



2017-2018 ANNUAL REPORT

ANNUAL REPORT FOR THE YEAR ENDED 30 JUNE 2018

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

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

ABOUT THIS REPORT

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

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

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

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

TTY service: Dial 133677 ask for 03 5382 9777.

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

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

Designed by: Adelle Rohrsheim | www.argraphicdesign.com.au

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INTRODUCTION

Welcome to the Annual Report 2017-2018

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

OUR VISION

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

OUR MISSION

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

AT A GLANCE

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



SNAPSHOT OF OUR COUNCIL

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

Horsham is the major provider of retail, community and government services in the Wimmera, with dryland and broadacre agriculture being our major industry. The Grains Innovation Park, a nationally acclaimed agricultural research centre, is based in Horsham.

There are a range of quality educational and health care facilities including secondary colleges, a university and an agricultural college. We also have a diverse array of natural assets including recreational lakes, wetlands, the Wimmera River, Mount Arapiles, the Wartook Valley, and the Grampians National Park is nearby.

Horsham Rural City Council includes the major centres of Horsham and Natimuk, and the localities of: Arapiles, Blackheath, Brimpaen, Bungalally, Clear Lake, Dadswells Bridge, Dooen, Douglas, Drung, Duchembegarra, Grass Flat, Green Lake, Greenland Dam, Haven, Jilpanger, Jung, Kalkee, Kanagulk, Kewell, Laharum, Longerenong, Lower Norton, McKenzie Creek, Mitre, Mockinya, Mount Talbot, Murra Warra, Noradjuha, Nurrabel, Pimpinio, Quantong, Riverside, St Helen's Plains, Telangatuk East, Tooan, Toolondo, Vectis, Wail, Wartook and Wonwondah.

Council provides more than 70 services to the community ranging from emergency management, arts and culture, and livestock exchange to community and human services programs. We deliver a comprehensive range of building, planning and regulatory services, along with providing and maintaining important infrastructure such as buildings, roads, drains and parks.

Horsham Rural City Council is committed to working with the community to develop the municipality through strong leadership, vision, good governance, responsive services and quality infrastructure, whilst enhancing our liveability and natural environment. The 2017-2021 Council Plan, associated Strategic Resource Plan and the 2017-2018 Budget set the strategic direction for Council over the next four years. These documents provide direction to management and include the key indicators that Council will use to deliver key outcomes.

ACCOUNTABLE
FAIR
 PROGRESSIVE
 OPEN FLEXIBLE



THE YEAR IN REVIEW

MAYOR'S MESSAGE

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



CR PAM CLARKE
MAYOR

CHIEF EXECUTIVE OFFICER'S MESSAGE

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



SUNIL BHALLA
CHIEF EXECUTIVE OFFICER

OUR COUNCIL

OUR PROFILE

Horsham Rural City Council provides more than 70 services to the community ranging from waste management, emergency and fleet management, to community and human service programs. We deliver a comprehensive range of building, planning and regulatory services, along with providing and maintaining important infrastructure such as buildings, roads, drains and parks.

Council is committed to working with the community to develop the municipality through strong leadership, vision, good governance, responsive services and quality infrastructure, whilst enhancing our liveability and natural environment. The 2017-2021 Council Plan and the associated Strategic Resource Plan and 2017-2018 Budget set the strategic direction for Council over the next four years. These documents provide direction to management and include the indicators that Council will use to deliver key outcomes (see Our Performance, pages 36-51).

ECONOMIC FACTORS

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

MAJOR CHANGES

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

MAJOR ACHIEVEMENTS

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

COUNCILLORS

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

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

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

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

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

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



COUNCILLORS



CR PAM CLARKE Mayor

First elected:
March 2003
November 2008

Date re-elected:
27 October 2012
22 October 2016

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

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

Cr Clarke has a strong background in disability and welfare services and was the Chief Executive Officer of a local disability service provider for 10 years. She was also Chairperson and committee member of many community and welfare organisations for over 35 years and a local business owner for more than 40 years.

