond to the needs of our residents by providing a more modern, accessible and convenient customer service area.

Horsham Aerodrome Upgrade

A minor upgrade to the Horsham Aerodrome has been completed this year to enhance safety at the aerodrome.

Works include pavement reconstruction of part of the north-south runway and the installation of a new backup power generator.

The pavement works have removed a high section in part of the runway which obscured the runway marker lights at its northern end.

A new generator has been installed which has sufficient capacity for both sets of runway lights and the Aeromedical Transfer Station, in the event of a power failure.

The upgrade will ensure that the aerodrome can continue to provide modern emergency services into the future.

The \$211,000 upgrade was jointly funded by Council and a Federal Government grant.

Roberts Avenue Carpark Lighting Upgrade

Council has upgraded lighting at the Roberts Avenue carpark, one of Horsham's busiest areas. With public toilets, Firebrace Street and the Horsham bus terminal nearby, the carpark experiences high traffic both during the day and at night. The new lights have increased safety and convenience for travellers, locals and pedestrians in the city.



An upgrade to the Horsham Aerodrome will ensure that modern emergency services can continue to be delivered in the future.



Goal 4 – Governance and Business Excellence

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

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 key to learning and high performance.

Local Government Act 2020 Implementation

The new *Local Government Act 2020* received Royal Assent on 24 March 2020 and marks the first comprehensive overhaul of local government in Victoria in over 30 years.

The 2020 Act replaces the *Local Government Act 1989* and seeks to simplify outdated local government processes. With over 400 provisions, the aim of the 2020 Act is to improve local government democracy, accountability and Council operations, including Council's ability to respond to emergencies such as the COVID-19 pandemic (pages 6-11).

The 2020 Act is being implemented in four transitional stages. Stages 1 to 3 have now been completed, with the final stage commencing on 1 July 2021. As the 2020 Act comes into operation progressively, the various provisions in the 1989 Act are repealed progressively. This means that for some time into the future the two acts will co-exist, with some provisions of the 1989 Act continuing indefinitely at this stage.

The 2020 Act is a principles-based Act, removing unnecessary regulatory and legislative prescription contained in the 1989 Act. The 2020 Act is guided by the following five principles:

1. Community Engagement
2. Strategic Planning
3. Financial Management
4. Public Transparency
5. Service Performance.

These principles aim to actively support stronger accountability to ensure that Council meets its legislative and regulatory obligations.

There are a number of new or revised requirements under the 2020 Act. The table on page 53 lists the 2020-21 legislative requirements and their current status.





Date	Requirement	Status/Comments
1 September 2020	Governance Rules	Completed – Governance Rules adopted by Council on 24 August 2020
	Public Transparency Policy	Completed – Public Transparency Policy adopted by Council on 24 August 2020
	Delegated Committees and Asset Committees	Completed – Community Asset Committee and Community Halls Asset Committee endorsed by Council on 24 August 2020
	Audit and Risk Charter and Committee	Completed – Audit and Risk Charter adopted by Council on 24 August 2020
17 September 2020	Mandatory Candidate Training	Completed – All candidates completed mandatory training provided by Local Government Victoria prior to 24 October 2020 general election
January 2020	Councillor Code of Conduct	Completed – Councillor Code of Conduct adopted by Council on 22 February 2021
1 March 2021	Community Engagement Policy	Completed – Community Engagement Policy adopted by Council on 22 February 2021
30 April 2021	Gift Policy	Completed – Gifts, Benefits and Hospitality Policy adopted by Council on 22 March 2021
30 June 2021	Councillor Induction Training (to be completed within six months after Oath is taken)	Completed – Councillor Induction Training Declaration signed by all Councillors on 12 April 2021
	Annual budget	Completed – 2021-22 budget adopted by Council on 28 June 2021
	Revenue and Rating Plan	Completed – 2021-24 Revenue and Rating Plan adopted by Council on 28 June 2021

We are pleased to report that all the legislative requirements for 2020-21 were achieved within the required timeframe.

Goal 4 – Governance and Business Excellence



Remediation of contaminated land in the Horsham Rail Corridor is due to be completed by 2022.

Council will now concentrate on the next stage of implementation. Details are provided in the table below.

Date	Requirement	Comments
31 October 2021	Community Vision	Almost complete – has involved significant deliberative engagement and recruitment of a Community Panel, will go to Council for adoption on 26 July 2021
	Council Plan	Well underway – will involve significant deliberative engagement and Council has commenced a process with the Community Panel to ensure that the Community Vision informs the Council Plan. The Health and Wellbeing Plan will be incorporated into the Council Plan
	10 Year Financial Plan	Well underway – will involve significant deliberative engagement and Council has commenced a process with the Community Panel
	Annual Report	Some changes made to meet the requirements of the <i>Local Government Act 2020</i> – will be completed by the due date
1 January 2022	CEO Employment and Remuneration Policy	New requirement – will be completed by the due date
	Workforce Plan	New requirement – will be completed by the due date
	Recruitment Policy	New requirement – Council has a Recruitment Policy and Procedure in place
	Staff Code of Conduct	Review of existing Staff Code of Conduct will be completed by the due date
	Complaints Policy	Review of existing Complaints Policy will be completed by the due date
	Procurement Policy	Review of existing Procurement Policy will be completed by the due date
30 June 2022	Asset Management Plans	Review of existing Asset Management Plan will be completed by the due date

Whilst the legislative requirements of the 2020 Act have placed considerable demand on Council resources this year, we are pleased with our progress to date and look forward to working towards full implementation during the year ahead.

Copies of policies, plans and a range of other documents adopted by Council are available on the Horsham Rural City Council website – www.hrcc.vic.gov.au or by contacting Council on email council@hrcc.vic.gov.au or telephone (03) 5382 9777.



Council is committed to supporting the planning of an alternative truck route for Horsham.



Dr Anne Webster, Member for Mallee (centre) officially opened the \$3.5 million roof over the Horsham Regional Livestock Exchange in December 2020.

Advocacy

Advocating for and representing our residents, communities and businesses to 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 also involves collaboration with other key stakeholders to progress key projects and priorities for the Wimmera-Southern Mallee and Grampians regions. An important outcome of effective advocacy is funding support for new major projects and new municipal/regional services.

Throughout 2020-21, Council attracted specific project funding of \$4.6 million to undertake a range of infrastructure and service related projects. The highlight of this was the \$2.1 million funding allocation from Sport and Recreation Victoria for the Nature and Waterplay Park.

Details of advocacy priorities that have progressed during the past 12 months are provided below.

Advocacy – Priority projects for Government and Private-sector investment

To assist with Council's advocacy work, a new strategy was created providing details of priority projects requiring funding support from State and Federal Governments and/or the private sector. This document provides an overview of key priority

projects and the investment required under themes such as Future Horsham, Activating our Natural Assets and Making Connections.

The advocacy priorities can be found on the Horsham Rural City Council website - www.hrcc.vic.gov.au or by contacting Council on email council@hrcc.vic.gov.au or telephone (03) 5382 9777.

Zero Carbon Plan

The 2020-24 Council Plan includes Council's ongoing commitment to reduce its carbon footprint and lead through example with energy efficiency initiatives. In February 2021, Council adopted a Zero Net Emissions Action Plan to achieve this goal. This plan commits to a "Science derived emissions target" as its target for greenhouse emissions, and to reduce carbon emissions by 3.5% (221 tonnes of carbon dioxide equivalent) per year until 2050 representing a total reduction of 100% over that time (page 61).

Health care delivery in Horsham and the wider Wimmera region

In February 2021, Council made a written submission to Wimmera Health Care Group and Ballarat Health Services outlining concerns in relation to the proposed merger being explored by the two health services. Council also met with representatives of Health Care Group to discuss concerns.

It is noted that in early July 2021, the Wimmera Health Care Group Board announced their intention to form a new health service with

Ballarat Health Services, Edenhope and District Memorial Hospital and Stawell Regional Health.

Regional Tourism

Following a State Government review, all Regional Tourism Boards will transition over three years into Visitor Economy Partnerships, under the responsibility of the Department of Jobs, Planning and Regions.

In June 2021, Council agreed to continue as a member of Grampians Tourism and over the next three years transition to the Western Victoria Visitor Economy Partnership, which aligns with other municipalities surrounding the Grampians National Park. At the same time, Council will seek a partnership with the North West Victoria (Outback) Visitor Economy Partnership to support the tourism needs of the Wimmera Southern Mallee region.

Develop incentives program to attract in-demand skills to the region

In partnership with Grampians Tourism, Ararat Rural City, Northern Grampians Shire and Southern Grampians Shire Councils, Horsham Rural City Council completed a Grampians New Resident and Workforce Attraction Strategy and Action Plan, a collaborative project to address a key economic and social challenge facing the region: the poor retention and lack of growth in new residents and workforce. The project was completed in May 2021 with the campaign website attracting over 24,000 visits during the project period.

Goal 4 – Governance and Business Excellence



Dr Anne Webster, Member for Mallee, Minister Michael McCormack, Deputy Prime Minister, Danielle Green, Member of the Legislative Assembly for Yan Yean, and Cr Robyn Gulline, Mayor, at the sod turning for the Riverfront Activation Project.

Roofing of the Horsham Regional Livestock Exchange

In December 2020, Dr Anne Webster, Member for Mallee, officially opened the \$3.5 million roof over the Horsham Regional Livestock Exchange at Burnt Creek. This was the culmination of planning and advocacy to attract funding for this important regional project. A full report on this project was provided in the 2019-20 Annual Report.

Regional liveability

Council has actively participated in Regional Cities Victoria, a regional leadership group comprising Mayors and Chief Executive Officers of the 10 largest cities in regional Victoria. Regional Cities Victoria is dedicated to building sustainable regions by providing strategic advice, co-ordination and advocacy to State and Federal governments. A highlight of this advocacy was the announcement of \$15 million for social housing development in Horsham.

Changes to the local government rating system

The State Government response to the Review of the Local Government Rating System was considered by Council and there were 10 specific recommendations that Horsham Rural City Council agreed to question further with the Minister. The most significant for Council were the continued exemption from paying rates that has been given to mining industries, the need to update the Ministerial Guidelines for the use of Differential Rates, rating of electricity generators and the use of a public

benefits test for determining and reviewing rate exemptions, plus a range of more administrative matters.

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

Runoff into the region's reservoirs were well below average in the 2020 winter-spring, meaning that GWMWater was unable to supply recreational water to Green Lake.

Commencement of Stage 1 of the Riverfront Activation project

In February 2021, Council received a grant allocation of \$104,000 from Sustainability Victoria to increase sustainability elements in the Stage 1 Wimmera Riverfront project, which now has a total budget of \$3.1 million. Works will commence on this project in July 2021 (page 50).

The Horsham Nature and Waterplay Park, a key element of Stage 1, has also been fully funded through a Sport and Recreation Victoria grant of \$2.1 million and a Federal Government contribution of \$350,000. Work on this exciting project will commence in late 2021 (page 50).

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

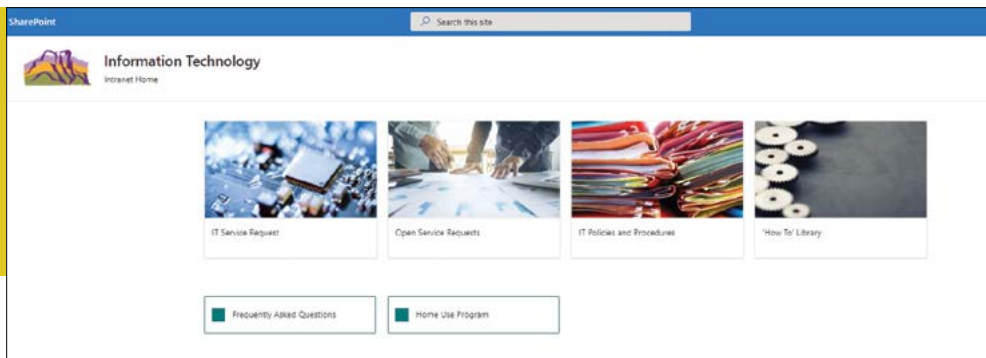
The Western Highway Action Committee, of which, Horsham and nine other Councils from Melton to the South Australian border are members, has continued to advocate

for resumption of the duplication of the Western Highway through to Stawell. Progress on this has been delayed due to a series of legal proceedings relating to the route alignment just east of Ararat. The Federal Government has made a continuing commitment to these works in its forward estimates, which should enable work to proceed once the legal aspects are resolved.

The continued advocacy of the Committee has contributed to the recent announcement by the Federal Government to fund the construction of a major roundabout to improve traffic flow at the key Western Highway/Henty Highway (south)/ Golf Course Road intersection. Regional Roads Victoria has developed a concept design for this, but a date for construction has not yet been confirmed.

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

Council committed \$100,000 in its 2020-21 budget to support the planning of an alternative truck route for Horsham. In May 2021, the Commonwealth Government announced further funding of \$105,000 to support Council and Regional Roads Victoria to plan for a second river crossing as part of an alternative truck route. This planning work will commence in late 2021.



Council launched a new Intranet this year.

Return of passenger rail to Horsham

During 2020-21, a working group of officers from several member Councils of the Western Rail Group and the Department of Transport developed a survey to gather data from users about their preferences/needs for transport services. This survey has been unable to be implemented due to the impact of COVID-19 on travel.

Horsham Rail Corridor

Council has been actively engaged with VicTrack to ensure remediation of contaminated land in the Horsham rail corridor is advanced. Although the remediation, which is due to be completed by 2022, will open up the opportunity for the development of land for community use, the extent of land which will be available for development will be influenced by the decision in relation to return of passenger rail to Horsham.

Retention of the Overland passenger train between Melbourne and Adelaide

Horsham Rural City Council, together with a range of other groups, has continued to advocate strongly for the continuation of the Overland passenger service. The Victorian State Government has committed funding to continue the Overland service for another three years until 30 June 2023. This limited, twice-weekly service, was historically also part funded by the South Australian Government.

Family violence support and safety hub in Horsham

Council has advocated strongly for a family violence support and safety hub in Horsham. Funding was secured and State Government agency Family Safety Victoria confirmed it would establish a new building at a Madden Street site in Horsham for a support and safety hub service. Construction of The Orange Door has commenced and will be completed by the end of 2021.

Wimmera service providers, Goolum Goolum Aboriginal Co-operative, Uniting Wimmera and Grampians Community Health will be partnering with The Orange Door to provide family-violence services from the hub.

Rural Councils Corporate Collaboration Project

Horsham Rural City Council has joined with three Councils in the Wimmera Southern Mallee local government region (Hindmarsh, Loddon and West Wimmera) to undertake a major update to the core business systems (finance, payroll, revenue management, procurement and regulatory) of these Councils. The project is funded by a grant of \$5 million from the Victorian State Government.

Significant progress has been made during the past 12 months including preparation of an expression of interest process followed by a selective tender and an evaluation process, in order to identify a successful vendor. System implementation is scheduled to commence in 2021-22.

Horsham Rural City Council is the lead Council in this project which is scheduled to be completed late in 2022.

Council launches new Intranet

Over the past several years, it was recognised that the Council Intranet was outdated, both in technology and the content hosted on the site. This year we were able to engage an employee through the Working for Victoria program to build a new site and load updated content, and construction of a new Intranet commenced in November 2020.

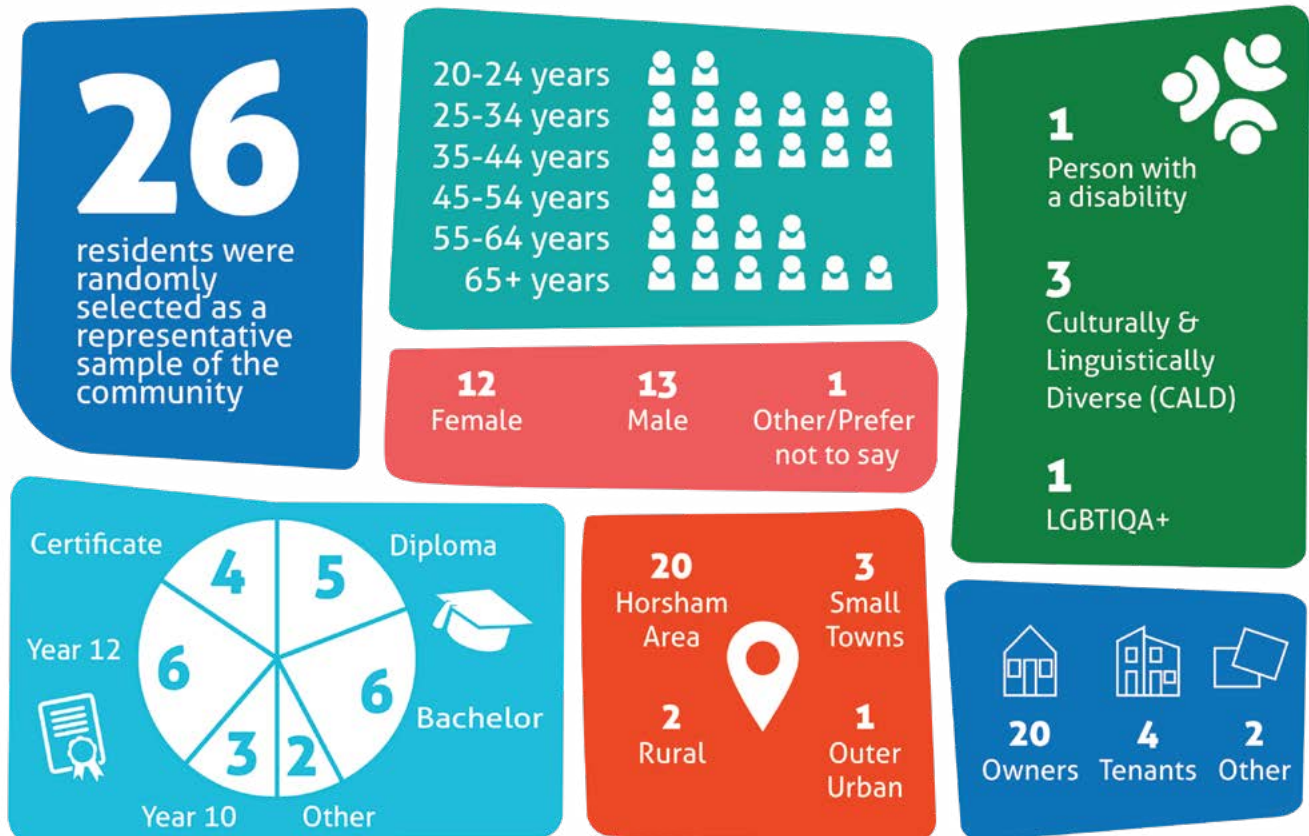
The new Intranet was launched in April 2021, and has been designed to share with fellow employees, information about the services and processes we offer as an organisation. Policies, procedures, meeting minutes, agendas, answers to frequently asked questions and common applications can all be accessed from the home page. This maximises staff efficiency and allows them to work smarter not harder, so that Council can in turn provide a high standard of customer service to our community.

Councillor Portal

To coincide with the commencement of the new Council, a new Councillor Portal was launched in October. The Councillor Portal provides a central point for Councillors to access and collaborate on important documents such as agendas, policies and procedures, forms and other resources.

Goal 4 – Governance and Business Excellence

HORSHAM RURAL CITY TALKS COMMUNITY PANEL



Horsham Rural City Talks Engagement Program

The Horsham Rural City Talks engagement process was primarily undertaken to meet the requirements of the *Local Government Act 2020* (the Act). Central to the new Act was the desire to increase community input into Council decisions. To achieve this, Victorian Councils were required to develop a Community Engagement Policy and undertake deliberative engagement to develop a Community Vision and provide community input into the Council Plan, Health and Wellbeing Plan, Financial Plan and Asset Plan.

The engagement process was co-designed with Councillors and Council Officers with many touch points from inception to conclusion. This included the broad engagement activities, recruitment of the Panel, developing the remits and design of the deliberative sessions.

Broad engagement with the Horsham Rural City community was conducted to gather data and information that would feed into the Community Panel process.

The Horsham Rural City Talks - Our Future 2041 community consultation ran from February to May 2021, providing opportunities for the community to have their say through a variety of channels, including:

- Online engagement on “Have Your Say” platform
- Random telephone surveys as part of the Community Satisfaction survey process
- Hosting a community conversation
- Providing feedback via a postcard distributed through Council and community facilities
- Listening posts held at Jung Market and the Horsham Plaza.

Across all activities, a total of 937 responses were received from 926 people and 11 groups. We heard from people of all ages and all areas of the municipality, including those who come for work or to visit. Questions were consistent across activities, allowing for collective analysis of results. The data was analysed using qualitative methods, to identify key themes as a starting point for deliberation by the Panel.

During the consultation period, two “What we’ve heard” reports were posted on Council’s website, providing updates to the community on the responses heard to date. At the end of the consultation period, a final “What we heard” report was produced, as well as a comprehensive Engagement Findings report. These final reports were shared with the Community Panel so that they understood the aspirations of the broader community to inform their deliberations.

Horsham Rural City Talks

our future

Find out more online at hrcc.vic.gov.au/horshamtalks



What do you LOVE about Horsham?

What would make it even better?

Please register to join our community panel to help shape the future of our municipality. No experience/ qualifications necessary, this invitation is open to all residents over the age of 15.

You will be paid for your time and travel.

Register now!



Recruitment of the Horsham Rural City Talks Community Panel was completed by consultants, working in partnership with Council. The Panel consisted of 26 members that were randomly selected to form a representative sample of the Horsham Rural City community. An invitation was sent out to every household across the Horsham Rural City municipality. These households were provided with the project background and the times and dates of workshops, and asked to register their interest online or via the phone. Respondents were asked to provide information on their age, gender, suburb, education, housing tenure and whether they were from a culturally and linguistically diverse (CALD) background. They were also asked if they identified as an Aboriginal and Torres Strait Islander, LGBTIQ+, or as having a disability.

Close to 100 registrations were received. From the pool of registrations, a stratified random sample was selected to broadly represent the Horsham Rural City community demographics. This included stratification by age, gender, education attainment, and location, with particular focus on ensuring a fair representation of urban and rural residents.

While the original target for the Panel was between 30 and 40 participants, due to the changing COVID-19 situation that brought Victoria into lockdown, it was necessary to change meeting dates, resulting in a number of applicants withdrawing from the process.

Through the Horsham Rural City Talks engagement program, Council has not only delivered on the requirements of the Act, it has empowered the community to work towards developing an informed vision for the future. It will also provide Council and the community with the opportunity to work together to implement recommendations from the Community Panel.





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

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.

Horsham Tornado

In the early hours of Monday, 7 December 2020, when most residents were sleeping, a mini tornado swept across the northern parts of Horsham.

The tornado damaged more than 100 houses, in some cases fully removing the roof, exposing sleeping residents to the night's sky. Damage also occurred to a range of public infrastructure including power lines and transformers and street trees.