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



CR DAVID GRIMBLE

First elected:
29 November 2008

Date re-elected:
27 October 2012
22 October 2016

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

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

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

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



CR ALETHEA GULVIN

First elected:
22 October 2016

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

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

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



CR JOSH KOENIG

First elected:
22 October 2016

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

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

Committees:

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



CR LES POWER

First elected:
22 October 2016

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

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

Committees:

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



CR MARK RADFORD Dip Local Government

First elected:
29 November 2008

Date re-elected:
27 October 2012
22 October 2016

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

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

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

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

Committees:

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



CR JOHN ROBINSON BM OAM

First elected:
22 October 2016

john.robinson@hrcc.vic.gov.au
0429 644 477

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

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

Committees:

Chief Executive Officer Evaluation and Finance Performance and Reporting.

OUR PEOPLE

ORGANISATIONAL STRUCTURE

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

CHIEF EXECUTIVE OFFICER



SUNIL BHALLA

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

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

Areas of Responsibility:

Management and Performance of all Council operations including \$53 million budget

Ensuring that the day-to-day management of Council's operations are in accordance with the *Local Government Act 1989* and align with the Council Plan

Provision of advice and support to Council

Direct responsibility for Council's four Directors

SENIOR OFFICERS REPORTING DIRECTLY TO THE CHIEF EXECUTIVE OFFICER



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

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



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

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



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

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

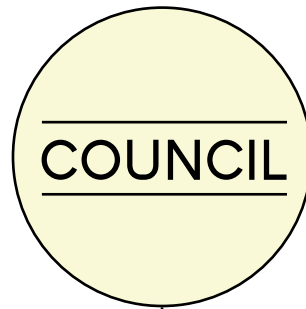


JOHN MARTIN
 Director Technical Services
 BE (Agric)

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

OUR PEOPLE *continued...*

ORGANISATIONAL STRUCTURE



CHIEF EXECUTIVE OFFICER SUNIL BHALLA

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

EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

A Council with 40 or more members of staff must have developed and implemented an equal opportunity program. The objective of Council's equal employment opportunity program is to ensure there is no discrimination relating to the characteristics listed under the *Equal Opportunity Act 2010* such as race, colour, sex, marital status, parenthood, physical or mental impairment, age, religious or political affiliation, gender identity and sexual orientation. Further objectives include ensuring the workplace is free from bullying and harassment.

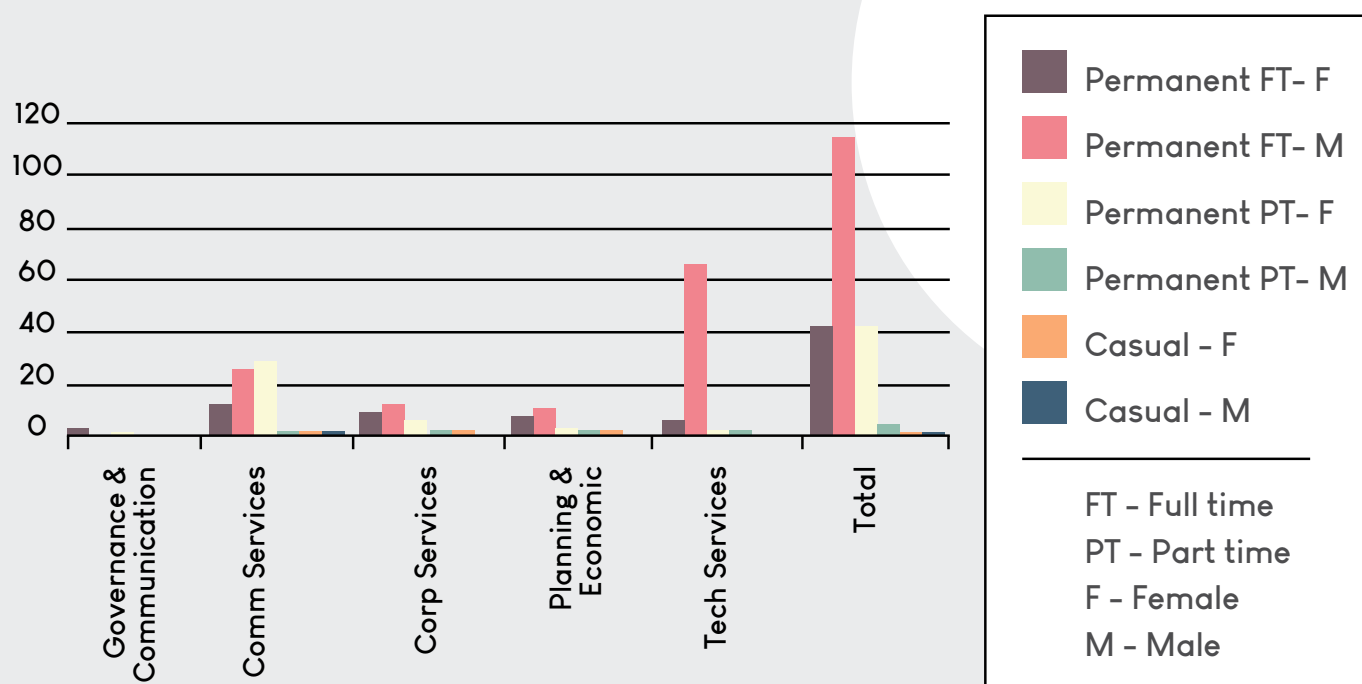
Horsham Rural City Council commits itself in a variety of ways to the elimination of discrimination against, and the promotion of equal opportunity for, women and all other people in relation to employment matters. This commitment is supported by the activities of 15 designated contact officers, which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