A massive response from SES volunteers from Horsham and across large parts of the western half of Victoria provided assistance to residents to secure their houses in the short term. These SES volunteers were supported by CFA and other

emergency services, as well as Council staff, including many from the Operations Team. The considerable efforts of all of these volunteers is acknowledged by Council.

In the initial response, Council staff assisted with the removal of debris, such as roofing, fencing and vegetation. The Building Team also assisted with the assessment of houses for structural safety. Council's recovery team, in conjunction with other relief agencies, provided a range of support to affected residents in the days and weeks after the tornado and the Customer Service staff handled countless enquiries seeking a range of assistance.

Follow up activities included continuing recovery support and

some debris removal collections. For many residents, the temporary repairs had to last a long time while issues such as insurance and arranging builders were organised. In some cases this took many months.

The tornado struck a very narrow and straight path, affecting residents in a strip barely 100 metres wide, but stretching right across the northern parts of Horsham, from Florence Street in the north-west, through to Peppertree Lane in the north-east, along a near east-west path including Howard and Hennessy Streets.

Photos supplied by Council to the Bureau of Meteorology confirmed that the wind event was classed as a tornado.





Swirl marks in crops showing part of the impact of the Horsham tornado.



The Murra Warra Wind Farm is one of the renewable energy sources for the second stage of the renewable energy scheme.

Reducing our Carbon Footprint

Council adopted a Zero Net Emissions Action Plan in February 2021.

Council is committed to reducing its emissions by 100% over the next 30 years. The plan will see Council adopt a target to reduce emissions by 3.5% (221 tonnes of carbon dioxide equivalent) per year until the year 2050.

Council's largest sources of emissions are fuel used in transport, electricity and street lighting. Pathways to achieving emission reductions include implementing energy efficiency measures for Council buildings and facilities, transitioning to a lower emission (hybrid) vehicle fleet, rolling out more solar for Council buildings and facilities, and switching the municipality's streetlights to LED.

Council is well ahead of this initial target, in part due to signing up to 100% renewable energy use (refer to next story). Additional measures have included the installation of solar panels at three existing buildings, including the Horsham Town Hall, Aquatic Centre and Mibus Centre. The largest installation this year was 99 kW installation on the new roof on the Horsham Regional Livestock Exchange roof.

Reducing emissions at the Doon landfill site is also a priority and will be addressed in a separate Waste Strategy.

Council signs up for renewable energy scheme

Horsham Rural City Council has joined a group of Victorian Councils switching to a new renewable energy scheme.

From July 2021, Council will power all of its electricity use with 100 percent renewable energy, including street lighting, Council buildings and sporting and other facilities.

Energy will come from the Dundonnell wind farm near Mortlake and the Murra Warra Wind Farm, when its second stage begins supplying the energy grid from June 2022.

Forty-six Victorian Councils have signed on to the Victorian Energy Collaboration, the largest ever emissions reduction project by local government in Australia.

Based on current costs, it is expected that Council will save up to \$100,000 on its annual electricity bill. The deal is for 240 GWh of electricity over a period of nine and half years.

Goal 5 – Natural and Built Environments



Council operates two cells at the Dooen Landfill site.



Sally Ison and Cr Robn Gulline, Mayor, at the Quantong community centre.

Energy Savings for Quantong Community Centre

Thanks to a \$25,000 grant from the Commonwealth Government's Local Roads and Community Infrastructure program, solar panels and new LED lights have been installed at the Quantong Community Centre.

The grant provided funding for a 10 kW solar energy system to be installed on the centre's roof and all internal and external lighting upgraded to energy efficient LEDs.

The installation of solar power and LED lights will reduce costs to the local community who pay for services to the centre.

Dooen Landfill Fire

Council operates two cells at its Dooen Landfill site, the main cell being for municipal waste, including material collected from residents' bins. The second site is known as the hard waste cell, more formally, the solid inert waste cell. This second cell is located on the south side of Ladlows Road, Dooen, and generally receives demolition material and other inert waste such as grain tarpaulins and old power poles.

In the early hours of 18 December 2020, a significant fire was observed in the hard waste cell. This triggered a major response from local CFA brigades and subsequently Fire Rescue Victoria.

The initial response focused on containing the active fire. This involved pumping huge volumes of water onto the active fire area and removing the wetted down burning material using excavators.

The fire was under the control of the CFA until 22 December 2020, and while essentially contained, there continued to be hotspots detected in the underlying waste mass.

Control of the fire continued under Council's responsibility, involving a continuation of the measures developed during the CFA control, including:

- Wetting and excavation of material in hotspots
- Continual application of water to the area using sprinklers.

This became a major task as the hotspots proved difficult to contain, in part due to the nature of the material in the hard waste cell, with power poles providing channels which spread the fire, and grain tarpaulins providing barriers which prevented water being applied from above dousing the hotspots below them. Controlling hotspots and excavating material from the cell continued through to the end of the financial year, in accordance with a plan developed in conjunction with the Environment Protection Authority. Efforts were focusing primarily on extinguishing the fire, but also on preventing a large quantity of tyres at the bottom of the cell from catching alight. Practically all waste material other than the tyres needed to be removed from the cell.

Due to the fire, the cell was closed through to June 2021, and is closed at the time of compiling this Annual Report. This has caused significant disruption to local waste contractors, as there has been insufficient room at the municipal waste cell to accommodate the hard waste material.

During 2021-22, it is planned to reinstate the cell, so that consideration can be given to it again being operational.

Council extends its thanks to the CFA volunteers and staff, including Fire Rescue Victoria personnel who provided the initial response to the fire.



Performance

Council's performance for 2020-21 has been reported against each strategic objective to demonstrate how Council is performing in achieving the 2020-24 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
Pursue funding for implementation of the Horsham North Urban Design Framework and Railway Corridor Master Plan	65%	Funding has been secured in the 2021-22 budget for landscape works in the rail corridor. Waiting on VicTrack to complete remediation works before consider advancing other rail corridor works. Other works occurring in Horsham North i.e. tree planting, urban construction works.
Review future use of all kindergartens and Maternal and Child Health, post the Horsham North Children's Hub	100%	All Maternal and Child Health staff based at the Kalkee Road Children's and Community Hub and former Bennett Road Maternal and Child Health site currently being used for supported playgroup activities. Two kindergartens no longer needed (Roberts Avenue and Robin Street).
Develop a master plan for Dudley Cornell Reserve following the construction of the Children's Hub	80%	Currently finalising a revised community engagement process prior to recommencing planning for the Dudley Cornell Reserve.
Implement recommendations from Innovate (Indigenous) Reconciliation Action Plan	95%	Majority of actions have been implemented.
Activate the Wimmera River Precinct for the community and visitors (including lights and greater presentation)	30%	Stage 1 City to River works are currently being implemented. Planning occurring for Stage 2 City Oval/ Sawyer Park Precinct.

The following statement reviews the progress of Council in relation to major initiatives identified in the 2020-21 budget for the year.

Major Initiatives	Progress
Social Infrastructure Framework	Completed

Performance

The following statement provides information in relation to the services funded in the 2020-21 budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost \$'000		
		Actual	Budget	Variance
	Provision of the following to support Council's direct service delivery areas:			
Animal Management	This service provides animal management through implementation of appropriate rules and regulations in relation to keeping of cats, dogs and other animals and livestock within the municipality to minimise disturbance to residents and the community, and ensure public safety. It also includes the operation of Council's dog and cat rehoming program.	-85	31	116
Social Infrastructure Support	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.	636	678	42
Community Safety	This service deals with matters concerning Local Laws including permits and licences, enforcement and fines and fire hazard enforcement.	187	156	-31
Emergency Management	To prepare for and mitigate if possible the impacts of an emergency on HRCC and the community through good planning and interoperability with all agencies, includes the Wimmera Emergency Management Resource Sharing Partnership.	-216	13	229
Emergency Support	This service supports community health and wellbeing during times of an emergency and to support the community to recover from emergency events.	2	-	-2
Environmental Health	This service provides health administration, health vending machines and other preventative measures under the health plan including needle exchange, Tobacco Act reforms and mosquito monitoring. A variety of legislative based services and functions around environmental health issues are also provided.	94	187	93
Home Support	This service provides care to frail aged and disabled persons with home care, personal care, respite care along with property maintenance services and disabled parking permits.	-1,030	293	1,323
Library	Provides resources and programs aimed at meeting the information, creation, educational and cultural needs of the diverse community of Horsham in an equitable, effective, efficient, responsive and forward looking manner in accordance with the values and objectives of the Library Plan.	581	584	3
Management and Administration	This service provides local and regional facilitation and leadership for planning, developing and delivering community services to meet the needs of the community.	426	421	-5
Performing Arts	This service encompasses the running of the Horsham Town Hall and Horsham Performing Arts Centre operations.	469	343	-126
Visual Arts	This service provides an important visual art resource for the local community and visitors to Horsham through the Horsham Regional Art Gallery.	307	279	-28
Youth and Early Years	This service provides support to families with parenting, health and development, promotion of health, wellbeing and safety, social supports, referrals and linking with local communities.	-302	714	1,016

Performance Goal 1: Community and Cultural Development

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
	2018	2019	2020	2021	
Libraries Utilisation <i>Library collection usage</i> [Number of physical library collection item loans / Number of physical library collection items]	2.40	2.14	1.86	1.20	This indicator has decreased for the 2020-21 financial year with COVID-19 lockdowns, reducing opening hours and therefore impacting on the number of physical library loans for the year.
Resource standard <i>Standard of library collection</i> [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	46.14%	43.11%	45.82%	39.87%	The Library Corporation now consists of two member Councils, where previously there were five member Councils, which has reduced the funding available for library collection purchases.
Service cost <i>Cost of library service per population</i> [Direct cost of the library service / Population]	\$20.87	\$20.98	\$22.13	\$24.53	Increase in financial contribution to the Wimmera Regional Library Corporation, due to limited increases being received from operational grant funding, and economies of scale of business after the withdrawal of two member Councils at end of 2019-20.
Participation <i>Active library members</i> [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	11.83%	11.06%	10.84%	9.08%	Reduction of 887 active library borrowers between 2018-19 and 2020-21, mainly due to COVID-19 stay at home lockdowns, where less borrowers have been able to physically access the library branch.
Maternal and Child Health Service Service standard <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	101.25%	100.41%	100.85%	101.44%	
Service cost <i>Cost of the MCH service</i> [Cost of the MCH service / Hours worked by MCH nurses]	\$70.48	\$60.62	\$64.72	\$62.31	
<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	86.54%	95.51%	88.76%	97.30%	MCH staff have been working hard to improve outcomes for aboriginal families and this is reflected in our data.

Performance Goal 1: Community and Cultural Development

Service/Indicator/measure	Results				Material Variations
	2018	2019	2020	2021	
<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	89.63%	90.16%	87.94%	91.31%	
<i>Participation in 4-week Key Age and Stage visit</i> [Number of 4-week key age and stage visits / Number of birth notifications received] x100	New in 2020	New in 2020	100.42%	96.65%	COVID-19 restrictions including lockdowns and stay at home orders have reduced the participation which has impacted this figure.
Food Safety Timeliness <i>Time taken to action food complaints</i> [Number of days between receipt and first response action for all food complaints/Number of food complaints]	4.67 days	3 days	2 days	1.25 days	
Service standard <i>Food safety assessments</i> [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i>] x100	112.50%	99.41%	90.80%	75.31%	As a result of the COVID-19 outbreak, inspections are lower than normal due to restrictions and increased outbreak workload.
Service cost <i>Cost of food safety service</i> [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act 1984</i>]	\$666.84	\$650.59	\$767.58	\$569.69	17% increase (44) in critical non-compliance outcome notifications and major non-compliance outcome notifications in 2020. Reduction to the cost of Food Safety Services as an Environmental Health Officer had a six week secondment to a different function within Council.
Health and safety <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about food premises] x100	0.00%	93.75%	75.86%	76.47%	

Performance Goal 1: Community and Cultural Development

Service/Indicator/measure	Results				Material Variations
	2018	2019	2020	2021	
Aquatic Facilities Service standard <i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities/Number of Council aquatic facilities]	0	0	0	1	Council conducted one health inspections during 2020-21. In previous years inspections were not annually required under the <i>Health Act 2008</i> .
Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities/Municipal population]	8.20	8.77	6.73	3.03	Utilisation of aquatic facilities has decreased due to the impacts of COVID-19 restrictions.
Service cost <i>Cost of indoor aquatic facilities</i> [Direct cost of indoor aquatic facilities less income received/ Number of visits to indoor aquatic facilities]	\$3.10	\$4.31	\$5.69	\$13.30	Cost per visit at the Aquatic Centre had a 133% increase, the drivers of the increased cost per visit is the fall in facility utilisation by 55% and additional COVID-19 subsidy payments made to the contractor during 2020-21.
Animal Management Timeliness <i>Time taken to action animal requests</i> [Number of days between receipt and first response action for all animal management requests/Number of animal management requests]	1.01 days	1 day	1 day	1 day	
Service standard <i>Animals reclaimed</i> [Number of animals reclaimed/ Number of animals collected] x100	45.31%	62.91%	53.10%	52.83%	
Service standard <i>Animals rehomed</i> [Number of animals rehomed/ Number of animals collected] x100	New in 2020	New in 2020	20.73%	28.70%	Improvements to animal management practices and an increase to the number of rehoming agencies partnering with Council has seen an increase to the number of animals rehomed.
Service cost <i>Cost of animal management service</i> [Direct cost of the animal management service/Population] x100	\$19.79	\$32.14	\$16.58	\$18.65	Extra costs incurred by housing the animals for a longer period has increased the cost of animal management services but has resulted in improved animal rehoming results.
Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions/ Number of animal management prosecutions] x 100	New in 2020	New in 2020	0.00%	100.00%	Council made one animal management prosecution during 2020-21, which was successful. In 2019-20 there were zero animal management prosecutions.

Performance

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
1. Progress implementation of the Wimmera Intermodal Freight Terminal Precinct Plan	90%	1. First stage of works completed well under budget. Work has commenced on a new service road near the western end of the precinct, off Freight Terminal Road, to create “ready to occupy” lots. These works are due for completion by November 2021.
2. Encourage opportunities for the establishment of associated industries including the mining sector	95%	2. As a result of the COVID-19 pandemic and the increased demand for industrial land, Council has positioned itself to recover through making industrial land available.
Work with the economic and community sectors to maximise opportunities arising from the national broadband rollout, including training and awareness of on-line retail business opportunities	100%	Enhanced broadband project established and operational. Renewed marketing and training required to promote digital connectivity as part of Business and Community Support Package for COVID-19 response.
Explore, with reference to current planning activities being undertaken, opportunities for improved timetabling and passenger rail and bus services to Horsham from outside and within the region (including Horsham to Halls Gap, Melbourne and Adelaide)	60%	Routes of bus services in Horsham have been reviewed and changes have been made. There has been ongoing advocacy for return of passenger rail through meetings with State Ministers and elected members. Working group established including senior Council officers and Department of Transport staff to further investigate feasibility of return of passenger rail service to Horsham.
Conduct a review of the roads service to encompass levels of service, construction and maintenance methods (including cost efficiency)	75%	Rural Roads Network Plan progressed well, with a series of workshops across the municipality in May 2021 to gather feedback from the rural community. A second stage of engagement is planned for August 2021 for those who were unable to participate in the earlier engagement. The report is planned to be completed by December 2021.

The following statement reviews the progress of Council in relation to major initiatives identified in the 2020-21 budget for the year.

Major Initiatives	Progress
Economic Development - Small Business Assistance Program	Endorsed by Council in January 2020 but put on hold due to COVID-19. Funds allocated in the 2021-22 Budget so the program will now be advanced.
Parking and Traffic Management - Parking Plan	Parking Management Plan completed June 2021.

Performance Goal 2: Sustaining the Economy

The following statement provides information in relation to the services funded in the 2020-21 budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost \$'000		
		Actual	Budget	Variance
	Provision of the following to support Council's direct service delivery areas:			
Business Development and Tourism	This service provides information and support to visitors accessing the Visitor Services. This area also covers tourism marketing and development as well as promotion for major events and festivals.	354	612	258
Economic Development	This service provides support to the Wimmera Development Association, maintenance and administration for the Wimmera Business Centre and general economic development and promotion for the municipality. Land sales and acquisitions, tree plantation and land management costs for the Burnt Creek and Enterprise Industrial estates and Wimmera Intermodal Freight Terminal, are also provided under this service.	174	750	576
Management and Administration	This service provides general administration for all areas of planning, building, tourism and economic services areas.	459	369	-90
Parking and Traffic Management	This service provides management of parking infringements, maintenance on parking meters, car parking fees, fines and associated costs.	95	110	15

Performance

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
Undertake a review of Council infrastructure asset holdings to ensure they meet future community needs and longer term implications of ownership	100%	Long term financial modelling has been completed for all asset categories and used to develop the draft Asset Plan and Long Term Capex Plan.
Undertake master planning and major refurbishment of the Aquatic Centre	100%	Master plan was completed in 2017. Further projects are being included in annual capex programs, subject to availability of grant funding to facilitate works proceeding.
Develop and implement asset management plans for all nominated asset groups to assist with long term financial and asset management planning and legislative requirements - involve the community in the process	95%	Financial modelling and service level definition has been undertaken for all asset categories. The draft Asset Plan was subject to deliberative engagement through the Community Panel and will be presented for broader community feedback in the second half of 2021.
Master plan preparation for the Livestock Exchange including potential items such as: roofing to cover yards, electronic ramps to replace manual ramps, compost turner and Radio Frequency Identification (RFID), solar panels and water capture.	100%	The master plan for the Livestock Exchange has been adopted. The roofing project was completed in 2020-21.

The following statement reviews the progress of Council in relation to major initiatives identified in the 2020-21 budget for the year.

Major Initiatives	Progress
Strategic Asset Management - Rural Road Network Plan	Work on the Rural Roads Network Plan has progressed well, with a series of workshops across the municipality in May 2021 to gather feedback from the rural community. A second stage of engagement is planned for August 2021 for those who were unable to participate in the earlier engagement. The report is planned to be completed by December 2021.
Strategic Asset Management - Asset Management System Rollout	Asset Management System is in place and all data has been reconciled with the financial system.
Strategic Asset Management - Disaster Asset Evidence Photography	Data collection process is complete. This has included capture of roughness data on all sealed roads which will improve the planning of Council's renewal works in coming years.

Performance Goal 3: Asset Management

The following statement provides information in relation to the services funded in the 2020-21 budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost \$'000		
		Actual	Budget	Variance
	Provision of the following to support Council's direct service delivery areas:			
Aquatic Recreation	Management of the use of the Aquatic Centre, including major refurbishment and upgrades.	863	886	23
Commercial Activities	This service includes the contracted facilities such as the Caravan Park and the Wimmera Intermodal Freight Terminal.	45	86	41
Commercial Operations	This service includes the Horsham Regional Livestock Exchange, which provides weekly sheep 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. This service also includes the operations of the Horsham Aerodrome which provides a regional airport for commercial and private aircraft.	-482	-2	480
Engineering Services	Has overall responsibility for delivery of Council's capital works delivery and annual programming, traffic planning, waste planning, road, street and drain design and monitoring of standards adherence (quality assurance) for the infrastructure.	860	1,181	321
Infrastructure - Rural	This service is responsible for maintaining and constructing roads, bridges and related assets in all non-urban areas of Horsham and Natimuk. This includes the Rural Roads Victoria maintenance contract (which excludes major highways).	1,899	1,905	6
Infrastructure - Urban	This service provides maintenance and construction of roads, streets, bridges and related assets to the required standards within Horsham and Natimuk. This also includes maintenance of bicycle tracks, drainage, footpaths and off-street car parks.	-892	-641	251
Management and Administration	This service provides administration and support services for the Infrastructure Services department.	700	688	-12
Operations Management	This service includes management and administration of the Operations department to facilitate the delivery of core functions and capital programs.	131	152	21
Parks and Gardens	Provision of managed areas for sport, recreation and amenity – includes sports grounds, parks, gardens, the Botanic Gardens and playgrounds throughout the municipality.	2,573	2,378	-195
Sports and Recreation	Provision and maintenance of outdoor and indoor sport and recreation facilities throughout the municipality including the Horsham Aquatic Centre. Also works with community groups and user groups to increase participation.	724	732	8
Strategic Asset Management	Responsible for the strategic management of Council's Infrastructure, including the long term planning of asset renewal and capital works.	751	750	-1
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 fall within this service. This service also provides operations and maintenance of the public conveniences in Horsham, Natimuk and several rural facilities.	1,094	1,218	124

Performance Goal 3: Asset Management

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
	2018	2019	2020	2021	
Roads	12.22	10.72	9.80	10.76	
Satisfaction of use					
<i>Sealed local road requests</i>					
[Number of sealed local road requests / Kilometres of sealed local roads] x100					
Condition	99.30%	99.23%	96.62%	99.30%	
<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					
Service cost	\$50.11	\$30.86	\$30.73	\$36.62	Several of the sealed road reconstructions were on Council's strategic freight route, Council improved these roads by providing thicker gravel depth and several additional culverts for improved drainage, which has resulted in a higher per unit cost.
<i>Cost of sealed local road reconstruction</i>					
[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]					
<i>Cost of sealed local road resealing</i>	\$4.67	\$5.71	\$5.47	\$5.20	
[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]					
Satisfaction	44	45	39	47	Council was successful in various grant funding in 2020-21 that enabled Council to reconstruct more sealed roads than in previous years.
<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]					

Performance

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
Prepare for a more deliberative approach to community engagement following the adoption of the major revisions to the Local Government Act including seeking community ideas for prosperity.	100%	The new <i>Local Government Act 2020</i> requires deliberative processes to be defined in Council's Community Engagement Policy, a revised policy was adopted in March 2021 and a deliberative community engagement process was undertaken during the first half of 2021. An independent community panel was appointed to develop a Vision for the Community for 2041 and to provide recommendations to Council on the Council Plan, Asset Plan and Financial Plan. The panel was a great success and the input from the community was greatly valued and appreciated by Council even though COVID-19 did impact to some extent on the process.
Respond to emerging risks through the strategic risk register and internal audit	100%	Council has taken an active approach in the management of risk within the organisation. Reports from a range of authorities such as VAGO, the Ombudsman, the Local Government Inspectorate and others are assessed to identify any relevant issues and emerging risks for Council. These are then treated like findings from an independent audit report and responses are enacted to ensure processes are improved.
Manage the implementation of the major revision to the Local Government Act	50%	The new <i>Local Government Act 2020</i> was enacted during March and will be phased in over the period to 31 December 2021. A detailed implementation plan is being followed to ensure that all legislated requirements are complied with by the required due date. To date all requirements have been met.

The following statement reviews the progress of Council in relation to major initiatives identified in the 2020-21 budget for the year.