OUR STAFF

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

NUMBER OF STAFF (FTE)

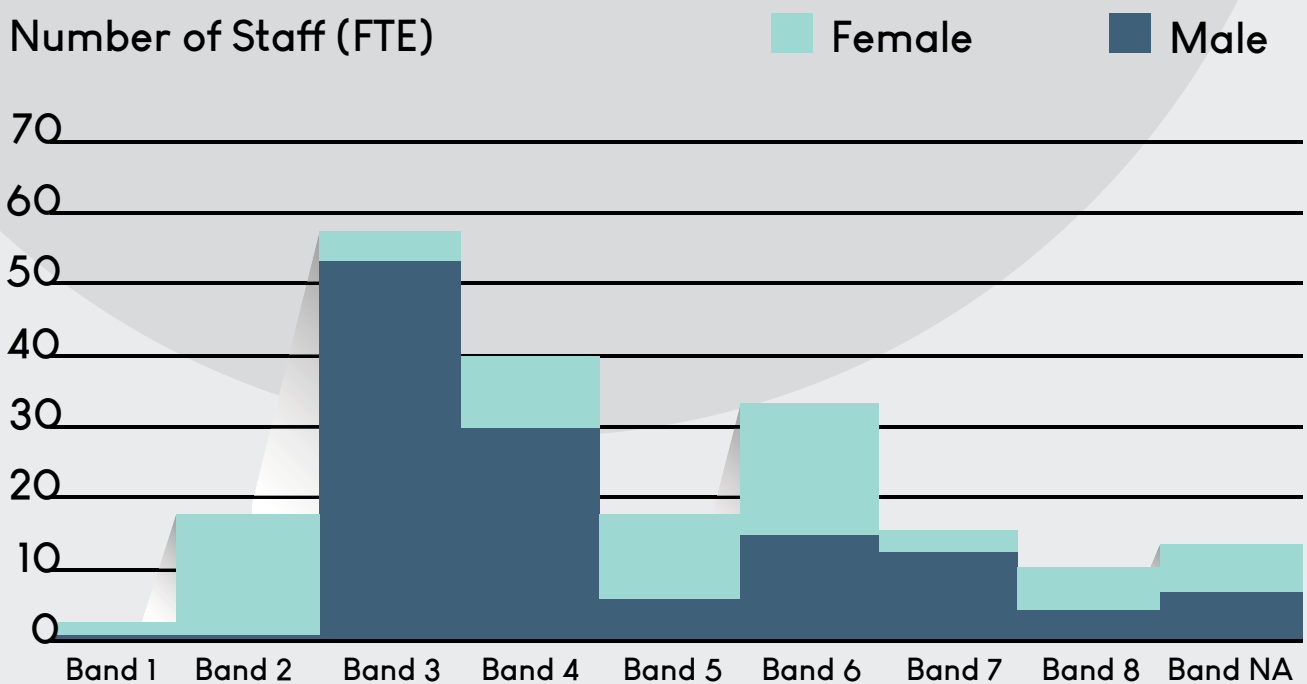
| EMPLOYEE TYPE/GENDER | GOVERNANCE AND COMMUNICATIONS | COMMUNITY SERVICES | CORPORATE SERVICES | PLANNING AND ECONOMIC | TECHNICAL SERVICES | TOTAL FTE |
|----------------------|-------------------------------|--------------------|--------------------|-----------------------|--------------------|---------------|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



NUMBER OF STAFF (FTE)

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

Number of Staff (FTE)



OTHER STAFF MATTERS

ENTERPRISE BARGAINING AGREEMENT

Enterprise Agreement Number Eight was officially endorsed by the Fair Work Commission on 12 January 2017 and in accordance with section 54 has been in operation since 19 January 2017, with a nominal expiry date of 30 June 2019. The introduction of rate capping and falling rates of inflation influenced negotiations and an annual wage rise in the order of 2.1 percent was agreed upon for each year of the three year agreement.

PROFESSIONAL DEVELOPMENT

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

During 2017–2018, 10 Council staff were undertaking the following:

- ▶ Master of Infrastructure Engineering and Management
- ▶ Master of Letters
- ▶ Master of Natural Resources and Management
- ▶ Bachelor of Civil Engineering
- ▶ Bachelor of Management and Human Resource Management
- ▶ Bachelor of Urban, Rural and Environmental Planning
- ▶ Advanced Diploma of Public Safety (Emergency Management)
- ▶ Diploma of Risk Management and Business Continuity
- ▶ Cert IV in Leadership and Management
- ▶ Certified Practising Accountant

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

Horsham Rural City Council provides a comprehensive corporate learning program that supports a broad range of staff development needs. This is developed in alignment with strategic priorities as well as in response to needs identified through performance and development plans. A variety of learning methodologies are used including LGPRO e-learning, facilitated workshops, personal coaching and internal and external training providers. To reinforce Council's approach to learning and development, an Organisational Development Training and Support Officer role was created. Since commencing in September 2017, there has been a high focus on Aboriginal Cultural Awareness training and the implementation and roll out of online compliance training. The Training and Support Officer has also conducted a review on training expenditure within Council and is now streamlining the expenditure and training to assist Council and employees with their professional development.

PREVENTING VIOLENCE AGAINST WOMEN



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

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

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

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

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

THE NEW LEADERSHIP STATEMENT IS AS FOLLOWS:

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

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

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

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

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

ACT@WORK

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

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

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

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

Act@Work has two core components:

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

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

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

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

OTHER STAFF MATTERS *continued...*

OCCUPATIONAL HEALTH AND SAFETY

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

Achievements for 2017-2018:

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

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

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

Strategy 1: Health and Safety Leadership

Strategy 2: Risk Management

Strategy 3: OHS Management and Performance

Strategy 4: Health and Wellbeing



MAV WORKCARE SCHEME:

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

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

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

Implementation of the self-insurance scheme offers a range of significant benefits.

Of particular note:

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

OUR COUNCIL PLAN

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

The 2017-2021 Council Plan sets the strategic direction of Council over the next four years, linking the community's vision to long-term community goals and four year outcomes and priorities for Horsham Rural City Council. The Council Plan provides direction to management and includes the indicators that Council will use to deliver key outcomes.