Major Initiatives	Progress
Governance - Community Engagement Tools	The "OurSay" on-line engagement tools were purchased and have been used to support community engagement activities throughout 2020-21.
Governance - Horsham Municipality Community Plan	Plans to undertake a community planning exercise have been rescheduled and replaced with the development of a Community Vision 2041 which was undertaken by an independent Community Panel and will be finalised in early July 2021.
Governance - Replacement Electronic Document Records Management System (EDRMS)	Council was successful in receiving some funding to replace its core finance, payroll and rates systems through the Rural Councils Corporate Collaboration Project which is a joint project with three neighbouring Councils in a shared service approach. As a result, it was decided to delay any replacement of the Records System until such time as the new finance system is known and thus save cost and expense on integration of systems.

Performance Goal 4: Governance and Business Excellence

The following statement provides information in relation to the services funded in the 2020-21 budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost \$'000		
		Actual	Budget	Variance
	Provision of the following to support Council's direct service delivery areas:			
Accounting Services	Provides financial services internally to all staff, department managers, project leaders, Council, 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 Corporation.	932	931	-1
Community Relations and Advocacy	Responsible for three key areas: advocacy and grant seeking, media and communications and community engagement.	427	426	-1
General Revenue	Provides treasury management including additional borrowings and interest repayments.	-29,473	-28,688	785
Governance and Leadership	This service manages and facilitates Council's governance services, the implementation of Council decisions and policies, and compliance with legislative requirements. This also includes Customer Service, the management of Council's property portfolio (including Leases/Licenses and land sales/purchases), Records Management, the office of the Mayor and Councillors and the office of the Chief Executive.	1,580	1,674	94
Information and Technology	Provides IT hardware and software systems, IT support services to staff, customer services at Horsham and Natimuk and the Council's Records Management service. The goal of this service is to provide efficient and effective access to the information needs of staff and the community, and the management of systems that support this whilst at all times keeping secure Council's information assets from accidental or malicious access, modification or destruction.	1,012	1,005	-7
Management and Administration	This service provides management across the areas of finance, IT, rates and organisational development.	1,507	1,776	269
People and Culture	This service is responsible for human resources, payroll, OHS, risk management, industrial relations and organisational performance functions. Payroll also provides services to three separate Council related entities.	1,073	846	-227
Rates and Property Services	Rate collection services encompasses collection of Council rateable income which ensures consistency in debt management, general rate, municipal and garbage charges. Property services encompasses collection of property valuations and maintaining a strategically focused property management system.	312	347	35

Performance Goal 4: Governance and Business Excellence

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
	2018	2019	2020	2021	
Governance Transparency <i>Council resolutions at meetings closed to the public</i> [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100	10.95%	13.39%	18.44%	9.03%	During 2020-21 there was a decrease in resolutions made at meetings closed to the public.
Consultation and engagement <i>Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	53	54	41	48	Satisfaction levels have improved post the Council Election.
Attendance <i>Council attendance at Council meetings</i> [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) x (Number of Councillors elected at the last Council general election)] x100	87.58%	96.19%	87.76%	96.43%	
Service cost <i>Cost of elected representation</i> [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$36,317.94	\$36,965.42	\$31,418.08	\$35,874.87	Additional training and development costs required in 2020-21 for first year of the Councillors new term.
Satisfaction <i>Satisfaction with Council decisions</i> [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	49	49	39	48	Satisfaction levels have improved post the Council Election.

Performance

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
Investigate opportunities for the use of Renewable energy for Council facilities including implementing a Biomass Boiler system at the Aquatic Centre and Solar Panels where feasible on Council buildings and facilities	95%	During 2020-21, Council developed a Zero Carbon Plan, which aims for zero carbon in its operations by 2050. A series of measures have been implemented which currently place Council ahead of that target. Including: <ul style="list-style-type: none"> • Solar panels on the new roof at Horsham Regional Livestock Exchange (100 kW) • Solar panels at 8 community halls across the municipality • Secured 100% green energy in its new electricity contract
Develop a Waste Management Strategy	85%	Detailed planning has occurred during 2020-21 to prepare for the implementation of a four-bin kerbside collection service, with separate bins for organics, glass, other recycled materials, and waste for landfill. This service will be complemented by an expansion of recycling and glass drop off facilities in regional areas. A community engagement process on this proposed service will be undertaken in the second half of 2021.

The following statement reviews the progress of Council in relation to major initiatives identified in the 2020-21 budget for the year.

Major Initiatives	Progress
Waste Management Services - Dooen Landfill Master Plan	Two components of this have been completed. These are referred to as the Dooen Landfill Infrastructure Plan and the Operations Plan.
Sustainability - Waste Gasification Plant Investigation	The Waste Gasification Plant investigation has been deferred. Instead, Council is collaborating with the Regional Waste Group and GWMWater in consideration of options to provide some organics processing capacity, with the potential to provide some waste-to-energy capacity. These investigations are in an early stage.

Performance Goal 5: Natural and Built Environments

The following statement provides information in relation to the services funded in the 2020-21 budget and the persons or sections of the community who are provided the service.

Service	Description	Net Cost \$'000		
		Actual	Budget	Variance
	Provision of the following to support Council's direct service delivery areas:			
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.	31	86	55
Strategic Planning Services	The function of strategic planning, which aims to strategically plan the municipality's needs is also included.	500	584	84
Statutory Planning and Regulations	This service provides statutory planning services such as planning permits, notice of applications, information certificates, scheme appeals, subdivision costs, administration of building control services including building approval, inspection fees, easement approval and State Government levies.	161	291	130
Sustainability	This service manages a range of sustainability related projects from Council's Sustainability Strategy. A reserve has been established to facilitate future energy and water deficiency projects.	204	175	-29
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 the urban and rural areas of the municipality.	-547	-	547

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
	2018	2019	2020	2021	
Statutory Planning	39.00	55.00	42.00	63.00	During 2020-21 there was a 37% increase in planning application decisions made, combined with some complex permits, leading to an increase in the median days taken to decide a planning application.
Timeliness <i>Time taken to decide planning applications</i> [The median number of days between receipt of a planning application and a decision on the application]					
Service standard <i>Planning applications decided within required time frames</i> [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	86.96%	76.72%	85.57%	78.49%	

Performance Goal 5: Natural and Built Environments

Service/Indicator/measure	Results				Material Variations
	2018	2019	2020	2021	
Service cost <i>Cost of statutory planning service</i> [Direct cost of the statutory planning service / Number of planning applications received]	\$3,221.30	\$2,770.27	\$2,898.33	\$2,328.04	21% increase in planning applications received during 2020–21 resulting in a lower average cost.
Decision making <i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	0.00%	50.00%	0.00%	0.00%	There were no planning decisions taken to VCAT in 2020–21.
Waste Collection Satisfaction <i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1,000	63.56	77.27	82.87	89.56	
Service standard <i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	1.03	1.39	1.45	0.99	There were 39 less missed bin requests in 2020–21 as compared to 2019–20.
Service cost <i>Cost of kerbside garbage collection service</i> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$117.81	\$115.54	\$121.42	\$123.97	
Service cost <i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$43.61	\$61.67	\$61.64	\$68.42	The costs associated with processing of collected commingled recycling are increasing – this increase is reflective of the current state of the recycling processing industry in Victoria.
Waste Diversion <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	22.75%	22.13%	20.49%	19.91%	

Governance and Compliance

Governance

Horsham Rural City Council is constituted under the *Local Government Act 2020* to provide good governance in its municipal district for the benefit and wellbeing of the municipal community.

Section 9 of the 2020 Act states that Council must, in the performance of its role, give effect to the following overarching governance principles:

- (a) Council decisions are to be made and actions taken in accordance with the relevant law
- (b) Priority is to be given to achieving the best outcomes for the municipal community, including future generations
- (c) The economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted
- (d) The municipal community is to be engaged in strategic planning and strategic decision making
- (e) Innovation and continuous improvement is to be pursued
- (f) Collaboration with other Councils and Governments and statutory bodies is to be sought
- (g) The ongoing financial viability of the Council is to be ensured
- (h) Regional, state and national plans and policies are to be taken into account in strategic planning and decision making
- (i) The transparency of Council decisions, actions and information is to be ensured.

In giving effect to the overarching governance principles, Council must take into account the following supporting principles:

- (a) The community engagement principles
- (b) The public transparency principles
- (c) The strategic planning principles
- (d) The financial management principles
- (e) The service performance principles.

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring that Council and its administration meet the community's priorities. The community has many opportunities to provide input into Council's decision-making processes including community engagement, public forums and the ability to make submissions to 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, including project funding sources (where available), so people can contribute in a meaningful way including clearly defining negotiable and non-negotiable elements of any subject of engagement and an explanation of why elements are non-negotiable
- 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
- Inform the community about the final decision, and how their input was considered
- Effectively record engagement plans, methodologies, community responses, outcomes and evaluations.

Council's formal decision-making processes are conducted through Council meetings. Council delegates the majority of its decision-making to Council staff. These delegations are exercised in accordance with adopted Council policies.

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 *Local Government Act 2020* 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 90-91. The following items have been highlighted as important components of the management framework.

Committee Structure Review

Changes to the Victorian Local Government Act provide the opportunity to review committee structures within Victorian local government areas. Under the new *Local Government Act 2020*, there are now only two formal types of committees:

- **Community Asset Committees** for the purpose of managing a community asset
- **Delegated Committees** where specific powers of Council are delegated to the committee.

Other types of committees (often known as Advisory Committees) do not have decision-making authority and are not recognised by the Act.

The *Local Government Act 2020* requires Council to review its current committee structure to ensure we are operating in accordance with the legislation. This is timely because Council's committee structure has evolved over time without regular review leading to a broad and inconsistent suite of committees.

The aim of the review is to streamline Council's committee structure, whilst ensuring effective strategic advice is provided to Council to assist in their governance and decision-making. The proposed

methodology for completing the review will provide a transparent and open consultative process that will ensure all views are understood and fed into the Council's decision-making process.

Council commenced a review of its committee structure in January 2021 and activities to date include:

- Desktop review of the activities of the committees to identify the status and level of activity of each committee
- Benchmarking exercise with similar sized Councils
- Survey of all members of the various committees
- Development of a draft Committee Framework Policy.

Next steps:

In 2021-22 there will be further engagement with current committees and finalisation of the Committee Policy and structure.

Community Halls' Asset Committee

On 4 September 2017, a unique governance arrangement for 10 community halls was created that saw the establishment of a Community Halls' Committee of Management. This governance structure was possible under Section 86 of the *Local Government Act 1989*.

The structure provided an effective framework for each of the community halls to maintain their independence in providing an essential community service – a meeting place for individuals and community groups. The structure also provided support for the hall committees and volunteer members and ensured compliance with the requirements of the 1989 Act.

As a result of a new *Local Government Act 2020*, Section 86 arrangements were repealed (1 May 2020) with existing delegations remaining until 1 September 2020.

Following a review of the effectiveness of the governance arrangement for community halls and as part of a separate project within Council to review all committees managed by Council, a Community Asset Committee was established and a new Instrument of Delegation from the CEO was formalised by Council Resolution on 3 August 2020.

The 10 community halls within the Community Asset Committee are:

- Dadswell's Bridge Community Hall
- Hamilton Lamb Memorial Hall
- Jung Hall
- Laharum Hall
- Mitre Hall
- Natimuk Community Centre (NC²)
- Natimuk Solders' Memorial Hall
- Sailor's Home Memorial Hall
- Taylor's Lake Hall
- Telangatuk East Hall.

One representative from each of the community halls meet at least once each year to share information and provide formal advice in relation to the operation of the hall, usage and activities, promotion, challenges and opportunities.

Under the requirements of the *Local Government Act 2020*, section 47(6), the CEO is required to provide an annual report to Council on the Activities and Performance of Community Asset Committees. Following the Annual Meeting of the Community Asset Committee scheduled for November 2021, the Annual Report to Council on the Activities and Performance of Community Asset Committees will be provided to Council and included in the 2021-22 Annual Report.

Council is appreciative of the partnership with, and ongoing support of, community volunteers and committees who manage a range of community facilities across our municipality.

Organisational Plans, Policies, Procedures and Strategies

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

Audit and Risk Committee Charter
Communications Policy
Communications Plan
Community Development Grants Policy
Community Donations Policy
Community Engagement Policy
Council Election Period Policy
Council Expenses Policy
Councillor and Staff Interaction Policy
Councillor Code of Conduct
Councillor Media Policy
Council Plan 2020-24
COVID-19 Rates and Charges Financial Hardship Policy
Fit for Work Policy
Fit for Work Procedure
Gifts, Benefits and Hospitality Policy
Governance Rules
Information Privacy Policy
Parking Management Plan
Policy Development, Implementation, Review and Approval Policy
Procedure Development, Implementation, Review, and Approval Procedure
Procurement Policy
Public Transparency Policy
Rates and Charges Debt Collection Policy
Rates and Charges Financial Hardship Policy
Revenue and Rating Plan 2021-24
Risk Appetite Strategy
Risk Management Framework
Risk Management Policy
Stage 1 Riverfront Activation Concept Plan
Strategic Resource Plan 2020-24
Temporary Measures for Conduct of Virtual Council Meetings Procedure
Working from Home Procedure
Zero Net Emissions Action Plan

Governance and Compliance

Audit and Risk Committee

The Audit and Risk Committee is an advisory committee of Council whose role is determined by Council and the *Local Government Act 1989*, Section 139, and more recently, the *Local Government Act 2020*, Sections 53 and 54.

Sections 53 and 54 of the 2020 Act have expanded the scope of the Audit Committee required by Section 139 of the 1989 Act, introducing the requirement for an Audit and Risk Committee with a Charter. These new arrangements cover both the structure and function of the committee and effectively mandate the requirement for an internal audit function.

Council established the first Audit and Risk Committee of the new *Local Government Act 2020*, in accordance with Division 8, Sections 53 and 54, on 24 August 2020. This was one of several key deliverables under the requirements of this part of the new legislation.

The Audit and Risk Committee Charter, which sets out the committee's objectives, authority, composition and tenure, roles and responsibilities and reporting, administrative and governance arrangements, was endorsed at the Special Audit and Risk Committee meeting on 30 July 2020, and formally adopted by Council on 24 August 2020.

The committee's objective is to provide appropriate independent advice and recommendations to Council on matters relevant to the committee's charter in order to facilitate decision-making by Council in relation to the discharge of Council's accountability requirements.

The Audit and Risk Committee does not have executive powers or authority to implement actions in areas over which management has responsibility and does not have any delegated financial responsibility. The committee does not have any management functions and is therefore independent of management.

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.

The Audit and Risk Committee Charter is available on the Horsham Rural City Council website – www.hrcc.vic.gov.au or by contacting Council on email council@hrcc.vic.gov.au or telephone (03) 5382 9777.

The Audit and Risk Committee provides oversight and guidance on the following matters:

- Council's financial performance reporting
- Compliance of Council's policies and procedures with the *Local Government Act 2020*, particularly the governance principles
- The effectiveness of the management and reporting of Council's risk management and fraud and corruption prevention
- The effectiveness of Council's system of internal controls
- The effectiveness of the internal and external audit functions
- The provision of an effective means of communication between the external auditor, internal audit, management and the Council.

The Audit and Risk Committee has an established Annual Work Program to enable it to discharge its responsibilities effectively, in accordance with the requirements of the Audit and Risk Committee Charter. The Annual Work Program is reviewed at least annually.

Membership

The Audit and Risk Committee comprises two appointed Councillors (one of whom is the Mayor) and three independent members with technical expertise and industry experience.

Members over the past 12 months were:

- Richard Trigg – Chair/ Independent member
- Vito Giudice – Independent member
- Mark Knights – Independent member
- Cr Mark Radford – Councillor representative/Mayor (final meeting September 2020, end of Councillor term)
- Cr David Grimble – Councillor representative (final meeting September 2020, end of Councillor term)
- Cr Robyn Gulline – Councillor representative/Mayor (first meeting December 2020, start of Councillor term)
- Cr Ian Ross – Councillor representative (first Meeting December 2020, start of Councillor term)

Ex-officio members:

- Horsham Rural City Council – Sunil Bhalla (CEO), Graeme Harrison (Director Corporate Services), Heather Proctor (Finance Manager) and Diana McDonald (Co-ordinator Governance)
- Internal Auditor – RSD Audit (contractor)
- Auditor General's agent McLaren Hunt Financial Group (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. RSD Audit have been Council's Internal auditors since November 2019.

RSD Audit conducted a review of Council's Strategic Risk Register and Business Continuity Plan, and completed an audit on Waste Management – Landfill and Transfer Station Operations.

An additional audit was completed by consultant CT Management – Review of the Road Management Plan.

The Audit and Risk Committee also receives regular status reports in relation to recommendations from previous audits to ensure that these are adequately addressed.

Additional to the RSD Audits, Council's Governance Unit undertakes its own internal assessments of relevant reports when they are released from entities such as Victorian Auditor General's Office (VAGO), Independent Broad-Based Anti-Corruption Commission (IBAC), Office of the Victorian Information Commissioner (OVIC), the Ombudsman and the Local Government Inspectorate. Any applicable actions are identified and these are then tracked like any other internal audit undertaken, thus leading to significant continual improvement. Council considers this to be best practice and is leading the sector with this approach.

External Audit

Council's external auditor is the Victorian Auditor General's 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.

Achievements 2020-21

- Five meetings conducted (30 July 2020⁵, 17 September 2020, 17 December 2020, 18 March 2021, 10 June 2021)
- Annual Self-Assessment of Performance against Audit and Risk Committee Charter
- Further development of the Organisational Quarterly Performance Report to the community

- Development of inaugural Audit and Risk Committee Biannual Report in accordance with requirements of the *Local Government Act 2020*
 - Council's Governance Unit undertook its own internal assessment of the following reports from relevant external Integrity body reports:
 - Victorian Ombudsman's Investigation of Alleged Improper Conduct by Executive Officers at Ballarat City Council
 - IBAC Unauthorised Access and Disclosure of Information held by Local Government
 - VAGO Sexual Harassment in Local Government
 - Victorian Ombudsman's Investigation into How Councils Respond to Ratepayers in Financial Hardship
 - Victorian Ombudsman's Investigation into Corporate Credit Card Misuse at Warrnambool City Council
 - Comprehensive review of Audit and Risk Committee Charter and Annual Work Plan in accordance with new *Local Government Act 2020*, Division 8 requirements
 - Re-establishment of the Audit and Risk Committee in accordance with new *Local Government Act 2020*, Division 8 requirements
 - Governance Compliance Framework – biannual updates presented to Council:
 - September 2020
 - March 2021
 - Review of Audit and Risk Committee Member Allowances
 - Development of Committee Membership Guide
 - Introduction of closed session at beginning of each meeting (committee without Officers present).
- ### Challenges
- The COVID-19 pandemic has impacted the capacity of staff to address some outstanding audit actions
 - Implementation and requirements of the *Local Government Act 2020*.

Focus for 2021-22

- Inclusion of Audit and Risk Committee Independent Members on the Horsham Rural City Council website
- Preparation of a biannual Audit and Risk Report for Council
- Completion of all key deliverables as required under the *Local Government Act 2020*.

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.

As the COVID-19 pandemic has continued, risk management and business continuity have continued to be at the forefront of Council's operations.

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

Achievements 2020-21

- Two meetings conducted (7 December 2020, 28 May 2021)
- Risk Appetite Statement adopted
- Risk Framework adopted.

Focus for 2021-22

- Review and update Business Continuity Plan
- Finalise and update strategic risks
- Review operational risks.

⁵Additional meeting held to address requirements of the new LGAct2020.

Governance and Compliance

Community Satisfaction Survey

Horsham Rural City Council participated in the Local Government Community Satisfaction Survey again this year. Residents are surveyed annually to check their satisfaction with Council's performance and services. Participation is optional.

The Community Satisfaction Survey is co-ordinated by the Department of Environment, Land, Water and Planning on behalf of Victorian Councils. For the purposes of the survey, Horsham is classified as

a Regional Centre, which includes Bendigo, Geelong, Latrobe, Mildura, Wangaratta, Warrnambool and Wodonga.

An independent research company conducted the survey during February and March 2021. Four hundred residents aged 18 years and over, targeting the gender and age profile of the community, were randomly selected over the telephone. The survey included compulsory questions, along with two additional free text questions and one tailored question in relation to sealed local roads.

The main objective of the Community Satisfaction Survey is to assess the performance of Council across a range of core measures and to seek insight into ways to provide improved or more effective service delivery. It helps Council to identify the services and activities that need improvement.

Council's core performance measures compared to the previous year, regional centres and state-wide averages are shown in the table below.

Core Performance Measure	Score				Highest Score	Lowest Score
	Horsham 2021	Horsham 2020	Regional Centres 2021	State-wide 2021		
Overall performance	54	45	60	61	Aged 18-34 years	Rural Area residents
Value for money	50	New Measure	55	54	Aged 65+ years	Rural Area residents
Overall Council direction	47	35	54	53	Women	Rural Area residents
Customer service	68	61	71	70	Women	Men
Waste management	70	New Measure	69	69	Aged 65+ years, Horsham Area residents, Women	Aged 50-64 years
Community decisions	48	39	54	56	Aged 18-34 years	Rural Area residents
Consultation and engagement	48	41	54	56	Aged 35-49 years, Women	Rural Area residents
Sealed local roads	47	39	60	57	Aged 65+ years	Rural Area residents

Promisingly, performance ratings have improved this year across all individual service areas – significantly so on most.

Customer service received the highest score of 68 which was a 7 point improvement from last year. Council's overall performance index score of 54 was a 9 point increase from 2020 and this reflects a strong turnaround in perceptions of Council since the new Council term commenced in November 2020.

Council is very aware of the need to improve its performance, particularly around community engagement, and is actively working to achieve improvements in this space moving forward. Council is committed to making changes to meet the evolving expectations of the community.

Information about the Community Satisfaction Survey and performance of Councils across Victoria can be found on the Know Your Council website – www.knowyourcouncil.vic.gov.au

Statutory Information

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

Freedom of Information

The *Freedom of Information Act 1982* (the Act) gives individuals and organisations a general right of access to documents held by Council. The Act also provides rights of appeal if access to information through a Freedom of Information (FOI) request is not granted.

Requests for access to documents under the Act should be made by:

- Completing the Online FOI Request Form on Council's website – www.hrcc.vic.gov.au
- Writing to Horsham Rural City Council, PO Box 511, Horsham 3402
- Sending an email to council@hrcc.vic.gov.au.

Before submitting a request, people should telephone the FOI Officer on (03) 5382 9777, or email council@hrcc.vic.gov.au, to clarify the information they are seeking, how they want to receive it, fees and charges, timelines, consultation with third parties and documents that may be exempt. The application fee during the 2020-21 financial year was \$29.60 plus any access charges that may be levied in accordance with the Freedom of Information Regulations.

In 2020-21, the number of valid requests increased due to topical issues in the municipality. In one case, Council was able to supply documents outside of the Freedom of Information process, and two were withdrawn as applicant did not go ahead with the request or re-submitted as a different request.