The following pages provide details of some of the highlights achieved this year. Further information in relation to outcomes and priorities contained in the Council Plan are provided in Our Performance (pages 36-51)

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

GOAL 1 · COMMUNITY AND CULTURAL DEVELOPMENT

We support our diverse community by developing an environment that aims to cater to the shifting needs of our residents. We support innovation and encourage artistic and cultural expression to develop our municipality as a great place to live – see section on Our Performance for more details (pages 36-51).

AUSTRALIA DAY CELEBRATIONS



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

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

Horsham Rural City Council hosted a very successful Australia Day event on the banks of the Wimmera River at Sawyer Park in Horsham this year. The celebration attracted around 400 people who, prior to the official ceremony, enjoyed a free barbecue breakfast provided by the Combined Service Clubs of Horsham.

Elder and Barengi Gadjin Land Council member Jennifer Beer presented the Welcome to Country. Entertainment was provided by the Horsham City Pipe and Brass Bands, Sing Australia Choir and Tamikah Petering from the Horsham Arts Council. A children's story "Possum Magic" was read by Mary Dalgleish and a flag raising ceremony was performed by the Horsham Girl Guides and Scouts.

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

This year's Australia Day Award recipients were:

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

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

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

GOAL 1 · COMMUNITY AND CULTURAL DEVELOPMENT

KALKEE ROAD CHILDREN'S AND COMMUNITY HUB



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

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

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

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

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

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

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

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

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

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

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

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

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

GOAL 1 · COMMUNITY AND CULTURAL DEVELOPMENT

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

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

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

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

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

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

CITIZENSHIP CEREMONIES

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

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

This year, Horsham Rural City Council conducted eight citizenship ceremonies welcoming 19 candidates from the Philippines, India, Ireland, South Africa, England, Taiwan, Zimbabwe, Vietnam and Ethiopia.

CIVIC RECEPTIONS

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

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

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

DOG OBEDIENCE DAY



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

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

GOAL 1 · COMMUNITY AND CULTURAL DEVELOPMENT



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

HORSHAM TOWN HALL AND REGIONAL ART GALLERY

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

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

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



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

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

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

GOAL 1 · COMMUNITY AND CULTURAL DEVELOPMENT

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

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

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

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

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



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

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

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



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

GOAL 1 · COMMUNITY AND CULTURAL DEVELOPMENT

ABORIGINAL ADVISORY COMMITTEE



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

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

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

Objectives of the Aboriginal Advisory Committee are to:

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

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

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

GOAL 1 · COMMUNITY AND CULTURAL DEVELOPMENT

YOUTH C.A.N (CHANGING ALCOHOL NORMS)



Youth C.A.N

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

During 2017-2018 Council have achieved the following actions:

Community Awareness:

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

Education:

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

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

Social Marketing:

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

YOUTH STRATEGY



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

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

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

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

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

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

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

WIMMERA DEAF ACCESS



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

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

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

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

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

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

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

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

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

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

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

GOAL 2 · SUSTAINING THE ECONOMY

As our community grows, so our region grows. We welcome new development and we aim to support enterprise, small and large, whilst advocating for the community to shop locally. We will continue to promote and develop sustainable projects – see section on Our Performance for more details (pages 36–51).

ECONOMIC DEVELOPMENT STRATEGY

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

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

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

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

MUNICIPAL PARKING STRATEGY

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

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

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

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

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

Key recommendations in the strategy:

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

GOAL 3 · ASSET MANAGEMENT

We strive to ensure infrastructure is in place to support our growing community as well as upgrading and maintaining our infrastructure to attract more visitors to the municipality – see section on Our Performance for more details (pages 36–51).



WIMMERA RIVER PEDESTRIAN BRIDGE

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

GOAL 3 · ASSET MANAGEMENT

ROAD WORKS

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

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

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

MAJOR CAPITAL WORKS

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

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

GOAL 4 · GOVERNANCE AND BUSINESS EXCELLENCE

Our goal is to excel in what we deliver and how we deliver it, both within Council and to our community. Our staff are our greatest asset so their wellbeing is important – see section on Our Performance for more details (pages 36–51).