How many requests did Horsham Rural City Council receive?

Personal Requests	0
Non-Personal Requests	9

- Six application fees of \$29.60 were paid – total \$177.60
- 2020-21 total charges – \$551.04

What happened?

Part access given	1
Full access given	5
Unclear request, no further correspondence received	0
Withdrawn by applicant	2
Information provided outside FOI process	1
Lapsed after 28 days due to applicant fee not paid	0

No internal reviews were conducted.

Review Applications to OVIC and VCAT

Section 51 (1) review of a decision (OVIC)	3
Section 50 (2) applications to the Victorian Civil and Administrative Tribunal (VCAT)	1
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. They can be contacted by email – council@hrcc.vic.gov.au or telephone (03) 5382 9777.

Procurement Activity

In 2020-21, Council submitted 39 projects through a competitive tender process for the procurement of works, goods and services in compliance with Council's Procurement Policy and obligations under Section 108 of the *Local Government Act 2020* totalling \$9,499,684.

81 annual supply tenders were maintained, equating to an annual spend for these contracts of \$6,568,165.

An additional 81 formal requests for quotation were sought and awarded for procurement of works, goods and services, in compliance with Council's Procurement Policy and obligations under Section 108 of the *Local Government Act 2020*, totalling \$2,914,474.

Combined competitive procurement for 2020-21 is \$18,982,323.00.

Contracts

1. Minister for Local Government, Shaun Leane, approved the arrangements for the purposes of section 186(5)(c) of the *Local Government Act 1989*, for Horsham Rural City Council to contract directly with Victorian YMCA Community Programming Pty Ltd (ACN 092 818 445) for the management and operation of the Horsham Aquatic Centre for the period 1 July 2021 to 30 June 2022 (inclusive).
2. Horsham Rural City Council was one of 41 Councils across Victoria that received a Ministerial Exemption under section 186 of the *Local Government Act 1989*, in May 2021, for the provision of recycling services through to 30 June 2022, to facilitate transition arrangements relating to implementation of the Government's new policy "Recycling Victoria, A New Economy 2020". Council extended its recycling contract with Wheelie Waste at its June 2021 meeting on the basis of this exemption.

Statutory Information

Documents Available for Public Inspection

In line with public transparency principles, Council makes the following documents available for public inspection. Most of these documents are available on the Horsham Rural City Council website – www.hrcc.vic.gov.au – alternatively, please contact Council on email council@hrcc.vic.gov.au or telephone (03) 5382 9777 to arrange an inspection.

Overseas and Interstate Travel

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
- Dates on which the travel began and ended
- Destination of the travel
- Purpose of the travel
- Total cost to the Council of the travel, including accommodation costs.

Council Agendas and Minutes

The agendas for, and minutes of, Council meetings held in the previous 12 months which are kept in accordance with the Horsham Rural City Council Governance Rules, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under section 66 of the *Local Government Act 2020* and contain confidential information within the meaning of sections 3(1) and 125 of the Act.

Community Asset and Delegated Committee Minutes

The minutes of meetings of Community Asset and Delegated Committees established under the *Local Government Act 2020*.

Note: Horsham Rural City Council's committee structure is currently under review (pages 80-81).

Delegations

A register of delegations kept under sections 11 and 47 of the Act, including the date on which the last review took place.

Leases

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.

Authorised Officers

A register of Authorised Officers, including the date on which the last review took place.

Donations and Grants

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.

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 Government departments, Local Government 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 2020* and federal legislation.

Promote and protect human rights is identified as a Guiding Principle in the 2020-24 Council Plan. Council's adoption of a Human Rights Policy in June 2015 embeds the Council's corporate responsibility to respect human rights in all operations.

This report contains a section on Preventing Violence Against Women including information on the Communities of Respect and Equality (CoRE) Alliance, Act@Work and the *Gender Equality Act 2020* (pages 28-29). There is also a section on Equal Employment Opportunity (page 24).

Below are 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.

Due to the sun-setting of Community Local Law 2011 (Number 3 and the amendment Number 4), a comprehensive review was undertaken in 2021. Information was gathered from similar Councils, in particular those that had recently updated their Local Law and key elements were noted in relation to consistency for the type of trading activities that may occur on Council controlled land, and changes for the management of areas of complaint such as motor bike noise and the new provisions of the *Environmental Protection Act*. The review identified changes that would better protect the community and enhance amenity. The draft replacement Local Law was presented to Council on 28 June 2021 for approval for public notice. Council commenced community engagement and invited submissions about the replacement local law.

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

Domestic Animal Management Plan

Under the *Domestic Animals Act 1994* (the Act), Council is required to prepare and implement a Domestic Animal Management 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.

Council adopted the Domestic Animal Management Plan 2017–2021 in December 2019. The plan was prepared in consultation with the Domestic Animal Management Advisory Group, in accordance with the requirements and responsibilities under Section 68A of the Act and with reference to the Council Plan and Council Local Laws.

The Domestic Animal Management Plan:

- Documents Council's current animal management processes and practices
- Evaluates whether animal control services provided by Council meet strategic objectives, as set by the legislature 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 Council under the Act and Local Laws regarding the management of dogs and cats in the municipality.

Collaboration with external agencies and improved processes have led to a 50 percent decrease in euthanizing of animals, and a 70 percent increase from last financial year of adoptable animals being rehomed.

Council now has agreements with three rehome groups supporting the placement of unwanted animals in the municipality. These include Horsham PAWS, Phoenix Animal Rescue and Catnap Kitten Rescue.

We have continued our series of media releases encouraging the responsible ownership of domestic animals and key updates to Council's website to fill identified information gaps. Proactive work with pet owners has led to a large reduction in the numbers of animals being impounded. An electronic option to receive pet registration renewals in the form of an eNotice is now available, giving customers the choice to renew online.

The Domestic Animal Management Plan 2017–2021 is available on the Horsham Rural City Council website – www.hrcc.vic.gov.au or by contacting Council on email council@hrcc.vic.gov.au or telephone (03) 5382 9777.

2019–22 Community Inclusion Plan

Council adopted the 2019–22 Community Inclusion Plan in January 2020, in accordance with Section 38 of the *Disability Act 2006*.

The Community Inclusion 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.

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 everybody's responsibility.

It is estimated that there are approximately 4,000 Horsham residents living with a disability, of whom, 1,333 are thought to have a severe or profound disability. Council plays a key leadership role in building a more accessible community and reducing barriers to inclusion experienced by people with a disability.

Statutory Information

2019-22 Community Inclusion Plan *continued*

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 well considered and planned for.

Key outcomes and achievements of the Community Inclusion Plan this year include:

- The Employment of a Community Inclusion Officer
- Council publications available in alternative formats
- Collaborative planning for acknowledgement and celebration of Seniors Week 2021
- Inclusion of comprehensive information on disability services and accessible facilities in the Horsham Community Directory
- Disability Awareness Training for Councillors
- Improved access to Horsham Aquatic Centre with the completion of compliant/accessible ramp
- Incorporation of Universal Design Guidelines into Council processes such as master planning, scoping of capital works, engineering design and Capital Works Project Office processes.

The 2019-22 Community Inclusion Plan is available on the Horsham Rural City Council website www.hrcc.vic.gov.au or by contacting Council on email council@hrcc.vic.gov.au or telephone (03) 5382 9777.

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 2020-21 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 remains committed to providing and promoting a child safe environment. Council has zero tolerance to child abuse and constantly endeavours to maintain a child safe and child friendly environment where children are 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 culturally and linguistically diverse backgrounds, and children with a disability.

The Child Safe Standards originally formed part of the Victorian Government's response to the Betrayal of Trust inquiry. While Victorian organisations that provide services to children are required under the *Child Safety and Wellbeing Act 2005* to ensure that they have compulsory child safe

standards to protect children from harm, over-and-above this, Council considers child safety as an integral component of normal business and part of its fundamental moral obligation to provide services in a way that protects the health and wellbeing of the entire community.

Council's Child Safe Policy and Reporting a Child Safety Concern Procedure are key documents in respect of child safety and can be found on the Horsham Rural City Council website – www.hrcc.vic.gov.au or by contacting Council on email council@hrcc.vic.gov.au or telephone (03) 5382 9777.

These resources will be reviewed throughout 2021-22 in response to the Victorian Government's adoption of new Child Safe Standards, to be introduced on 1 July 2022. Impacted organisations have 12 months to transition to the new Standards, which come into effect on 1 July 2022. Until then, the current Standards continue to apply.

Legislative Objectives of Council

The purpose and objectives of the Horsham Rural City Council are defined in the *Local Government Act 2020*. The purpose of this Act is to give effect to section 74A(1) of the *Constitution Act 1975* which provides that local government is a distinct and essential tier of government consisting of democratically elected Councils having the functions and powers that the Parliament considers are necessary to ensure the peace, order and good government of each municipal district.

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.4).

- (a) Local government continues to be constituted as a democratically elected tier of Government in Victoria
- (b) Councils are constituted as representative bodies that are accountable, transparent, collaborative, efficient and engaged with their communities
- (c) Councils have the functions and powers necessary to enable Councils to perform their role.

Public Interest Disclosures

Horsham Rural City Council is a public body subject to the *Public Interest Disclosures Act 2012 (Vic)* (the Act).

The purpose of the Act is to encourage and facilitate disclosures of improper conduct by public officers, public bodies and other persons, and detrimental action taken in reprisal for a person making a disclosure under the Act.

The *Public Interest Disclosures Act 2012* provides protection to persons who make disclosures or who may suffer detrimental action in reprisal for those disclosures. The Act ensures any disclosures are properly assessed and, where necessary, investigated, and provides confidentiality of the content of disclosures and the identity of people who make them. Under the Act, any person or group of individuals can make a disclosure, be a witness, or be the subject of an investigation.

Council is committed to the aims and objectives of the *Public Interest Disclosures Act 2012* and 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.

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, conduct involving a substantial risk to public health and safety or the environment, misconduct in public office or serious professional misconduct.

The role of the Public Interest Disclosures Co-ordinator is held by the Chief Executive Officer, the Public Interest Disclosures Officer by the Director Corporate Services, and Welfare Manager by the Manager People and Culture.

For the purposes of Section 69 (1) (b) of the *Public Interest Disclosures Act 2012*, in the period to 30 June 2021, no disclosures were notified to Council officers appointed to receive disclosures, or to the Independent Broad-based Anti-corruption Commission (IBAC).

Council's Public Interest Disclosure Procedure (2020), provides details of Council's system for reporting disclosures of improper conduct, serious professional misconduct, detrimental action or misdirected disclosures by Councillors or employees.

Further information about Public Interest Disclosures, including the Public Interest Disclosure Procedure can be found on Council's website – www.hrcc.vic.gov.au or by contacting Council on email council@hrcc.vic.gov.au or telephone (03) 5382 9777.

Governance and Management Checklist

Governance and Management Items	Assessment
1. Community engagement policy (policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act Date of adoption: 22 February 2021
2. Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines 15 February 2016
3. Financial Plan (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the Act Date of adoption: To be adopted prior to 31 October 2021 in accordance with the Act
4. Asset Plan (plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the Act Date of adoption: General: 21 December 2015 Roads: 21 December 2015
5. Revenue and Rating Plan (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act Date of adoption: 28 June 2021
6. Annual budget (plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	Adopted in accordance with section 94 of the Act Date of adoption: 28 June 2021
7. Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy Date of commencement of current policy: 1 June 2021
8. Fraud policy (policy outlining Council's commitment and management controls)	Policy Date of commencement of current policy: 9 December 2013
9. Municipal emergency management plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency mitigation, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> Date of preparation: 4 December 2017
10. Procurement policy (policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)	Adopted in accordance with section 108 of the Act Date of adoption: 26 April 2021
11. Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan Date of operation of current plan: 26 March 2018
12. Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of operation of current plan: 29 June 2015
13. Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	Framework Date of commencement of current framework: 1 June 2021
14. Audit and Risk Committee (see sections 53 and 54 of the Act)	Established in accordance with section 53 of the Act Date of re-establishment: 24 August 2020

Governance and Management Items	Assessment
15. Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Engaged Date of engagement of current provider: 23 September 2019
16. Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the <i>Local Government Act 1989</i>)	Framework Date of operation of current framework: 24 June 2019
17. Council Plan report (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: 14 December 2020, 22 February 2021, 26 April 2021
18. Financial reporting (quarterly statements to the Council under section 138(1) of the <i>Local Government Act 1989</i> , comparing actual and budgeted results and an explanation of any material variations)	Reports presented to the Council in accordance with section 138(1) of the <i>Local Government Act 1989</i> Date reports presented: 14 December 2020, 22 February 2021, 28 June 2021
19. Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports Date of reports: 17 September 2020, 17 December 2020, 18 March 2021, 10 June 2021
20. Performance reporting (six-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the <i>Local Government Act 1989</i>)	Reports Date of reports: 14 December 2020, 22 February 2021, 26 April 2021
21. Annual report (annual report under sections 131, 132 and 133 of the <i>Local Government Act 1989</i> containing a report of operations and audited financial and performance statements) 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)	Presented at a meeting of the Council in accordance with section 134 of the Act Date statements presented: 30 November 2020
22. Councillor Code of Conduct (Code under section 139 of the Act setting out the standards of conduct to be followed by Councillors and other matters)	Reviewed and adopted in accordance with section 139 of the Act Date reviewed: 22 February 2021
23. Delegations (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act)	Reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act Date of review: 24 August 2020
24. Meeting procedures (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act Date Governance Rules adopted: 24 August 2020

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



Sunil Bhalla

Chief Executive Officer

Dated: 28 September 2021



Cr Robyn Gulline

Mayor

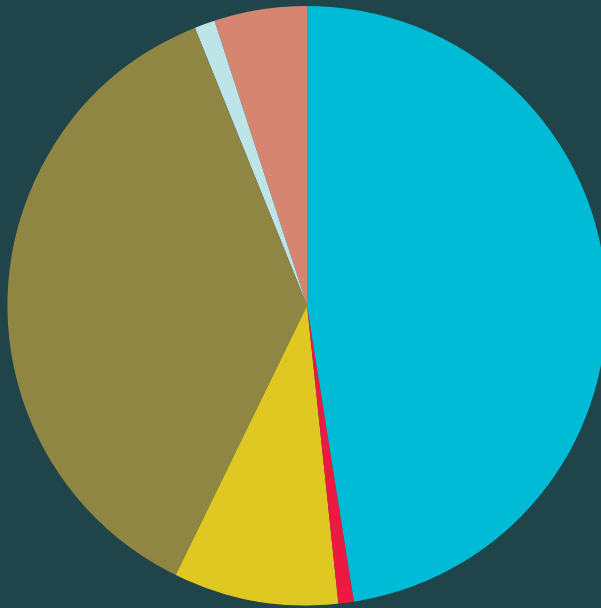
Dated: 28 September 2021

Victorian Local Government Indicators

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

Indicator	Calculation	2020-21	2019-20	2018-19	2017-18
1. Average rates and charges per assessment	Total rates and charges receivable at beginning of year/Number of assessments in the adopted budget	\$2,245.00	\$2,195.79	\$2,147.94	\$2,080.48
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	\$2,012.08	\$1,971.56	\$1,867.56	\$1,855.91
3. Average liabilities per assessment	Total liabilities/Number of assessments in the adopted budget	\$2,107.21	\$2,065.27	\$1,469.24	\$1,524.76
4. Operating result per assessment	Net surplus/Number of assessments in the adopted budget	\$246.23	(33.00)	\$434.11	\$512.42
5. Average operating expenditure per assessment	Operating expenditure/Number of assessments in adopted budget	\$4,505.78	\$4,305.02	\$4,357.62	\$4,065.66
6. Community satisfaction rating for overall performance generally of Council	Result from the Annual Local Government Community Satisfaction Survey	54	45	55	54
7. Average capital expenditure per assessment	Capital expenditure/Number of assessments in the adopted budget	\$1,224.79	\$1,344.12	\$872.59	\$1,387.02
8. Renewal gap	Capital renewal/Average annual asset consumption	86.8%	71.9%	50.1%	78.8%
9. Renewal and maintenance gap	Capital renewal and maintenance/Average annual asset consumption plus planned maintenance	86.1%	77.1%	59.6%	81.9%
10. Community satisfaction rating for Council's advocacy and community representation on key local issues	Result from the Annual Local Government Community Satisfaction Survey	No longer available	44	54	52
11. Community satisfaction rating for Council's engagement in decision making on key local issues	Result from the Annual Local Government Community Satisfaction Survey	48	39	49	49

Where Our Money Comes From



Income



48% Rates and garbage charge
\$28.6m

1% Statutory fees and fines
\$0.4m



9% User charges and other fines
\$5.2m

37% Grants all
\$22.1m



1% Contributions
\$0.5m

5% Other
\$2.9m income

Where Our Money Goes



Expenditure



14% Corporate Services
\$8.1m

17% Communities and Place
\$9.6m



69% Infrastructure Services
\$38.9m

Performance Statement

For the year ended 30 June 2021



Description of municipality

Horsham Rural City is a regional city in the Wimmera Southern Mallee region of Western Victoria. The Wimmera Southern Mallee is unique in that it encompasses 20 percent of the area of Victoria and only 1 percent of the population. Horsham Rural City has an estimated residential population of 20,018 people (2020), a number expected to reach 20,599 by 2036. Approximately three quarters of residents live within the urban area of Horsham.

Located along the Wimmera River, Horsham is approximately 300 kilometres north-west of Melbourne. The municipality covers an area of 4,267 square kilometres and includes the major centres of Horsham and Natimuk, and the localities of:

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

Horsham is a hub in the Wimmera for health care, niche retail, community services and arts and culture opportunities. A dryland and broadacre agricultural municipality, Horsham is home to the Grains Innovation Park (a nationally

acclaimed agricultural research centre) and quality educational facilities including private and public secondary colleges, a university and an agricultural college. The municipality also has a rich indigenous history and

an abundance of diverse natural assets including recreational lakes, wetlands, the Wimmera River, Mount Arapiles (widely regarded as Australia's best rock climbing area) and the Wartook Valley with the Grampians National Park nearby.

Sustainable Capacity Indicators

For the year ended 30 June 2021

Indicator / measure	Results				Comments
	2018	2019	2020	2021	
Population Expenses per head of municipal population [Total expenses / Municipal population]	\$2,524	\$2,706	\$2,710	\$2,828	
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$21,267	\$22,479	\$22,523	\$24,433	Large increases to the value of infrastructure assets held has occurred after the 2020-21 revaluation, which has resulted in a significant increase to this ratio.
Population density per length of road [Municipal population / Kilometres of local roads]	6.66	6.68	6.70	6.86	
Own-source revenue Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$1,808	\$1,785	\$1,877	\$1,853	
Recurrent grants Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$540	\$500	\$496	\$526	
Disadvantage Relative Socio-Economic Disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	4	4	4	4	
Workforce turnover Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	11.5%	13.7%	10.1%	24.8%	Council withdrew from providing home care services on 31 December 2020 resulting in 34 staff terminations, representing 11% of the increase in the ratio.

Definitions

"adjusted underlying revenue" means total income other than –

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

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

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

"population" means the resident population estimated by Council

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

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

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

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

Service Performance Indicators

For the year ended 30 June 2021

Service/ <i>indicator/measure</i>	Results				Comments
	2018	2019	2020	2021	
Aquatic Facilities					
Utilisation					
<i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	8.20	8.77	6.73	3.03	Utilisation of aquatic facilities has decreased due to the impacts of COVID-19 restrictions.
Animal Management					
Health and safety					
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	New in 2020	New in 2020	0%	100%	Council made one animal management prosecution during 2020-21, which was successful. In 2019-20 there were zero animal management prosecutions.
Food Safety					
Health and safety					
<i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	0.00%	93.75%	75.86%	76.47%	
Governance					
Satisfaction					
<i>Satisfaction with Council decisions</i> [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	49.00	49.00	39.00	48.00	Satisfaction levels have improved post the Council Election.
Libraries					
Participation					
<i>Active library borrowers in municipality</i> [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	11.83%	11.06%	10.84%	9.08%	Reduction of 887 active library borrowers between 2018-19 and 2020-21, mainly due to COVID-19 stay at home lockdowns, where less borrowers have been able to physically access the library branch.
Maternal and Child Health (MCH)					
Participation					
<i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	89.63%	90.16%	87.94%	91.31%	

Service/ <i>indicator</i> /measure	Results				Comments
	2018	2019	2020	2021	
Participation					
<i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	86.54%	94.12%	88.76%	97.30%	MCH staff have been working hard to improve outcomes for aboriginal families and this is reflected in the data.
Roads					
Satisfaction					
<i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	44.00	45.00	39.00	47.00	Council's success in grant funding in 2020-21 enabled Council to reconstruct more sealed roads than in previous years.
Statutory Planning					
Decision making					
<i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	0.00%	50.00%	0.00%	0.00%	There were no planning decisions taken to VCAT in 2020-21.
Waste Collection					
Waste diversion					
<i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	22.75%	22.13%	20.49%	19.91%	

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 section 98 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

"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

"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

Financial Performance Indicators

For the year ended 30 June 2021

Dimension / indicator / measure	Results					Forecasts			
	2018	2019	2020	2021	2022	2023	2024	2025	Material Variations
Efficiency									
Expenditure level									
Expenses per property assessment [Total expenses / Number of property assessments]	\$4,172	\$4,483	\$4,499	\$4,354	\$4,146	\$4,062	\$4,164	\$4,270	
Revenue level									
Average rate per property assessment [General rates and Municipal charges / Number of property assessments]	New in 2020	New in 2020	\$2,015	\$1,914	\$1,957	\$1,983	\$2,034	\$2,086	
Liquidity									
Working capital									
Current assets compared to current liabilities [Current assets / Current liabilities] x100	338%	423%	219%	220%	244%	246%	255%	200%	
Unrestricted cash									
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	11%	-32%	-18%	-46%	-40%	-25%	-7%	6%	Taking advantage of longer term deposits directly affects unrestricted cash held. This ratio only measures term deposits held for less than three months.
Obligations									
Loans and borrowings									
Loans and borrowings compared to rates [Interest and principle repayments on interest bearing loans and borrowings / Rate revenue] x100	23%	20%	18%	15%	15%	22%	31%	28%	Council did not draw down any new loans during 2021 financial year which has resulted in a decreased ratio and favourable variance. This trend will continue until Council increases its external loan borrowings.
Loans and borrowings									
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	3%	3%	3%	2%	1%	1%	1%	3%	In line with loan repayment schedules, Council has been reducing reliance on borrowings over the past three years. Council has some long term plans for large capital projects in future years which may require extra funding, which will increase the ratio.

Dimension / indicator / measure	Results					Forecasts					
	2018	2019	2020	2021	2022	2023	2024	2025	Material Variations		
Indebtedness											
Non-current liabilities compared to own source revenue	26%	25%	23%	23%	28%	37%	43%	28%			
[Non-current liabilities / Own source revenue] x100											
Asset renewal and upgrade											
Asset renewal and upgrade compared to depreciation	New in 2020	New in 2020	89%	108%	106%	108%	99%	62%			
[Asset renewal and upgrade expense / Asset depreciation] x100											
Operating position											
Adjusted underlying result											
Adjusted underlying surplus (or deficit)	-3%	-3%	-9%	-1%	-7%	-7%	-7%	-8%			
[Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100											
Stability											
Rates concentration											
Rates compared to adjusted underlying revenue	53%	51%	56%	51%	60%	62%	62%	62%			
[Rate revenue / Adjusted underlying revenue] x100											
Rates effort											
Rates compared to property values	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%			
[Rate revenue / Capital improved value of rateable properties in the municipality] x100											

Definitions

"adjusted underlying revenue" means total income other than:
 (a) non-recurrent grants used to fund capital expenditure; and
 (b) non-monetary asset contributions; and
 (c) contributions to fund capital expenditure from sources other than those referred to above

"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 be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan

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

"population" means the resident population estimated by council

"rate revenue" means revenue from general rates, municipal charges, service rates and service charges

"recurrent grant" means a grant other than a non-recurrent grant

"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

"restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

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

Council intends to continue its focus on asset renewal over the longer term.

During 2021 financial year, additional COVID-19 grants were received improving the ratio.

Other Information

For the year ended 30 June 2021

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 in the results. 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. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by Council in the Horsham Rural City Council Budget 2021-22 on 28 June 2021. The budget 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.

2. Impact of COVID-19 pandemic on Horsham Rural City Council

On 30 January 2020, COVID-19 was declared as a global pandemic by the World Health Organisation. Since then, various measures have been taken by all three levels of Government in Australia to reduce the spread of COVID-19. This crisis continued to have an impact on HRCC operations in the 2020-21 financial year in the following areas:

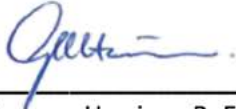
Several community facilities have been closed, including: performing arts centre, aquatic centre, visitor information centre, library and community centres and staff impacted were redeployed to other funded and vacant roles. The majority of office staff have been working remotely from their own homes from 1 July 2020 to mid to late March 2021 and then again for a short period in June 2021.

Financial impacts include: Reduction in rental receipts, footpath trading permit fees, health registration fees, parking fees/fines collected and financial hardship policy including interest free terms and rate deferrals. There has also been increased operational costs to continue providing services to the community with a COVID-19 restricted environment.

Council adopted its 2020-21 budget on 27 July 2020, being very mindful of the impact of the COVID-19 pandemic, but also of the need for Council to play a role in the economic stimulus of the local community. The budget reflected decreases in service delivery for 2020-21 particularly for performing arts and recreation and increased costs for social and business recovery. The budget adopted included a minor cash surplus and did not include any new borrowings.

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

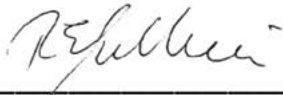
Dated: 27th September 2021

In our opinion, the accompanying performance statement of the Horsham Rural City Council for the year ended 30 June 2021 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.

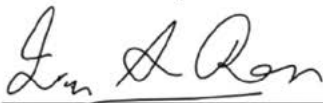
We have been authorised by the Council and by the Local Government (Planning and Reporting) Regulations 2014 to certify this performance statement in its final form.



Robyn Gulline

Councillor

Dated: 27th September 2021



Ian Ross

Councillor

Dated: 27th September 2021



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

Chief Executive Officer

Dated: 27th September 2021



Independent Auditor's Report

To the Councillors of Horsham Rural City Council

Opinion	<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"> • description of the municipality for the year ended 30 June 2021 • sustainable capacity indicators for the year ended 30 June 2021 • service performance indicators for the year ended 30 June 2021 • financial performance indicators for the year ended 30 June 2021 • other information and • certification of the performance statement. <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2021 in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
Auditor's responsibilities for the audit of the performance statement	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.</p>

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

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

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

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

MELBOURNE
28 September 2021



Sahchu Chummar

as delegate for the Auditor-General of Victoria

Annual Financial Report

For the year ended 30 June 2021

HORSHAM RURAL CITY COUNCIL

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**HORSHAM RURAL CITY COUNCIL
ANNUAL FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

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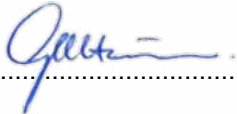
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**CERTIFICATION OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021**

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
27th September 2021

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 2021, and the financial position of the Council as at that date.

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 R. Gulline

27th September 2021

Horsham



.....
Cr I. Ross

27th September 2021

Horsham



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

27th September 2021

Horsham



Independent Auditor's Report

To the Councillors of Horsham Rural City Council

Opinion	<p>I have audited the financial report of Horsham Rural City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2021 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2021 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<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>
Councillors' responsibilities for the financial report	<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
28 September 2021



Sanchu Chummar

as delegate for the Auditor-General of Victoria

HORSHAM RURAL CITY COUNCIL

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**COMPREHENSIVE INCOME STATEMENT
FOR THE YEAR ENDED 30 JUNE 2021**

	Note	2021 \$'000	2020 \$'000
INCOME			
Rates and charges	3.1	28,627	27,631
Statutory fees and fines	3.2	359	409
User fees	3.3	5,204	6,716
Grants - operating	3.4 (a)	17,012	10,705
Grants - capital	3.4 (b)	5,111	4,348
Contributions - monetary	3.5 (a)	358	736
Contributions - non-monetary	3.5 (b)	121	405
Other income	3.7	2,242	2,400
Share of net profits/(loss) of associates	6.3	522	45
Fair value adjustments for investment property	6.4	58	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	3.6	81	187
		-----	-----
Total Income		59,695	53,582
		=====	=====
EXPENSES			
Employee costs	4.1	(20,689)	(20,502)
Materials and services	4.2	(21,572)	(19,373)
Depreciation	4.3	(11,715)	(12,076)
Amortisation - intangible assets	4.4	(233)	(224)
Amortisation - right of use assets	4.5	(55)	(55)
Bad and doubtful debts	4.6	(106)	(68)
Borrowing costs	4.7	(207)	(234)
Finance costs - leases	4.8	(15)	(14)
Other expenses	4.9	(324)	(267)
Written down value of assets disposed	3.6	(1,690)	(1,180)
		-----	-----
Total Expenses		(56,606)	(53,993)
		=====	=====
		-----	-----
Surplus/(Deficit) for the year		3,089	(411)
		=====	=====
OTHER COMPREHENSIVE INCOME			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment	9.1	45,406	265
		-----	-----
Total comprehensive result		48,495	(146)
		=====	=====

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

HORSHAM RURAL CITY COUNCIL

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**BALANCE SHEET
AS AT 30 JUNE 2021**

	Notes	2021 \$'000	2020 \$'000
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	5.1 (a)	5,392	6,921
Trade and other receivables	5.1 (c)	1,272	1,382
Other financial assets	5.1 (b)	32,000	29,200
Inventories	5.2 (a)	240	548
Non current assets classified as held for sale	6.1	229	-
Other assets	5.2 (b)	1,593	547
Total current assets		40,726	38,598
NON-CURRENT ASSETS			
Trade and other receivables	5.1 (c)	385	357
Investments in associates	6.3	1,985	1,463
Property, infrastructure, plant & equipment	6.2	534,822	488,017
Investment property	6.4	2,520	2,450
Intangible assets	5.2 (c)	233	447
Right-of-use assets	5.8	383	438
Total non-current assets		540,328	493,172
Total Assets		581,054	531,770
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	5.3 (a)	3,352	3,838
Trust funds and deposits	5.3 (b)	586	509
Unearned income	5.3 (c)	8,335	5,190
Provisions	5.5	6,033	7,591
Interest-bearing liabilities	5.4	128	477
Lease liabilities	5.8	51	50
Total current liabilities		18,485	17,655
NON-CURRENT LIABILITIES			
Provisions	5.5	3,888	3,749
Interest-bearing liabilities	5.4	4,305	4,433
Lease liabilities	5.8	343	395
Total non-current liabilities		8,536	8,577
Total Liabilities		27,021	26,232
NET ASSETS		554,033	505,538
EQUITY			
Accumulated surplus		239,537	232,042
Reserves - asset replacement	9.1 (a)	18,153	22,559
Reserves - asset revaluation	9.1 (b)	296,343	250,937
TOTAL EQUITY		554,033	505,538

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

HORSHAM RURAL CITY COUNCIL

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STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2021

2021	Notes	TOTAL \$'000	Accumulated Surplus \$'000	Asset Replacement Reserve \$'000	Asset Revaluation Reserve \$'000
Balance at the beginning of the financial year		505,538	232,042	22,559	250,937
Surplus for the year		3,089	3,089	-	-
Net asset revaluation increment		45,406	-	-	45,406
Transfers to other reserves	9.1 (a)	-	(4,606)	4,606	-
Transfers from other reserves	9.1 (a)	-	9,012	(9,012)	-
Balance at the end of the financial year		554,033	239,537	18,153	296,343
		=====	=====	=====	=====
2020	Notes	TOTAL \$'000	Accumulated Surplus \$'000	Asset Replacement Reserve \$'000	Asset Revaluation Reserve \$'000
Balance at the beginning of the financial year		512,608	237,910	24,026	250,672
Impact of change in accounting policy - AASB 15 Revenue from Contracts with Customers		(5,176)	(5,176)	-	-
Impact of change in accounting policy - AASB 1058 Income of Not-for-Profit Entities	10	(1,748)	(1,748)	-	-
Adjusted opening balance		505,684	230,986	24,026	250,672
		-----	-----	-----	-----
(Deficit) for the year		(411)	(411)	-	-
Net asset revaluation increment		265	-	-	265
Transfers to other reserves	9.1 (a)	-	(5,272)	5,272	-
Transfers from other reserves	9.1 (a)	-	6,739	(6,739)	-
Balance at the end of the financial year		505,538	232,042	22,559	250,937
		=====	=====	=====	=====

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

HORSHAM RURAL CITY COUNCIL

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**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2021**

	Notes	2021 Inflows (Outflows) \$'000	2020 Inflows (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		28,930	27,419
Statutory fees and fines		341	408
User fees		3,692	8,086
Grants - operating		16,589	10,492
Grants - capital		5,246	3,444
Contributions - monetary		358	736
Interest received		409	669
Rent		275	219
Other receipts		1,849	1,819
Net GST refund		2,110	2,125
Employees costs		(22,474)	(18,915)
Materials and services		(19,139)	(19,813)
Other payments		(1,317)	(1,311)
		-----	-----
Net cash provided by/(used in) operating activities	9.2	16,869	15,378
		-----	-----
Cash flows from investing activities			
Proceeds from sale of investments		(2,800)	(5,300)
Payments for property, infrastructure, plant and equipment		(15,230)	(16,336)
Proceeds from sale of property, infrastructure, plant and equipment		393	749
Payments for investment properties		(12)	-
		-----	-----
Net cash provided by/(used in) investing activities		(17,649)	(20,887)
		-----	-----
Cash flows from financing activities			
Finance costs		(207)	(234)
Repayment of borrowings		(477)	(481)
Interest paid - lease liability		(15)	(14)
Repayment of lease liability		(50)	(48)
		-----	-----
Net cash provided by/(used in) financing activities		(749)	(777)
		-----	-----
Net increase/(decrease) in cash and cash equivalents		(1,529)	(6,286)
Cash and cash equivalents at the beginning of the financial year		6,921	13,207
		-----	-----
Cash and cash equivalents at the end of the financial year	5.1 (a)	5,392	6,921
		=====	=====
Financing arrangements	5.6		
Restrictions on cash assets	5.1 (b)		

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

HORSHAM RURAL CITY COUNCIL

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STATEMENT OF CAPITAL WORKS
FOR THE YEAR ENDED 30 JUNE 2021

	2021 \$'000	2020 \$'000
Property		
Land Under Roads	-	15
Total land	-	15
Buildings	816	1,088
Works in progress	300	67
Total buildings	1,116	1,155
Total property	1,116	1,170
Plant and equipment		
Plant, machinery and equipment	2,133	1,562
Office furniture and equipment	395	157
Art purchases	16	27
Public art purchases	13	15
Works in progress	37	-
Total plant and equipment	2,594	1,761
Infrastructure		
Roads	4,700	5,308
Bridges	55	369
Footpaths and cycleways	218	312
Drainage	603	655
Recreation, leisure and community facilities	174	1,310
Waste management	122	91
Parks, open space and streetscapes	556	50
Aerodromes	87	-
Off street car parks	23	-
Other infrastructure	595	110
Works in progress	4,382	5,098
Total infrastructure	11,515	13,303
Total capital works expenditure	15,225	16,234
Represented by:		
New asset expenditure	2,566	5,429
Asset renewal expenditure	11,547	9,523
Asset upgrade expenditure	1,112	1,282
Total capital works expenditure	15,225	16,234

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

HORSHAM RURAL CITY COUNCIL

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**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

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)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities (refer to note 3)
- the determination, in accordance with AASB 16 Leases, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- whether or not AASB 1059 Service Concession Arrangements: Grantors is applicable (refer to Note 8.2)
- other areas requiring judgements

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.

HORSHAM RURAL CITY COUNCIL

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**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021****SIGNIFICANT ACCOUNTING POLICIES (Cont.)****(b) Impact of COVID-19**

On 16 March 2020 a state of emergency was declared in Victoria due to the global pandemic COVID-19 virus, known as coronavirus. A state of disaster was subsequently declared on 2 August 2020. While the impacts of the pandemic have abated somewhat through the 2020-21 year, Council has noted the following significant impacts on its financial operations:

Council received unexpected grant funding of \$1m to assist social and economic recovery. At 30th June Council had expended \$500k, the remainder to be spent during 2021/22 year.

Council budgetted and implemented a series of business and community support items to assist the municipality during 2020-21 year.

Items included: reduction in parking fees, commercial and community rent waivers, street trading permit waivers, health registration fee relief, and a specific community and business support package.

Council also lost interest earned, and budgetted for a reduction in ticket sales for Horsham Performing Arts, as well as increasing the provision for bad debts. Additional expenditure was incurred with employees working from home and other covid cost items including a specific role for managing financial hardship applications with Council. Staff working in service areas directly impacted by lockdowns were reallocated to productive roles and vacant positions.

Measures put in place to compensate for above items included: reductions in service delivery, capital programs and operational initiatives.

HORSHAM RURAL CITY COUNCIL

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NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

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.

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 2021 \$'000	Actual 2021 \$'000	Variance	
				2021 \$'000	2021 %
INCOME					
Rates and charges		28,517	28,627	110	0.4
Statutory fees and fines		310	359	49	15.8
User fees		5,581	5,204	(377)	(6.8)
Grants - operating		17,221	17,012	(209)	(1.2)
Grants - capital	1	2,645	5,111	2,466	93.2
Contributions - monetary		596	358	(238)	(39.9)
Contributions - non-monetary	2	1,300	121	(1,179)	(90.7)
Fair value adjustments for investment property		10	58	48	480.0
Other income		1,958	2,242	284	14.5
Net gain/(loss) on disposal of pr infrastructure, plant and equipment	3	570	81	(489)	(85.8)
Share of net profits of associate	4	30	522	492	1,640.0
Total Income		58,738	59,695	957	1.6
EXPENSES					
Employee costs		(20,890)	(20,689)	201	(1.0)
Materials and services	5	(24,947)	(21,572)	3,375	(13.5)
Depreciation and amortisation	6	(12,412)	(11,715)	697	(5.6)
Amortisation - intangible assets		(203)	(233)	(30)	14.8
Amortisation - right of use assets		(48)	(55)	(7)	14.6
Bad and doubtful debts		(183)	(106)	77	(42.1)
Borrowing costs		(200)	(207)	(7)	3.5
Finance costs - leases		(11)	(15)	(4)	36.4
Other expenses		(294)	(324)	(30)	10.2
Written down value of assets disposed	7	(800)	(1,690)	(890)	111.3
Total Expenses		(59,988)	(56,606)	3,382	(5.6)
Surplus for the year		(1,250)	3,089	4,339	(347.1)

HORSHAM RURAL CITY COUNCIL

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**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021****1.1 INCOME AND EXPENDITURE (Cont.)****(i) Explanation of material variations****1. Grants - capital**

The completion of the Horsham Livestock Exchange roof and solar panels saw final grant payment of \$1.34m being received. Council also received \$1.085m funding for Local Roads and Community Infrastructure and an extra \$385k for other road and footpath projects.

2. Contributions - non-monetary assets

Decreased urban development resulted in a reduction in road and land infrastructure assets provided to Council.

3. Net gain/(loss) on disposal of property, infrastructure, plant and equipment

It was anticipated that sales of industrial land would occur during 2020/21 with the completion of the industrial estate at Dooen. Infrastructure works were incomplete at 30th June and sales of adjoining land have not occurred.

4. Share of net profits of associates

Wimmera Development Association received many large grants during 2020/21 which were unspent at 30th June 2021, increasing Council's equity in that associate.

5. Materials and services

The materials budget included expenditure of \$3.413m for Rural Council Corporate Collobaration (RCCC) project. The project has continued more slowly than expected, with total expenditure of \$438k occurring during the year. Many of the initiative projects did not commence during the year, expenditure incurred was \$951k from a \$2.33m initiative budget. Precedence was given to covid related grant funded projects.

6. Depreciation

Several large projects were treated as works in progress at 30th June, valued at \$4.7m, these works will not attract depreciation until the projects are complete, hence a reduction in depreciation expense as compared to budget.

7. Written down value of assets disposed

Earlier intervention of renewal of road infrastructure assets has resulted in additional carrying amount of these assets being written off during the year, including roads \$1.045m, footpaths \$172k and kerb \$60k.

HORSHAM RURAL CITY COUNCIL

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NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

1.2 CAPITAL WORKS	Ref	Budget 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000	2021 %
Property					
Buildings	1	1,349	816	(533)	(39.5)
Works in Progress		-	300	300	100.0
Total buildings		1,349	1,116	(233)	(17.3)
Total property		1,349	1,116	(233)	82.7
Plant and equipment					
Plant, machinery and equipment	2	2,772	2,133	(639)	(23.1)
Office furniture and equipment		266	395	129	48.5
Art purchases		-	16	16	100.0
Public art purchases		-	13	13	100.0
Works in Progress		-	37	37	100.0
Total plant and equipment		3,038	2,594	(444)	(14.6)
Infrastructure					
Roads	3	5,736	4,700	(1,036)	(18.1)
Bridges		184	55	(129)	(70.1)
Footpaths and cycleways		529	218	(311)	(58.8)
Drainage	4	40	603	563	100.0
Recreation, leisure and community facilities	5	1,557	174	(1,383)	(88.8)
Waste Management	6	3,255	122	(3,133)	(96.3)
Parks, open space and streetscapes	7	30	556	526	1,753.3
Aerodromes		-	87	87	100.0
Off street car parks		42	23	(19)	(45.2)
Other infrastructure		281	595	314	111.7
Works in Progress	8	-	4,382	4,382	100.0
Total infrastructure		11,654	11,515	(139)	(1.2)
Total capital works expenditure		16,041	15,225	(816)	(5.1)
Represented by:					
Asset renewal expenditure		11,901	11,547	(354)	(3.0)
Asset upgrade expenditure		1,243	1,112	(131)	(10.5)
New asset expenditure		2,897	2,566	(331)	(11.4)
Total capital works expenditure		16,041	15,225	(816)	(5.1)

HORSHAM RURAL CITY COUNCIL

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**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021****1.2 CAPITAL WORKS (cont.)****(i) Explanation of material variations****1. Buildings**

The budget included one large project for renewal of Wesley Performing Arts Centre \$545k, this project has commenced with \$76k expenditure in 2020/21.

2. Plant, machinery and equipment

Nine items of plant were ordered during the year valued at \$1.2m, manufacturing and delivery delays due to Covid, have these items outstanding at 30th June.

3. Roads

Contract works valued at \$547k were outstanding for one urban and one rural road reconstruction at year end. Another urban road reconstruction project \$290k had not commenced at year end.

4. Drainage

Road reconstruction budget estimates included in current year, did not recognise the drainage cost as a separate component. Completed road drainage projects were valued at \$600k.

5. Recreation, leisure and community facilities

The budget included the Wimmera river activation stage 1 project valued at \$1.448m, the project commenced in first half of 2021 with \$434k being expended as at 30th June, with the whole project being captured as works in progress at year end.

6. Waste Management

The budget included two reconstruction projects at Dooen Landfill, hardwaste cell \$840k, and putrescible cell \$2.4m. Contract works were well advanced at 30th June for the putrescible cell, which is recognised as works in progress at year end. The hardwaste rehabilitation had not commenced at year end.

7. Parks, open space and streetscapes

Unexpected grants received assisted in additional expenditure in this area. Including expenditure on lighting pathways \$223k, Pop up garden works \$110k, and other pathway works \$164k.

8. Works in Progress

Two large road infrastructure projects being carried out by contractors were incomplete at end of year, the value of the works incurred at 30th June was \$759k. Another significant project outstanding is the Dooen Landfill putrescible cell renewal where \$2.9m was expended. \$576k was captured as works in progress for river activation and design works for the new pedestrian bridge.

HORSHAM RURAL CITY COUNCIL

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NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**2.0 ANALYSIS OF COUNCIL RESULTS BY PROGRAM**

Council delivers its functions and activities through the following programs.

(a) Communities and Place Directorate

Communities and Place Directorate provides community care, family services, emergency management, arts and culture, performance and events and recreation and open space planning.

This directorate also provides, planning and building services, health and community safety, commercial enterprises, business and economic development and tourism and events.

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.

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 assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2021					
Communities and Place	6,467	(9,600)	(3,133)	4,506	78,745
Corporate Services	31,732	(8,134)	23,598	5,079	52,297
Infrastructure Services	21,496	(38,872)	(17,376)	12,538	450,012
	59,695	(56,606)	3,089	22,123	581,054

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2020					
Communities and Place	11,842	(21,883)	(10,041)	3,707	59,505
Corporate Services	30,030	(8,509)	21,521	4,300	49,811
Infrastructure Services	11,523	(23,414)	(11,891)	7,046	422,454
	53,395	(53,806)	(411)	15,053	531,770

HORSHAM RURAL CITY COUNCIL

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**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

NOTE 3 FUNDING FOR THE DELIVERY OF OUR SERVICES**3.1 RATES AND CHARGES**

	2021	2020
	\$'000	\$'000

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Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district.

The valuation base used to calculate general, cultural and farm rates for 2020/21 was \$4,716,117,000 (2019/20 \$ 4,569,123,000).

Residential	13,182	12,765
Commercial	1,684	1,637
Industrial	866	848
Farm/rural	6,045	5,778
Cultural	16	16
Municipal charge	3,106	3,154
Garbage charges	3,470	3,287
Revenue in lieu of rates	258	146
	-----	-----
Total rates and charges	28,627	27,631
	=====	=====

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2020 and the valuation first applied in the rating year commencing 1 July 2020.

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	53	92
Perin court recoveries	11	33
Issue of certificates	28	20
Local laws - permits & licences	9	27
Town planning fees	153	126
Health registrations	105	111
	-----	-----
Total statutory fees and fines	359	409
	=====	=====

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.

HORSHAM RURAL CITY COUNCIL

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NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

3.3 USER FEES

	2021 \$'000	2020 \$'000
Administration charges	109	118
Animal control	458	373
Building fees & other charges	207	163
Fees - parking meters	117	294
Home based welfare services	366	755
Other swimming income	-	1
Performance ticket sales	156	922
Sporting and recreation facilities	69	94
Freight Hub user charge	80	80
Supervision of private subdivisions	28	47
Plan checking fees	-	2
Aerodrome	36	35
Saleyards	601	592
Wimmera business centre income	97	117
Rural revegetation scheme	8	18
Garbage charges	3	2
Garbage disposal	937	855
Transfer station	446	380
Waste management fees	1,395	1,751
Other user fees	94	117
	-----	-----
Total user fees	5,204	6,716
	=====	=====
User fees by timing of revenue recognition		
User fees recognised over time	4,666	6,263
User fees recognised at a point in time	538	453
	-----	-----
Total user fees	5,204	6,716
	=====	=====

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

HORSHAM RURAL CITY COUNCIL

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NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT

Grants were received in respect of the following:

Summary of grants

Commonwealth funded grants	15,087	9,551
State funded grants	7,036	5,502

Total grants received

2021	2020
\$'000	\$'000
22,123	15,053

(a) Operating Grants**Recurrent - Commonwealth Government**

Commonwealth Government family and children	40	35
Financial Assistance Grant - general purpose	4,588	4,009
Financial Assistance Grant - local roads	2,231	2,268
General Home Care	335	702

Recurrent - State Government

School crossing supervisors	36	37
Community services	533	240
Maternal and child health	619	512
Senior citizens centres	14	16
Food services	53	99
Home and community care	66	154
Youth services	28	33
Library	190	185
Arts and art gallery	202	183
Environmental and landcare grants	75	75

Total recurrent operating grants

9,010	8,548
-------	-------

Non-recurrent - Commonwealth Government

Outdoor recreation	5,000	1,200
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Non-recurrent - State Government

Regional Council Corporate Collobration project	470	66
Australia Day grants	21	-
Regulatory services	30	70
Community services	78	87
Family and children	1	36
Public and community health	7	6
Youth services	4	-
Outdoor recreation	250	221
Indoor recreation	27	-
Arts and art gallery	29	11
Economic development	5	169
Environmental and landcare grants	58	64
Employment schemes	12	3
Covid 19 grants	2,000	224
Other	10	-

Total non-recurrent operating grants

8,002	2,157
-------	-------

Total operating grants

17,012	10,705
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HORSHAM RURAL CITY COUNCIL

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NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT (Cont.)

	2021 \$'000	2020 \$'000
(b) Capital Grants		
Recurrent - Commonwealth Government		
Roads to recovery funding	1,520	1,337
Total recurrent capital grants	1,520	1,337
Capital non-recurrent		
Non-recurrent - Commonwealth Government		
Community Infrastructure	1,373	-
Livestock Exchange	1,351	-
Non-Recurrent State Government		
Outdoor recreation	231	130
Economic development	166	922
Local roads & ancillary assets	398	1,569
Aerodrome	65	-
Livestock exchange	-	189
Caravan Park	2	-
Sustainability grants	5	101
Recycling grants	-	100
Total non-recurrent capital grants	3,591	3,011
Total capital grants	5,111	4,348
Total grants	22,123	15,053
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	3,537	3,245
Covid 19 grants	644	197
Town planning studies	30	70
Family and children	20	10
Community services	585	131
Kindergarten specific grants	-	35
Youth services	-	25
Disability grants	-	29
Outdoor recreation	-	54
Indoor recreation	21	-
Arts and arts gallery	66	10
Economic growth	-	116
Environmental	72	10
Road & street infrastructure	89	113
	5,064	4,045

HORSHAM RURAL CITY COUNCIL

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NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT (Cont.)

	2021 \$'000	2020 \$'000
	-----	-----
Conditions on grants		
Grants which were recognised as revenue in prior years and were expended during the current year in the manner specified by the grantor were:		
Financial assistance	(3,245)	(3,412)
Corporate services	(197)	(66)
Community services	(131)	(203)
Youth services	(25)	(10)
Disability grants	(29)	(15)
Outdoor recreation	(54)	(216)
Arts and arts gallery	(10)	(87)
Economic growth	(116)	(1,011)
Environmental	(10)	(14)
Road & street infrastructure	(22)	(994)
Roads to recovery	(91)	-
	-----	-----
	(3,930)	(6,028)
	=====	=====

(c) Unspent grants received on condition that they be spent in a specific manner

Operating		
Balance at start of year	8,958	8,887
Received during the financial year and remained unspent at balance date	4,975	3,878
Received in prior years and spent during the financial year	(3,647)	(3,807)
	-----	-----
Balance at year end	10,286	8,958
	=====	=====
Capital		
Balance at start of year	493	2,547
Received during the financial year and remained unspent at balance date	89	167
Received in prior years and spent during the financial year	(283)	(2,221)
	-----	-----
Balance at year end	299	493
	=====	=====

Grant income is recognised at the point in time when the council satisfies its performance obligations as specified in the underlying agreement.

HORSHAM RURAL CITY COUNCIL

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**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

3.5 CONTRIBUTIONS**(a) Monetary**

	2021 \$'000	2020 \$'000
Road assets	61	447
Recreational, leisure and community facilities	178	250
Recreational, leisure and community services	119	39
	358	736
	358	736

(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	-	16
Land under roads	-	26
Road and bridge assets	82	363
Assets contributed by others		
Artworks and public art	39	-
	121	405
	121	405
 Total contributions	 479	 1,141

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

HORSHAM RURAL CITY COUNCIL

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**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

3.6 NET GAIN/(LOSS) ON DISPOSAL OF PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT	2021 \$'000	2020 \$'000
Plant and Equipment		
Proceeds from sale of assets	392	412
Written down value of assets sold	(312)	(363)
Profit/(Loss) on sale of plant and equipment	80	49
Furniture and Equipment		
Proceeds from sale of assets	1	-
Written down value of assets sold	-	-
Profit on sale of furniture and equipment	1	-
Sale of land and buildings		
Proceeds from sale of assets	-	337
Written down value of assets sold	-	(199)
Profit on sale of land and buildings	-	138
Summary		
Total proceeds from sale of assets	393	749
Written down value of assets sold	(312)	(562)
Total net gain/(loss) on disposal of property, plant and equipment	81	187
Disposal of council buildings		
Written down value of assets written off	(399)	(38)
Disposal of road infrastructure assets		
Written down value of assets written off	(1,291)	(790)
Disposal of other structures		
Written down value of assets disposed	-	(352)
Total written down value of assets disposed	(1,690)	(1,180)

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

HORSHAM RURAL CITY COUNCIL

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**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

3.7 OTHER INCOME

	2021 \$'000	2020 \$'000
	-----	-----
Interest	355	612
Interest on rates	19	27
External works	303	256
Road maintenance/works	4	10
Main roads maintenance Vicroads	926	701
Pre-school income	9	15
Other welfare receipts	2	5
Community workshop income	-	3
Art gallery	20	27
Information office	15	31
Childrens hub rent	58	60
Theatre rent	2	3
Mibus centre rent	12	11
Commercial properties rent	236	185
Caravan park rent	57	65
Other	224	389
	-----	-----
Total other income	2,242	2,400
	=====	=====

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.

HORSHAM RURAL CITY COUNCIL

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NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

NOTE 4 THE COST OF DELIVERING SERVICES

4.1 (a) EMPLOYEE COSTS

	2021 \$'000	2020 \$'000
Wages and salaries	19,292	17,947
Workcover	429	403
Superannuation	1,586	1,580
Fringe Benefits Tax	108	92
Home care staff redundancy provision	(178)	1,133
Less: Amounts capitalised in non-current assets constructed by the Council	(548)	(653)
Total employee costs	20,689	20,502

(b) SUPERANNUATION

Council made contributions to the following funds

Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super) & other funds	130	140
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super) & other funds	1,546	1,440
	1,676	1,580
Employer contributions payable at reporting date	167	71

Refer to note 9.3 for further information relating to Council's superannuation obligations.

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**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

4.2 MATERIALS & SERVICES

	2021 \$'000	2020 \$'000
	-----	-----
Contract payments		
Valuation services	195	152
Provision of meals for meals on wheels	86	154
Management youth centre	26	42
Management aquatic centre	375	263
Waste management contracts	1,676	1,412
Contract cleaning	296	281
Building service contractors	378	326
Strategies	117	254
Election	119	-
Sporting group projects	362	661
Community facilities projects	5,000	1,200
Covid operating costs	160	129
Rural Council Corporate Collaboration Project	122	66
Contracts less than \$100,000	1,087	1,041
Materials and services		
Sporting group projects	47	37
Library	569	518
Road maintenance contracts	299	457
Performing events expenses	144	737
General materials	705	530
Road maintenance materials	567	827
Waste management expenses	2,049	2,040
Other materials & services less than \$100,000	2,021	2,623
Other		
Insurances	550	517
Plant operating costs	1,151	1,367
Computer expenditure	509	486
Power, light & heating	713	806
Advertising	231	236
Telephone	133	154
Contract salaries	789	940
External plant hire	41	20
Legal costs	115	120
Printing and stationery	57	84
Donations	343	360
Wimmera Development Association membership	207	207
Water rates	236	251
Community engagement projects	43	39
Emergency management	54	36
	-----	-----
Total materials and services	21,572	19,373
	=====	=====

HORSHAM RURAL CITY COUNCIL

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NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**4.3 DEPRECIATION**

	2021 \$'000	2020 \$'000
Furniture and fittings	221	177
Plant and equipment	1,107	1,038
Roads	5,436	5,687
Kerb and channel	472	470
Footpaths and cycleways	562	560
Bridges	316	314
Drainage	470	461
Other land improvements	-	42
Buildings	1,290	1,641
Other structures	1,841	1,686
Total depreciation	11,715	12,076

Refer to note 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

4.4 AMORTISATION - INTANGIBLE ASSETS

Landfill air space	233	224
Total amortisation - intangible assets	233	224

4.5 AMORTISATION - RIGHT OF USE ASSETS

Landfill land	55	55
Total amortisation - right of use assets	55	55

4.6 BAD AND DOUBTFUL DEBTS

Other debtors	17	-
Parking fine debtors	19	35
Animal fine debtors	70	33
Total bad and doubtful debts	106	68
Movement in provision for doubtful debts		
Balance at the beginning of the year	285	248
New provisions recognised during the year	60	61
Amounts already provided for and written off as uncollectable	(1)	(13)
Amounts provided for but recovered during the year	(2)	(11)
Balance at end of year	342	285

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.

HORSHAM RURAL CITY COUNCIL

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**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

4.7 BORROWING COSTS

	2021 \$'000	2020 \$'000
Interest - borrowings	197	229
Finance costs airspace	10	5
Total Borrowing Costs	207	234

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.

4.8 FINANCE COSTS - LEASES

Interest - lease liabilities	15	14
Total Finance Costs	15	14

4.9 OTHER EXPENSES

Auditors' remuneration - VAGO audit of financial statements, performance statement and grant acquittals	54	52
Auditors' remuneration internal	19	10
Councillor & mayoral expenses	251	205
Total other expenses	324	267

NOTE 5 OUR FINANCIAL POSITION**5.1 FINANCIAL ASSETS****(a) CASH AND CASH EQUIVALENTS**

Cash on hand	5	3
Cash at bank	847	216
Overnight cash at 11am call	4,540	6,702
Total cash and cash equivalents	5,392	6,921

HORSHAM RURAL CITY COUNCIL

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NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

5.1 FINANCIAL ASSETS (Cont.)

(b) OTHER FINANCIAL ASSETS

	2021 \$'000	2020 \$'000
	-----	-----
Term deposits - current	32,000	29,200
Total other financial assets	----- 32,000	----- 29,200
	=====	=====
Total financial assets	37,392	36,121
	=====	=====
Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary or future use. These include:		
- Trust funds and deposits (Note 5.3b)	586	509
- Unexpended grants	10,585	9,451
- Reserve funds allocated to specific future purposes	300	300
	-----	-----
Total restricted funds	11,471	10,260
	-----	-----
Total unrestricted cash and cash equivalents	(6,079)	(3,339)
	=====	=====

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	4,652	3,146
- Cash from Financial Assistance held to fund 20/21 programs	-	3,245
- Cash from Financial Assistance held to fund 21/22 programs	3,245	-
	-----	-----
Total funds subject to intended allocations	7,897	6,391
	=====	=====

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.

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**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

5.1 FINANCIAL ASSETS (Cont.)

(c) TRADE AND OTHER RECEIVABLES	2021 \$'000	2020 \$'000
Current		
Statutory receivables		
Rates debtors	107	410
Parking infringement debtors	144	129
Other infringement debtors	255	196
Less doubtful debt provision - All infringements	(317)	(261)
Net GST receivable	268	281
 Non-statutory receivables		
Sundry debtors	806	637
Less doubtful debt provision - Sundry debtors	(25)	(24)
Loans & advances to community organisations	34	14
 Total current trade & other receivables	1,272	1,382
Non-current		
Non-statutory		
Sundry debtors	-	9
Loans & advances to community organisations	351	311
Deferred property debts receivable	34	37
 Total non current trade & other receivables	385	357
 Total trade & other receivables	1,657	1,739

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:

	2021 \$'000	2020 \$'000
Current (not yet overdue)	727	260
Past due by up to 30 days	47	148
Past due between 31 and 180 days	57	71
Past due between 181 and 365 days	10	172
 Total trade and other receivables	841	651
 Non-current (not yet overdue)	385	357

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NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

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 \$342k, (2020 \$285k) were impaired. The amount of the provision raised against these debtors was \$342k, (2020 \$285k). 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:

	2021 \$'000	2020 \$'000
Past due between 31 and 180 days	42	11
Past due between 181 and 365 days	16	1
Past due by more than 1 year	284	273
Total trade and other receivables	342	285

5.2 NON-FINANCIAL ASSETS

(a) INVENTORIES

Inventories held for distribution	218	530
Inventories held for sale	22	18
Total inventories	240	548

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	358	241
Accrued income	1,235	306
Total other assets	1,593	547

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NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

5.2 NON-FINANCIAL ASSETS (Cont.)

(c) INTANGIBLE ASSETS

	2021 \$'000	2020 \$'000
Landfill air space	447	608
add additions	19	63
less amortisation	(233)	(224)
	-----	-----
Total intangible assets	233	447
	=====	=====
		Landfill \$'000
Gross carrying amount		
Balance at 1 July 2020		874
Additions from internal developments		19

Balance at 30 June 2021		893
		=====
Accumulated amortisation and impairment		
Balance at 1 July 2020		(427)
Amortisation expense		(233)

Balance at 30 June 2021		(660)
		=====

Net book value at 30 June 2020		447
		=====
Net book value at 30 June 2021		233
		=====

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	3,163	3,510
Fire services levy	44	181
Accrued expenditure	3	4
PAYG payable	142	143
	-----	-----
Total trade and other payables	3,352	3,838
	=====	=====

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.

HORSHAM RURAL CITY COUNCIL

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NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

5.3 PAYABLES (Cont.)

(b) TRUST FUNDS AND DEPOSITS

	2021 \$'000	2020 \$'000
Refundable building deposits	81	61
Refundable contract deposits	72	62
Refundable security deposits	182	201
Other refundable deposits	251	185
	-----	-----
Total trust funds and deposits	586	509
	=====	=====

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.

(c) UNEARNED INCOME

Grants received in advance - operating	4,528	5,079
Grants received in advance - capital	3,807	111
	-----	-----
Total unearned income	8,335	5,190
	=====	=====

5.4 INTEREST-BEARING LOANS AND BORROWINGS

Current		
Borrowings - secured	128	477
	-----	-----
	128	477
	=====	=====
Non-current		
Borrowings - secured	4,305	4,433
	-----	-----
	4,305	4,433
	=====	=====
Total	4,433	4,910
	=====	=====

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

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**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

5.4 INTEREST BEARING LOANS AND BORROWINGS (Cont.)	2021 \$'000	2020 \$'000
The maturity profile for Council's borrowings is:		
Not later than one year	128	477
Later than one year and not later than five years	4,305	4,433
	4,433	4,910

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
2021				
Balance at the beginning of the financial year	7,289	-	4,051	11,340
Additional provisions	1,843	-	427	2,270
Amounts used	(3,461)	-	(11)	(3,472)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(128)	-	(89)	(217)
Balance at the end of the financial year	5,543	-	4,378	9,921
2020				
Balance at the beginning of the financial year	5,748	176	3,819	9,743
Additional provisions	3,409	-	224	3,633
Amounts used	(1,916)	(176)	(55)	(2,147)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	48	-	63	111
Balance at the end of the financial year	7,289	-	4,051	11,340

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NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

5.5 PROVISIONS (cont.)	2021 \$'000	2020 \$'000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	1,413	1,431
Long service leave	415	402
Sick leave gratuity	42	23
Home care staff redundancies	-	1,133
	-----	-----
	1,870	2,989
	=====	=====
Current provisions expected to be wholly settled after 12 months		
Annual leave	405	319
Long service leave	2,453	2,898
Sick leave gratuity	212	401
	-----	-----
	3,070	3,618
	=====	=====
Total current employee provisions	-----	-----
	4,940	6,607
	=====	=====
Non-current		
Long service leave	412	447
Sick leave gratuity	191	235
	-----	-----
Total non current employee provisions	603	682
	=====	=====
Aggregate carrying amount of employee provisions		
Current	4,940	6,607
Non-current	603	682
	-----	-----
Total aggregate carrying amount of employee provisions	5,543	7,289
	=====	=====

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 and home care staff redundancies 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.

Home care staff redundancies: based on hours worked for preceding 12 months. This Council decision in January 2020 to exit home care services once approval for an alternate service provider has been accepted, will result in staff redundancy payments in line with Council's Enterprise Bargain Agreement.

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**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

5.5 PROVISIONS (cont.)

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 the 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.

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	2021	2020
- Wage inflation rate	2.950%	4.250%
- Oncost rate	11.500%	11.500%
- Discount rate	1.491%	0.872%

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

Quarry restoration provision

The provision for quarry restoration was removed in 2019/20 due to the sale of the quarry, Council does not have any future liabilities/commitments for restoration.

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NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

5.5 PROVISIONS (cont.)

	2021 \$'000	2020 \$'000
(c) Landfill restoration provision		
Current	1,093	984
Non-current	3,285	3,067
	-----	-----
	4,378	4,051
	=====	=====

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	2021	2020
- discount rate	1.491%	0.872%
- inflation rate	1.890%	1.870%

5.6 FINANCING ARRANGEMENTS

The Council has the following funding arrangements in place.

	2021 \$'000	2020 \$'000
Bank overdraft	1,000	1,000
Credit card facilities	350	350
Other facilities	4,433	4,910
	-----	-----
Total facilities	5,783	6,260
	=====	=====
Used facilities	4,480	4,946
Unused facilities	1,303	1,314

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**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

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.

2021	Not Later Than 1 Year	Later Than 1 Year and Not Later Than 2 years	Later Than 2 Years and Not Later Than 5 years	TOTAL
	\$'000	\$'000	\$'000	\$'000
Operating				
Building Surveyor Services	238	144	-	382
Management of Facilities	495	-	-	495
Road maintenance	263	-	-	263
Building maintenance	252	-	-	252
Depot maintenance	42	-	-	42
Waste management	84	-	-	84
Studies and Plans	183	-	-	183
Covid grants	202	-	-	202
Information Technology	145	-	-	145
Capital				
Roadworks	1,346	-	-	1,346
Recreation	705	-	-	705
Building projects	268	-	-	268
Plant	1,234	-	-	1,234
Waste	1,016	-	-	1,016
Industrial Estate development	83	-	-	83
Total	6,556	144	-	6,700

2020	Not Later Than 1 Year	Later Than 1 Year and Not Later Than 2 years	Later Than 2 Years and Not Later Than 5 years	TOTAL
	\$'000	\$'000	\$'000	\$'000
Operating				
Building Surveyor Services	225	238	144	607
Management of Facilities	260	-	-	260
Road maintenance	150	-	-	150
Building maintenance	185	-	-	185
Parks and gardens maintenance	80	-	-	80
Depot maintenance	192	-	-	192
Waste management	41	-	-	41
Studies and Plans	372	-	-	372
Grampians Peak Trail	6,600	-	-	6,600
Capital				
Roadworks	1,510	-	-	1,510
Recreation	416	-	-	416
Building projects	742	-	-	742
Plant	478	-	-	478
Total	11,251	238	144	11,633

**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021****5.8 LEASES**

At inception of a contract, all entities would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimated of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties of early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

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NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

5.8 LEASES (cont.)

Council has elected to apply the temporary option available under AASB 16 Leases which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Right-of-Use Assets	Property \$'000	
Balance at 1 July 2019	493	
Amortisation charge	(55)	

Balance at 30 June 2020	438	
	=====	
Balance at 1 July 2020	438	
Amortisation charge	(55)	

Balance at 30 June 2021	383	
	=====	
Lease Liabilities	2021	2020
Maturity analysis - contractual undiscounted cash flows	\$'000	\$'000
Less than one year	51	50
One to five years	314	314
More than five years	138	201
	-----	-----
Total undiscounted lease liabilities as at 30 June:	503	565
	=====	=====
Lease liabilities included in the Balance Sheet at 30 June:		
Current	51	50
Non-current	343	395
	-----	-----
Total lease liabilities	394	445
	=====	=====

NOTE 6 ASSETS WE MANAGE

6.1 NON CURRENT ASSETS CLASSIFIED AS HELD FOR SALE

Industrial land held for sale - at fair value	229	-
	=====	=====

Non-current assets classified as held for sale (including disposal groups), are measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT

Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2020	Additions	Contributions	Revaluations	Transfers	Depreciation	Disposal	Write Off	At Fair Value 30 June 2021
Land	39,345	-	-	7,064	(684)	-	-	-	45,725
Buildings	61,498	816	-	10,447	(684)	(1,290)	-	(399)	70,388
Plant and equipment	13,928	2,557	39	-	-	(1,328)	(312)	-	14,884
Infrastructure	367,824	7,133	82	27,884	6,493	(9,097)	-	(1,291)	399,028
Work in progress	5,422	4,719	-	-	(5,344)	-	-	-	4,797
	488,017	15,225	121	45,395	(219)	(11,715)	(312)	(1,690)	534,822

Summary of Works in Progress

	Opening WIP	Additions	Transfers	Closing WIP
Land and buildings	67	300	(67)	300
Plant and equipment	-	37	-	37
Infrastructure	5,355	4,382	(5,277)	4,460
	5,422	4,719	(5,344)	4,797

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NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (Cont.)

2021 Property	Land - specialised \$'000	Land - non specialised \$'000	Land improvements \$'000	Total Land \$'000	Buildings -nor specialised \$'000	Total Buildings \$'000	Works in Progress \$'000	Total Property \$'000
At fair value 1 July 2020	838	38,042	992	39,872	95,607	95,607	67	135,546
Accumulated depreciation at 1 July 2020	-	-	(527)	(527)	(34,109)	(34,109)	-	(34,636)
	838	38,042	465	39,345	61,498	61,498	67	100,910
Movements in fair value								
Additions	-	-	-	-	816	816	300	1,116
Revaluation increments/decrements	-	7,064	-	7,064	1,886	1,886	-	8,950
Disposal	-	-	-	-	(630)	(630)	-	(630)
Assets transferred to held for sale	-	(219)	-	(219)	-	-	-	(219)
Transfers	-	-	-	-	67	67	(67)	-
Transfers (to)/from other asset classes	-	-	(992)	(992)	(1,500)	(1,500)	-	(2,492)
	-	6,845	(992)	5,853	639	639	233	6,725
Movements in accumulated depreciation								
Depreciation and amortisation	-	-	-	-	(1,290)	(1,290)	-	(1,290)
Accumulated depreciation of disposals	-	-	-	-	231	231	-	231
Revaluation increments/decrements	-	-	-	-	8,561	8,561	-	8,561
Transfers (to)/from other asset classes	-	-	527	527	749	749	-	1,276
	-	-	527	527	8,251	8,251	-	8,778
At fair value 30 June 2021	838	44,887	-	45,725	96,246	96,246	300	142,271
Accumulated depreciation at 30 June 2021	-	-	-	-	(25,858)	(25,858)	-	(25,858)
	838	44,887	-	45,725	70,388	70,388	300	116,413

NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (Cont.)

2021 Plant and equipment	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
At fair value 1 July 2020	16,293	2,308	3,808	308	22,717	-	22,717
Accumulated depreciation at 1 July 2020	(7,074)	(1,715)	-	-	(8,789)	-	(8,789)
	9,219	593	3,808	308	13,928	-	13,928
Movements in fair value							
Additions	2,133	395	16	13	2,557	37	2,594
Contributions by developers and others	-	-	39	-	39	-	39
Disposal	(1,011)	(5)	-	-	(1,016)	-	(1,016)
	1,122	390	55	13	1,580	37	1,617
Movements in accumulated depreciation							
Depreciation and amortisation	(1,107)	(221)	-	-	(1,328)	-	(1,328)
Accumulated depreciation of disposals	699	5	-	-	704	-	704
	(408)	(216)	-	-	(624)	-	(624)
At fair value 30 June 2021	17,415	2,698	3,863	321	24,297	37	24,334
Accumulated depreciation at 30 June 2021	(7,482)	(1,931)	-	-	(9,413)	-	(9,413)
	9,933	767	3,863	321	14,884	37	14,921

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NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (Cont.)

2021 Infrastructure	Roads	Bridges	Footpaths & cycleways	Drainage	Recreational, leisure and community	Waste management	Parks open spaces and streetscapes	Aerodrome	Off street car parks	Other infrastructur	Works in Progress	Total Infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2020	392,946	30,873	27,552	45,303	11,821	7,549	3,863	3,289	4,877	24,863	5,355	558,291
Accumulated depreciation at 1 July 2020	(128,092)	(12,770)	(13,080)	(10,501)	(3,251)	(3,890)	(1,974)	(1,565)	(2,435)	(7,554)	-	(185,112)
	264,854	18,103	14,472	34,802	8,570	3,659	1,889	1,724	2,442	17,309	5,355	373,179
Movements in fair value												
Additions	4,700	55	218	603	174	122	556	87	23	595	4,382	11,515
Contributions by developers and others	24	-	10	48	-	-	-	-	-	-	-	82
Revaluation increments/(decrements)	-	-	-	9,594	342	(2,880)	6,505	(168)	-	20,588	-	33,981
Disposal	(4,595)	-	(367)	(11)	-	-	(4)	-	(9)	-	-	(4,986)
Transfers	1,737	-	227	227	-	-	86	-	-	3,000	(5,277)	-
Transfers to/from other asset classes	218	-	-	(218)	646	-	1,739	-	-	107	-	2,492
	2,084	55	88	10,243	1,162	(2,758)	8,882	(81)	14	24,290	(895)	43,084
Movements in accumulated depreciation												
Depreciation and amortisation	(5,908)	(316)	(562)	(470)	(315)	(545)	(216)	(100)	(69)	(596)	-	(9,097)
Accumulated depreciation of disposals	3,489	-	195	3	-	-	3	-	5	-	-	3,695
Revaluation (increment)/decrement	-	-	-	(2,560)	(170)	1,738	(1,119)	417	-	(4,403)	-	(6,097)
Transfers to/from other asset classes	-	-	-	-	(550)	-	(680)	-	-	(46)	-	(1,276)
	(2,419)	(316)	(367)	(3,027)	(1,035)	1,193	(2,012)	317	(64)	(5,045)	-	(12,775)
At fair value 30 June 2021	395,030	30,928	27,640	55,546	12,983	4,791	12,745	3,208	4,891	49,153	4,460	601,375
Accumulated depreciation at 30 June 2021	(130,511)	(13,086)	(13,447)	(13,528)	(4,286)	(2,697)	(3,986)	(1,248)	(2,499)	(12,599)	-	(197,887)
	264,519	17,842	14,193	42,018	8,697	2,094	8,759	1,960	2,392	36,554	4,460	403,488

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**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (Cont.)

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of 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.

Asset recognition thresholds and depreciation periods	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.

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**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021****6.2 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 buildings

Valuation of buildings were undertaken by a qualified independent company, AGIS Australian Geographic Information Systems. The valuation of 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.

Valuation of land

Valuation of land was undertaken by a qualified independent valuer, Ben Sawyer, Certified Practising Valuer of Preston Rowe Paterson Reg No. 63163. The valuation of land 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.

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**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (Cont.)

The date of the current valuation is detailed in the following table.

An indexed based revaluation was conducted in the current year on non-specialised land, this valuation was based on the Valuer-General Victoria vacant land indexation factors for 2020-2021 at an indexation rate of 1.20.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2021 are as follows:

	Level 1 \$ '000	Level 2 \$ '000	Level 3 \$ '000	Date of valuation
Non specialised land	-	44,887	-	June 2021
Specialised land	-	-	838	n/a
Non specialised buildings	-	-	70,388	July 2020
	-----	-----	-----	
Total	-	44,887	71,226	
	=====	=====	=====	

Valuation of infrastructure

Valuation of road and road associated 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.

Valuation of other infrastructure classes were undertaken by a qualified independent company, AGIS Australian Geographic Information Systems.

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 2021 are as follows:

	Level 1 \$ '000	Level 2 \$ '000	Level 3 \$ '000	Date of valuation
Roads	-	-	264,519	July 2018
Bridges	-	-	17,842	July 2018
Footpaths and cycleways	-	-	14,193	July 2018
Drainage	-	-	42,018	July 2021
Recreation & leisure facilities	-	-	8,697	June 2021
Waste management	-	-	2,094	June 2021
Parks, open space/streetscapes	-	-	8,759	June 2021
Aerodromes	-	-	1,960	June 2021
Off street car parks	-	-	2,392	July 2018
Other infrastructure	-	-	36,554	June 2021
	-----	-----	-----	
Total	-	-	399,028	
	=====	=====	=====	

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**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (Cont.)

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$1 and \$625 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 are calculated on a square metre basis and ranges from \$353 to \$7,070 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 assets 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.

	2021 \$'000	2020 \$'000
Reconciliation of specialised land		
	-----	-----
Land under roads	838	838
	-----	-----
Total specialised land	838	838
	=====	=====

HORSHAM RURAL CITY COUNCIL

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NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

6.3 INVESTMENTS IN ASSOCIATES	2021 \$'000	2020 \$'000
Council's investment in the Wimmera Regional Library Corporation is based on the equity method of accounting.		
Council's interest in equity	72.67%	72.67%
Equity in Wimmera Regional Library Corporation - at valuation	993	992
	-----	-----
	993	992
	=====	=====
Council's share of accumulated surplus		
Council's share of accumulated surplus at start of year	615	285
Change in equity share apportionment	55	(10)
Reported surplus/(loss) for year	11	345
Transfers to/(from) reserves	(31)	(5)
	-----	-----
Council's share of accumulated surplus at end of year	650	615
	=====	=====
Council's share of reserves		
Council's share of reserves at start of year	377	678
Change in equity share apportionment	(65)	(306)
Transfers to/(from) reserves	31	5
	-----	-----
Council's share of reserves at end of year	343	377
	=====	=====
Movement in carrying value of specific investment		
Carrying value of investment at start of year	992	963
Change in equity share apportionment	(10)	(316)
Share of surplus/(loss) for year	11	345
	-----	-----
Carrying value of investment at end of year	993	992
	=====	=====
Council's share of expenditure commitments	Nil	Nil
Council's share of contingent liabilities and contingent assets	Nil	Nil

HORSHAM RURAL CITY COUNCIL

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**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

6.3 INVESTMENTS IN ASSOCIATES (cont.)	2021 \$'000	2020 \$'000
Council's investment in the Wimmera Development Association is based on the equity method of accounting.		
Council's interest in equity	48.14%	48.14%
Equity in Wimmera Development Association - at valuation	992	471
	-----	-----
	992	471
	=====	=====
Council's share of accumulated surplus		
Council's share of accumulated surplus at start of year	222	239
Reported surplus/(loss) for year	521	16
Transfers to/(from) reserves	(1)	(33)
	-----	-----
Council's share of accumulated surplus at end of year	742	222
	=====	=====
Council's share of reserves		
Council's share of reserves at start of year	249	216
Transfers to/(from) reserves	1	33
	-----	-----
Council's share of reserves at end of year	250	249
	=====	=====
Movement in carrying value of specific investment		
Carrying value of investment at start of year	471	455
Share of surplus/(loss) for year	521	16
	-----	-----
Carrying value of investment at end of year	992	471
	=====	=====
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.

The consolidated financial statements of Council incorporate all entities controlled by Council as at 30 June 2021, 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 effect is considered material, adjustments are made to ensure consistent policies are adopted in these financial statements.

HORSHAM RURAL CITY COUNCIL

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**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

6.3 INVESTMENTS IN ASSOCIATES (cont.)

The entity that is controlled by Council and could be consolidated into Council financial statements is Horsham Performing Arts. This company is a cultural charitable organisation set up for the promotion of the performing arts and for other cultural purposes of the benefit of the community.

Horsham Performing Arts Company is controlled by 6 directors, of which 3 are Horsham Rural City Councillors and one officer, therefore Council has control of this entity, however due to the small turnover value, the Horsham Performing Arts accounts have not been consolidated, but are included below for information.

Horsham Performing Arts Company was wound up on 22nd December 2020, with assets being transferred to Horsham Rural City Council at that date.

Summarised financial information

Summarised statement of comprehensive income

	2021 \$'000	2020 \$'000
Total income	-	-
Total expenses	-	-
	-----	-----
Surplus/(Deficit) for year	-	-
	=====	=====
Total comprehensive result	-	-
	=====	=====

Summarised balance sheet

Total Current Assets	-	14
	-----	-----
Total assets	-	14
	=====	=====

Summarised statement of cash flows

Net cash provided by operating activities	-	-
	-----	-----
Net increase/(decrease) in cash and cash equivalents	-	-
	=====	=====

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.

HORSHAM RURAL CITY COUNCIL

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NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

6.4 INVESTMENT PROPERTY	2021 \$'000	2020 \$'000
Balance at beginning of financial year	2,450	2,450
Additions	12	-
Fair value adjustments	58	-
	-----	-----
Balance at end of financial year	2,520	2,450
	=====	=====

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. R. Gulline	Mayor Duly elected to office 10/11/20
Cr. C. Haenel	Duly elected to office 10/11/20
Cr. P. Flynn	Duly elected to office 10/11/20
Cr. D. Bowe	Duly elected to office 10/11/20
Cr. D. Bell	Duly elected to office 10/11/20
Cr. I. Ross	Duly elected to office 10/11/20
Cr L.V. Power	Duly elected to office 10/11/20
Cr M.A. Radford	Mayor Retired from office on 10/11/20
Cr P.N. Clarke	Retired from office on 10/11/20
Cr A.D. Grimble	Retired from office on 10/11/20
Cr J.T. Koenig	Retired from office on 10/11/20
Cr J.T. Robinson	Retired from office on 10/11/20
Cr A.N. Gulvin	Retired from office on 10/11/20
Mr S. Bhalla	Chief Executive Officer
Mr K. O'Brien	Director Communities and Place
Mr G.A. Harrison	Director Corporate Services
Ms A. Murphy	Director Development Services to Oct 2020
Mr J. Martin	Director Infrastructure

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NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

7.1 COUNCIL AND KEY MANAGEMENT REMUNERATION (Cont.)

(b) Key management personnel (Cont.)	2021	2020
	No.	No.
Total number of councillors	13	7
Total of chief executive and other key management personnel	5	5
Total number of key management personnel	18	12

(c) Remuneration of key management personnel	2021	2020
	\$'000	\$'000
Total remuneration of key management personnel was as follows:		
Short-term benefits	1,156	1,198
Long-term benefits	22	24
Post-employment benefits	94	91
Total	1,272	1,313

The number of key management personnel, whose total remuneration from council and any related entities, falls within the following bands:

	No.	No.
\$ 1,000 - \$ 9,999	5	-
\$ 10,000 - \$ 19,999	5	-
\$ 20,000 - \$ 29,999	2	6
\$ 40,000 - \$ 49,999	1	-
\$ 60,000 - \$ 69,999	-	1
\$ 90,000 - \$ 99,999	1	-
\$180,000 - \$189,999	-	1
\$209,000 - \$219,999	1	2
\$220,000 - \$229,999	1	1
\$240,000 - \$249,999	1	-
\$260,000 - \$269,999	-	1
\$280,000 - \$289,999	1	-
	18	12

(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 \$151,000.

Based on the above criteria, there are no other senior officers whose remuneration is required to be disclosed. (2019/20 nil).

HORSHAM RURAL CITY COUNCIL

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**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

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, (2019/20 nil).

Fees and charges charged to entities controlled by key management personnel is nil. (2019/20 nil).

Infrastructure contributions from entities controlled by key management personnel is nil. (2019/20 nil).

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 one of 2 member councils that contributed to Wimmera Regional Library Corporation in 2020/21.

Council contributed \$568,654 in 2020/21 and \$518,473 in 2019/20.

Council is a one of 2 member councils that contribute to Wimmera Regional Development Association.

Council contributed \$207,483 in 2020/21 and \$207,483 in 2019/20.

(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 (2019/20 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, (2019/20 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, (2019/20 nil).

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 undiscounted minimum rentals receivable under non-cancellable operating leases are as follows:

	2021 \$'000	2020 \$'000
Not later than one year	139	239
Later than one year and not later than 5 years	249	370
Later than 5 years	1,080	1,236
	-----	-----
	1,468	1,845
	=====	=====

HORSHAM RURAL CITY COUNCIL

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NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

8.1 CONTINGENT ASSETS AND LIABILITIES

(b) CONTINGENT LIABILITIES

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

Superannuation

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 future periods 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 20/21 or 19/20. There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2021. The expected contributions paid to the Defined Benefit category of Vision Super for the year ending 30 June 2022 will be approx. \$92k.

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.

Reinstatement of Ladlow's hard waste cell – Dooen Landfill

A fire occurred in Ladlow's hard waste site in December 2020. Since that time Council has worked with the EPA to reduce the effect on the environment and the site. Costs were incurred for removing material stored in the cell, and auditing and monitoring the site. Further costs will be incurred during 2021/22 financial year with the reinstatement of those removed materials back into the cell (approx. \$350,000), as well as ongoing auditing and monitoring of the site, all undertaken in conjunction with EPA. Other than reinstatement and monitoring, it is not expected there will be any further costs to comply with EPA requirements for this event. Once reinstated, the cell will continue to be used with solid inert materials being deposited for a further 2 years.

Bank Guarantees

At balance date, the Council's exposure as a result of bank guarantees is:

	\$'000

Minister for Agriculture and Resources	12
Minister for Energy and Resources	5
Environment Protection Authority	625

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**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021****8.1 CONTINGENT ASSETS AND LIABILITIES****(b) CONTINGENT LIABILITIES (cont.)****Liability Mutual Insurance**

Council is 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.

MAV Workcare

In November 2017, the Victorian WorkCover Authority (the Authority) granted the Municipal Association of Victoria (MAV) a three-year self-insurance licence allowing it to provide workers' compensation insurance to Victorian councils. When the MAV WorkCare Scheme commenced, there were 31 inaugural members, including the MAV.

In accordance with the Authority's decision not to review the MAV's self-insurance licence, the MAV WorkCare Scheme ceased operation on 30 June 2021. The MAV is continuing to support the orderly transition of claims management responsibilities to the Authority.

Council was a participant of the MAV WorkCare Scheme.

The MAV WorkCare Scheme participation agreement stated that each participant would 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 participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability would continue whether or not the participant remains a participant in future insurance years.

The net financial impact on Council is a result of the cessation of the MAV WorkCare Scheme for the year 2020/21 financial year is yet to be determined. Any obligation is dependent upon the Authority's initial actuarial assessment of the tail claims liabilities of the MAV WorkCare Scheme.

In accordance with the Workplace Injury Rehabilitation and Compensation Act 2013, there is a six-year liability period following the cessation of the MAV WorkCare Scheme. During the liability period, adjustment payments may be required (or received) by Council. The determination of any adjustment payments is dependent upon revised actuarial assessments of the Scheme's tail claims liabilities as undertaken by the Authority.

8.2 CHANGE IN ACCOUNTING STANDARDS

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2021 reporting period. Council assesses the impact of these new standards. As at 30 June 2021 there were no new accounting standards or interpretations issues by the AASB which are applicable for the year ending 30 June 2022 that are expected to impact Council.

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.

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**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

8.3 FINANCIAL INSTRUMENTS (cont.)

(b) Market risk (cont.)

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 exposure to market risk is 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 manages 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. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- council have a policy for establishing credit limits for the entities council deal with;
- council may require collateral where appropriate; and
- 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.

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**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

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(b) 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 +0.25% and -0.25% 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.

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**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021****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 of 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.

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**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

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

2021	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
Central Activity District development	2,839	54	154	2,739
Office equipment replacement	640	298	243	695
Plant replacement	3,460	1,540	3,838	1,162
Recreation contribution	501	-	-	501
Waste management replacement	4,323	1,603	3,965	1,961
Contingency funding - capital	567	194	253	508
Firebrace St properties	634	-	12	622
Major capital projects	803	-	171	632
Aquatic centre replacement	198	42	83	157
Aerodrome reseal	484	83	-	567
Industrial estate	3,257	16	-	3,273
Library asset replacement	32	9	40	1
Livestock exchange	409	38	90	357
Loan funded capital projects	2,031	423	-	2,454
Quarry & road rehabilitation	292	-	111	181
Road construction	32	-	-	32
Headworks drainage	397	45	-	442
Unfunded superannuation	600	-	-	600
Wimmera Business Centre	135	16	-	151
Wimmera Freight Terminal	660	99	-	759
Infrastructure gap	27	-	-	27
Sustainability capital projects	238	146	52	332
Total other reserves	22,559	4,606	9,012	18,153

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NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021

9.1 RESERVES (Cont.)

(A) ASSET REPLACEMENT RESERVES

2020	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
Central Activity District development	2,817	251	229	2,839
Office equipment replacement	563	279	202	640
Plant replacement	4,915	1,386	2,841	3,460
Recreation contribution	371	130	-	501
Waste management replacement	3,568	1,314	559	4,323
Contingency funding - capital	175	392	-	567
Firebrace St properties	580	54	-	634
Major capital projects	856	121	174	803
Aquatic centre replacement	583	132	517	198
Aerodrome reseal	441	43	-	484
Industrial estate	3,970	46	759	3,257
Library asset replacement	43	16	27	32
Livestock exchange	332	277	200	409
Loan funded capital projects	1,608	423	-	2,031
Quarry & road rehabilitation	111	181	-	292
Road construction	32	-	-	32
Headworks drainage	633	39	275	397
Unfunded superannuation	600	-	-	600
Wimmera Business Centre	135	-	-	135
Wimmera Freight Terminal	616	44	-	660
Infrastructure gap	829	-	802	27
Sustainability capital projects	248	144	154	238
Total other reserves	24,026	5,272	6,739	22,559

The above transfers represent an appropriation of funds for the future replacement and expansion of assets.

The loan funded capital projects reserve is held to meet the future increased loan repayments required for planned capital renewal and expansion projects.

Unfunded superannuation reserve is an appropriation of funds for future call on the defined benefits superannuation scheme.

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**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

9.1 ASSET REVALUATION RESERVES

2021	Balance at beginning of reporting period \$'000	Impairments and reversals \$'000	Revaluation increment \$'000	Balance at end of reporting period \$'000
Property				
Land	25,184	-	7,064	32,248
Other land improvements	2,975	-	-	2,975
Buildings	20,425	-	10,448	30,873
Total property	48,584	-	17,512	66,096
Plant and equipment				
Works of art	1,330	-	-	1,330
Total plant and equipment	1,330	-	-	1,330
Infrastructure				
Roads	146,562	-	-	146,562
Kerb and channel	11,351	-	-	11,351
Drainage	15,884	-	-	15,884
Footpaths and cycleways	10,857	-	-	10,857
Bridges	7,227	-	-	7,227
Other infrastructures	8,067	-	27,883	35,950
Total Infrastructure	199,948	-	27,883	227,831
Other				
Land held for sale	1,075	-	11	1,086
Total asset revaluation reserve	250,937	-	45,406	296,343
2020				
Property				
Land	24,919	-	265	25,184
Other land improvements	2,975	-	-	2,975
Buildings	20,425	-	-	20,425
Total property	48,319	-	265	48,584
Plant and equipment				
Works of art	1,330	-	-	1,330
Total plant and equipment	1,330	-	-	1,330
Infrastructure				
Roads	146,562	-	-	146,562
Kerb and channel	11,351	-	-	11,351
Drainage	15,884	-	-	15,884
Footpaths and cycleways	10,857	-	-	10,857
Bridges	7,227	-	-	7,227
Other infrastructures	8,067	-	-	8,067
Total Infrastructure	199,948	-	-	199,948
Other				
Land held for sale	1,075	-	-	1,075
Total asset revaluation reserve	250,672	-	265	250,937

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

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**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

9.2 RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS/(DEFICIT)

	2021 \$'000	2020 \$'000
	-----	-----
Surplus/(Deficit) for the year	3,089	(411)
Depreciation and amortisation	11,770	12,355
Loss on disposal of property, infrastructure, plant and equipment	1,609	993
Contributions - Non-monetary assets	(121)	(405)
Share of (profits)/loss of associates	(522)	(45)
Fair value (increment) adjustments for Investment property	(58)	-
Financing Costs	222	248
Change in Accounting Policy - Govt Grants	-	(1,733)
Change in assets and liabilities:		
Increase/(decrease) in provisions	(1,418)	1,596
(Increase)/decrease in intangible assets	214	(63)
(Increase)/decrease in right-of-use assets	55	(438)
Increase/(decrease) in lease liabilities	(51)	445
(Increase) in prepayments	(117)	(6)
Increase in trade and other payables and other liabilities	2,736	789
Decrease/(increase) in inventories	308	(175)
Decrease in trade and other receivable	82	1,595
(Increase)/decrease in accrued income	(929)	633
	-----	-----
Net cash provided by/(used in) operating activities	16,869	15,378
	=====	=====

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

Council makes both employer and employee contributions to 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 2021, 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 allocate benefit liabilities, assets and costs between employers for the purpose of AASB 119 Employee Benefits.

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**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

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.

A triennial actuarial review for the Defined Benefit category as at 30 June 2020 was conducted and completed by the due date of 31 December 2020.

The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 104.6%.

The financial assumptions used to calculate the VBI's were:

Net Investment Return	5.60% p.a.
Salary Information	2.5% pa for two years and 2.75% pa thereafter
Price Inflation (CPI)	2.00% p.a.

As at 30 June 2021, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefits Category.

Vision Super has advised that the VBI at 30 June 2021 was 109.7%. The financial assumptions used to calculate this VBI were:

Net investment returns	4.8% p.a.
Salary information	2.75% p.a.
Price Inflation (CPI)	2.25% p.a.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2020 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 2020 triennial actuarial investigation conducted by the Fund's actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2021, this rate was 9.5% of members' salaries (9.5% in 2019/2020). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation.

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 an 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 the 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.

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**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021**

9.3 SUPERANNUATION (Cont.)

Funding Calls cont.

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.

The 2020 triennial 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. A full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigations identified the following in the defined benefit category of which Council is a contributing employer:

	2020 (Triennial) \$m	2019 (Interim) \$m
A VBI Surplus	\$100.0	\$151.3
A total service liability surplus	\$200.0	\$233.4
A discounted accrued benefits surplus	\$217.80	\$256.7

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 2020.

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 2020.

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 2020.

Horsham Rural City Council was notified of the 30 June 2020 VBI during August 2020 (2019: August 2019).

The 2021 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2021. as the Fund provides lifetime pensions in the Defined Benefits category. It is anticipated that this actuarial investigation will be completed by October 2021.

Horsham Rural City Council was notified of the 30 June 2021 VBI during August 2021 (2020: August 2020).

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 2021 are detailed below:

Scheme	Type of Scheme	Rate	2021 \$'000	2020 \$'000
Vision Super	Defined benefits	9.5%	130	140
Vision Super and other funds	Accumulation funds	9.5%	1,546	1,440

HORSHAM RURAL CITY COUNCIL

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**NOTES TO THE FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2021****9.3 SUPERANNUATION (Cont.)**

Council has not paid any unfunded liability payments to Vision Super in 2020/21 or in 2019/20.

There were \$167,000 contributions outstanding and no loans issued from or to the above schemes as at 30 June 2021.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ended 30 June 2022 is \$92,000.

10.0 CHANGE IN ACCOUNTING POLICY

Council has adopted AASB 1059 Service Concession Arrangements : Grantors, from 1 July 2020. This has resulted in changes in accounting policies and adjustments to the amounts recognised in the financial statements.

AASB 2018 -7 Amendments to Australian Accounting Standards - Definition of Material (applies 2020/2 for LG Sector).

Council has adopted AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material from 1 July 2020.

AASB 2019 -1 Amendments to Australian Accounting Standards - References to the Conceptual Framework applies 2020/21 for LG Sector)

Council has adopted AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework from 1 July 2020.

It is not expected that these standards will have any significant impact on council.



Council Offices

Horsham:

Civic Centre, 18 Roberts Avenue,
Horsham 3400

P/ (03) 5382 9777

E/ council@hrcc.vic.gov.au

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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

Postal Address:

PO Box 511, Horsham 3402



INFORMAL MEETINGS OF COUNCILLORS**COUNCIL BRIEFING HELD BY ZOOM
ON MONDAY 4 OCTOBER 2021 AT 5.00PM**

Present: Cr R Gulline, Mayor, Cr D Bell, Cr D Bowe, Cr P Flynn, Cr C Haenel, Cr L Power, Cr I Ross; Sunil Bhalla, Chief Executive Officer; Graeme Harrison, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure; Sue Frankham, Acting Co-ordinator Governance (item 4.1 only); Sue Sheridan, Project Manager (item 4.2 only); Dianna Blake, Acting Co-ordinator Project Office (item 4.2 only)

1. WELCOME AND INTRODUCTION

Cr Gulline welcomed everyone.

2. DISCLOSURE OF CONFLICT OF INTEREST SEC 130 and 131, LOCAL GOVERNMENT ACT 2020 AND HORSHAM RURAL CITY COUNCIL GOVERNANCE RULES

Cr Gulline declared a conflict of interest for item 5.1 – WIM Resource Project Update

3. PRESENTATION

3.1 Audit Committee Chair Six Monthly Report / Minutes

Attending: Richard Trigg, Audit and Risk Committee Chair

Richard Trigg provided a summary of his report.

4. COUNCIL REPORTS FOR DISCUSSION

4.1 Annual Report

Discussed the draft report.

4.2 Council Plan, Financial Plan and Asset Plan Community Feedback

Discussed the feedback received from the three submissions received on these strategic documents.

4.3 City to River Contracts – Nodes and Water Play Park

Discussed in more detail the City to River contract documents before being presented again to a future Council meeting.

4.4 Age Friendly Communities Implementation Plan

Discussed.

5. PRESENTATION

5.1 WIM Resource Project Update – Avonbank HMS Project

Attending: Michael Winternitz, Director of Projects; Michael Davies, Community and Land Liaison Officer and Murray Wilson, Stakeholder Liaison Officer

6. GENERAL DISCUSSION

7. CONFIDENTIAL ITEM (Councillors only)

Chief Executive Officer and Directors left the meeting at 8.20pm

7.1 CEO Remuneration and Employment Policy Discussion

Discussed the draft policy.

6. MEETING CLOSE

Meeting closed at 9.00pm

INFORMAL MEETINGS OF COUNCILLORS**COUNCIL BRIEFING HELD BY ZOOM
ON MONDAY 11 OCTOBER 2021 AT 5.20PM**

Present: Cr R Gulline, Mayor, Cr D Bell, Cr D Bowe, Cr P Flynn, Cr C Haenel, Cr I Ross; Sunil Bhalla, Chief Executive Officer; Graeme Harrison, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure; Zac Gormann (item 3 only); Fiona Gormann, Manager Investment Attraction and Growth (items 4.1 and 4.2 only); Annie Mintern, Co-ordinator Business Development and Tourism (item 4.1 only)

Apology: Cr L Power

1. WELCOME AND INTRODUCTION

Cr Gulline welcomed everyone.

2. DISCLOSURE OF CONFLICT OF INTEREST SEC 130 and 131, LOCAL GOVERNMENT ACT 2020 AND HORSHAM RURAL CITY COUNCIL GOVERNANCE RULES

Nil.

3. FINANCE AND PERFORMANCE COMMITTEE

Zac Gormann provided a brief summary of the Financial Report for the quarter to 30 September 2021, as presented.

4. COUNCIL REPORTS FOR DISCUSSION**4.1 Business and Community Support Package 2020-2021**

Discussed the detailed support packages provided during 2020-2021.

4.2 Investment Attraction and Growth Report

Discussed the detailed report provided.

4.3 Quarterly Performance Report

Discussed, some minor changes were highlighted.

4.4 Community Engagement Report

Discussed the draft report and some of the specific engagement items listed.

4.5 Road Management Plan

Discussed the Road Management Plan and the work recently carried out to review the plan, including feedback from Council's insurer.

4.6 VCAT / Planning / Building Update

Discussed the latest statistics regarding Planning and Building permits issued and VCAT cases.

Meeting adjourned at 6.50pm

APPENDIX 13.1A

Meeting reconvened at 7.05pm

4.7 Wimmera Development Association (WDA) Update, Memorandum of Understanding (MOU) and Consultation

Discussed the proposal and draft MOU around the restructuring of the Wimmera Development Association.

4.8 Council Plan

Discussed the minor changes to the Council Plan.

4.9 Municipal Association of Victoria (MAV) WorkCover Scheme

Discussed the proposed payment re the MAV WorkCover scheme.

5. GENERAL DISCUSSION

6. CONFIDENTIAL ITEM (Councillors only)

Chief Executive Officer and Directors left the meeting at 8.20pm

6.1 CEO Remuneration and Employment Policy

Discussed

7. MEETING CLOSE

Meeting closed at 8.56pm

Minutes

Horsham Tidy Towns Committee Meeting
held on Tuesday, 21 September 2021 at 12:30 pm
Via Zoom

Attendees: Cheryl Linke, David Eltringham (Chair), Don Mitchell, Gary Aitken, Gillian Vanderwaal, Jan Morris, Lucy De Wit (Secretary), Mary-Jean Kerr (Deputy Chair), Neil King

Apologies: John Martin, Daryl Dower, Kola Kennedy, Geraldine Drum

1. Welcome

2. Minutes of the previous meeting – Tuesday 24 August 2021

3. Business arising from previous minutes (Review Action List)

4. Correspondence

4.1 Inwards

- 'JOIN OUR PLOG-A-THON'- Cleanup Australia- Moved: Gillian, Seconded: Neil that we not join this due to our monthly cleanups already.
- 2021 Awards Finalists Presentations- KVB
- Letter from Jacinta Allan re Railway precinct

4.2 Outwards

- Various press re awards
- Email to Craig at ARTC re railway

5.3 Finance Report- Natimuk and Jung representation-add to action list

5. General Business (discussion items):

- Thank you for 2021 Awards- Video Presentations
- Finalist Awards KVB review
- Tidy Town awards weekend in Hastings- cancelled- now via Zoom.
- Council support structure for Committee
- Highway program- need to write to VicRoads regarding the rubbish and signs.
- Retain first Monday of the month for cleanup. Moved- Jan Morris, Seconded- Cheryl Linke.

6. Committee Member Reports (Tidy Town Initiatives)

- **Gillian-** need a new volunteer for screen-printing on the Boomerang bags pockets. Lids 4 Kids – idea to find somewhere for lids to be collected and cleaned then sent to 'Lids 4 Kids'.
- **Cheryl-** nil
- **Don-** artwork on the Powercor boxes quote is ready to go. Should be good to go end of

November and finished by first week in December.

APPENDIX 13.4A

- **Gary**- end of Baillie Street at 298, graffiti on building needs to be removed.
- **Neil**- Tom Magee received Rotary support for the vests for school kids. Golf members who are involved in Rotary are keeping Golf Course Rd clean and free of rubbish.

7.

Highway Cleanup Roster	
1st Monday of Month 9:30am (or as discussed)	
October 4 th	David Eltringham
November 1 st	David Eltringham and ?
December 6 th	David Eltringham and ?
December 20 th	David Eltringham and ?

8. **Next Meeting**- Tuesday 19th October - 12:30pm

Note: Committee Election will be held at November meeting. Position of chair to be resolved/considered.

9. **Meeting Close**

David Eltringham
Chairman
Horsham Tidy Towns Committee

WESTERN HIGHWAY ACTION COMMITTEE (WHAC)

10.00AM, Friday 8 October 2021

Via Teams

[Click here to join the meeting](#)

MINUTES

1. Welcome and Open Meeting Chair, Cr Kevin Erwin

Cr Rod Ward – Moorabool

Cr Kevin Erwin – Northern Grampians

Cr Les Power – Horsham

Cr Tim Meyer – West Wimmera

Cr Jo Armstrong – Ararat

Doug Gowans – Pyrenees

Charlie Cahill – Ballarat

Trenton Fithall – Northern Grampians

John Martin – Horsham

Joe Scimone – Hindmarsh

Mick Evans – Yarriambiack

John Griffiths – West Wimmera

Dr Tim Harrison – Ararat

Angela Daraxoglou - DoT

Damian Van Dyke – MRPV

Daniel Kowalczyk – DoT Metro NW

Nigel Smith – DoT Metro NW

2. Apologies

Cr Moira Deeming – Melton

Cr Damian Ferrari – Pyrenees

Angela Hoy – Hindmarsh

Phil Jeffrey – Moorabool

Motion: That the apologies be accepted. Moved: Cr Ward / C Cahill. Carried.

3. Minutes of Meeting held 20 August 2021

Motion: That the minutes of the previous meeting be accepted as a true and correct record of that meeting. Moved M Evans/ C Cahill. Carried.

4. Business from previous Minutes

- Update on status of Pykes Ck westbound works (refer DoT report)
- Strategy / vision development (see general business)

Address correspondence to: **WHAC** Secretariat, PO Box 511 Horsham VIC 3402 **Phone**
03 5382 9724 **Email** lucy.dewit@hrcc.vic.gov.au

Western Highway Action Committee Members

Melton City Moorabool Shire Ballarat City Pyrenees Shire Ararat Rural City Yarriambiack Shire
Northern Grampians Shire Horsham Rural City Hindmarsh Shire West Wimmera Shire

5. Correspondence
Inward:

Date	From	Subject
23 Aug 21	RACV	Caravan Safety
31 Aug 21	DoT	Caravan Safety
21 Sep 21	DoT	Corridor Strategy

Outward:

Date	To	Subject
Nil		

Motion: That the correspondence be received. Moved: D Gowans / Cr Power. Carried.

6. Financial Statement

Report circulated. Current balance \$59,324.71, unchanged

Motion: That the finance report be received. Moved: J Martin / D Gowans. Carried.

7. Reports

- **Major Roads Projects Victoria - Damian**

- Section 2B

- Continuing with CHMP.
- Desktop assessments proceeding with local RAP Eastern Maar.
- Anticipate about April 2022 for this work to be completed.
- Have been to court regarding the nature of works that could proceed while the injunction was in place. Can do some general maintenance works, relating to mowing, weed spraying, swale drain maintenance.
- Mackenzie court action – leave to appeal to High Court was rejected. Hence this matter is now closed.
- Remaining litigation is with Thorpe. CHMP will inform that.

- Section 3

- \$13.12 M provided from Feds to recommence planning and preliminary works for that.
- Reviewing status of approval documentation with current legislation, environmental and planning.

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-
- Trawalla section
 - Additional work being done
 - Have been some failures in areas that had been rehabilitated
 - Has been significant investigation into these areas
 - One of the issues is the weight loading of traffic on this highway, compared to others around the state.

Discussion

- Clarification of roles
 - MRPV does major construction, e.g. typically projects with a value of \$30-\$50 M or more, such as duplication sections
 - Planning with RRV
 - Ongoing maintenance with RRV
- **DoT / RRV Western Region - Angela**
- Report circulated
- Pykes Creek
 - Design work proceeding with options
 - Funding may not be enough for preferred options
 - Construction likely 2022-23
- There is funding for scoping enhancements in the Stawell – SA border section, including
 - Horsham Truck Route
 - Pavement testing
 - Bridges at Dimboola and Dadswells Bridge
 - Some intersection improvements, Polkemmet Rd Vectis, Leeor Rd Lillimur and Jackmans Rd Dadswells Bridge.
 - Overtaking lane extensions being considered.

Discussion

- Thanks for Learmonth Rd improvements
- Leigh Creek status?
 - No progress recently on further planning
- Complaints received about closure of the toilets at Bungaree. Is there a plan to re-open these? With ending of Covid there will be greater travel, and desire to use these by families.
 - Proximity to Ballarat is a consideration in determining the future of this facility. A concern about how far funding will stretch.
- Slashing/spraying program. Will be a challenge with the recent rain.
 - Angela will provide updated information on this (**Action**)
 - Already wild oats very high up to the edge of the road in West Wimmera. Spraying is done around the white posts and this is seen to

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be very effective by the community – should be more spraying. There is a concern about the mass of fuel left after slashing.

- Moorabool is preparing a gateway strategy at the moment. At Bacchus Marsh the grass is often higher than the signage.
- **DoT NW Metro - Daniel**
- Two noise wall projects are progressing. The developer wall is going through design review. Construction on that has not yet started. Melton Council is working with DoT on the second one.
- Pavement works – construction works not started yet due to seasonal conditions.
- Federal commitment of \$50 M. Recommendations have been finalised. Over the next few weeks priorities will be negotiated between State and Federal Government.
- Mowing and litter control has been underway.
- 225 metres of WRSB repaired at a cost of \$57k for Aug/Sept also graffiti removal.
- **Members**

West Wimmera

- Thanks for including the Leor Rd intersection on the list for improvements – there is a grain facility from that.
- Border was banked up again recently due to a sudden closure.

Hindmarsh

- Covid testing being undertaken at Nhill trailer exchange for SA border entry
- Nhill Jeparit Rd intersection – will be good when that is done.

Yarriambiack

- Roadside spraying in progress

Horsham

- Encouraged to see the intersection at Stawell Rd will be upgraded soon
- Alternative Truck Route planning has commenced with DoT
- Safety on eastern edge of Horsham – east of proposed new roundabout, industrial area on edge of town – proposed to be considered at same time as Stawell Rd intersection upgrade
- B-doubles in residential streets due to Covid testing on recent SA border rules change.

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Northern Grampians

- Pleased to see resumption of planning on Ararat-Stawell section

Ararat

- Just waiting for progress on duplication
- Admire the persistence of MRPV in their pursuit of these works

Pyrenees

- Bypass planning – haven't heard much recently. What is status?
 - Documentation for EES and supporting reports are prepared.
 - Aiming to be submitted to Planning Minister for exhibition soon.
- As a regular user of Trawalla section have noted the degradation, and keen to see it remedied.

Ballarat

- Road Safe Central Highlands met yesterday. A program with motorcycle safety, focussing on fatigue. This incorporates rest area along the highway. Contact Gerard Ryan at Road Safe CH for copies of these brochures.

Moorabool

- Priority remains finalisation for the Bacchus Marsh eastern link.
- Traffic is at a standstill on occasions
- Bulmans Rd Melton is one of the priorities of Moorabool as it impacts on the Avenue of Honour in Bacchus Marsh.
- Priorities statement
 - Public amenities – agree that this is a priority.
 - Visual amenity – Grass levels and visual appearance at on / off ramps is poor and has led to many complaints. MSC currently preparing Gateways Strategy and will undertake further discussions with RRV on this matter.

Motion: That the reports be received. Moved Cr Power / Cr Armstrong. Carried.

8. General Business

Agency reps left

- **WHAC Vision – Lobbying Strategy**

Documents tabled.

Discussion about approach

- Change to consultation with each Council (says members)

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-
- What are our specific aims
 - This is large and unwieldy
 - Should be really brief – so it is clear
 - But what are we aiming at
 - The work on the highway to date – construction / safety – is sub-standard
 - The road is not fit-for-purpose
 - Expected upgrades are not being delivered
 - Need to keep agitating it
 - Need a lobbyist to nuance the message until we get some traction from
 - Is this an engineering advisory committee? No?
 - State Feds Us – we are aligned – but it is a matter of when we want it
 - It is about delivery
 - We want this sooner – getting it delivered quickly
 - Remind them about commitments that were meant to be delivered by 2016
 - We have been side-tracked by the court cases
 - Names of lobbyists
 - Tim to call with contacts
 - Need connections
 - **Action: Out of session email to get approval to proceed with quotes**
-
- Issues as raised by members - Nil

9. Next Meeting

3 December 2021 at 10 am

10. Close

Cr Kevin Erwin

Chair

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20.10.21

From Cr Di Bell

I wish to submit the following Notice of Motion for Council Meeting Monday October 25th, 2021

Notice of Motion – Review Priority of Projects Planned

That the priority of all projects included in the Asset Plan and Council Plan, be reviewed by this Council, in line with the Social Infrastructure Framework Dec 2020, by 31st Dec 2021.

NOM Signed by: Cr Di Bell *Di Bell*

Rationale.

This Council has not reviewed the detail and hierarchy of the full project list since being elected in 2020, and I believe this needs to be completed prior to developing the new Action Plan and beginning planning for the 2022 Budget.

As stated in the officer’s report to the Dec 2020 Council meeting, the Social Infrastructure Framework provides a strategic approach to asset management ensuring a fair, transparent, and consistent approach to renewal and upgrades.

Social Infrastructure refers to our community facilities, services and networks which help individuals, families, groups and communities meet their social needs, for development and improved wellbeing.

I have submitted this NOM because I believe we are now in a period of very mixed and changing social needs in our community due to the Covid journey over the last 20 months, and that it is critical that not only our services and networks are developing and supporting a strong, well resourced and connected community, but our ‘built infrastructure’ enables members of our community to not only recover, but also reach their full potential.

The Social Infrastructure Framework provides:

- Hierarchy categorisation and guiding principles
- Audit of existing infrastructure highlighting where supply meets needs, or if there is an oversupply/under supply both currently and in the future

Figure 1. Social infrastructure hierarchy framework



The four levels of hierarchy identified are:

- » **Local:** Local facilities are limited to facilities that should be accessible close to home such as a local meeting space and a local park. The access benchmarks are different for rural and urban areas. Rural areas of around 1,000 residents may require a local facility, however a similar facility in an urban area can serve a larger population (between 2,000 to 4,000 residents). In the rural area, local facilities may need to be accessed by car (approximately 15 minute drive), but in the urban area, they should be accessible by walking.
- » **Neighbourhood:** Neighbourhood facilities are a broader range of facilities, including neighbourhood meeting spaces, community gardens and kindergartens. Multiple neighbourhood facilities may be provided across the municipality including some in rural areas.
- » **Municipality:** Municipal facilities are higher order facilities such as a children's and community hub, aquatic centre, and library. Generally, one municipal facility is provided to serve the whole Horsham Municipality. As the centre of the Horsham Municipality, these facilities should all be located in Horsham City.
- » **Regional:** Regional facilities are significant facilities that serve the whole Wimmera Region. Regional facilities include regional arts and cultural facilities. As the regional centre, these facilities tend to be located in Horsham City.

The report also stated that the framework provides a summary of needs assessment findings, and an outline and that an action plan is the next step.

I believe it is critical that this Council, completes this review, in a workshop format, to prioritise infrastructure to be included in the Action Plan being produced to implement the new Council Plan, and would be included in the review of the Asset Plan which was to be completed following adoption of the Council Plan.

Regards



Cr Di Bell