SHARED SERVICES

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

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

HUMAN RESOURCE SHARED SERVICE PROVISION



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

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

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

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

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

WESTERN RAIL CAMPAIGN - CONNECTING WESTERN VICTORIA



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

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

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

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

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

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

GOAL 4 · GOVERNANCE AND BUSINESS EXCELLENCE

ADVOCACY

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

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

Advocacy priorities that have progressed during the past year include:

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

GOAL 4 · GOVERNANCE AND BUSINESS EXCELLENCE

DYNAMIC NEW WEBSITE

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

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

The website hrcc.vic.gov.au is a fresh new look for HRCC's online presence, reflecting Council's focus on improving communication for the community.

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

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

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

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

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

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

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

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

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

GOAL 5 · NATURAL AND BUILT ENVIRONMENTS

Encourage and increase awareness of environmental responsibilities within Council and the community, whilst planning for a growing municipality, and implement practices that minimise our environmental footprint and contribute to a sustainable future – see section on Our Performance for more details (pages 36–51).

WASTE MANAGEMENT

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

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



OUR PERFORMANCE

COUNCIL PLAN

The 2017-2021 Council Plan sets the strategic direction of Council over the next four years, linking the community's vision to long-term community goals, four-year outcomes and four-year priorities for Horsham Rural City Council. The Council Plan provides direction to management and includes the indicators that Council will use to deliver key outcomes.

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

PERFORMANCE

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

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

GOAL 1 · COMMUNITY & CULTURAL DEVELOPMENT

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

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

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

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

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

| SERVICE | DESCRIPTION | NET COST \$'000 | | |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|--------|----------|
| | | Actual | Budget | Variance |
| | Provision of the following to support Council's direct service delivery areas: | | | |
| Aged and Disability | This service provides care to frail aged and disabled persons with home care, personal care, respite care along with property maintenance services and disabled parking permits. | 58 | 169 | 111 |
| Community Development | This service provides maintenance, insurance and other ongoing costs for the municipality's recreation groups and clubs including community halls, the Cenotaph and War Memorials, Brass and Pipe Bands and Sawyer Park Soundshell. | 641 | 709 | 68 |
| Community Safety | This service deals with matters concerning Local Laws including permits and licences, enforcement and fines and fire hazard enforcement. | 69 | 98 | 29 |
| Early Years | This service provides support to families with parenting, health and development, promotion of health, wellbeing and safety, social supports, referrals and linking with local communities. | 182 | 362 | 180 |
| Emergency Management | This service supports public health wellbeing during times of an emergency and to support the community to recover from emergency events. | 108 | 38 | -70 |
| Health and Wellbeing | This service provides health administration, immunisation, health vending machines and other preventative measures under the health plan including needle exchange, Tobacco Act 1987 reforms and mosquito monitoring. A variety of legislative based services and functions around environmental health issues are also provided. | 248 | 250 | 2 |
| Library | This service provides community development and education to enhance the capacity and strength of communities in the municipality by developing community plans that build on strengths and assets and acting as a resource to communities. | 542 | 558 | 16 |

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

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

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

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

| Service/Indicator/measure | RESULTS | | | | MATERIAL VARIATIONS |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|------------|-------|-------|----------------------------------------------------------|
| | 2015 | 2016 | 2017 | 2018 | |
| Health and safety Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about food premises] x100 | 100% | 100% | 0.00% | 0.00% | There were no non-compliance notifications in 2017-2018. |
| Home and Community Care Timeliness Time taken to commence the HACC service. [Number of days between the referral of a new client and the commencement of HACC service/ Number of new clients who have received a HACC service] | | 16.81 days | - | - | HACC measures were removed from 1 July 2016. |
| Service standard Compliance with Community Care Common Standards [Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x100 | 55.56% | 55.56% | - | - | HACC measures were removed from 1 July 2016. |
| Service cost Cost of domestic care service [Cost of the domestic care service / Hours of domestic care service delivered] | | \$59.08 | - | - | HACC measures were removed from 1 July 2016. |
| Cost of personal care service [Cost of the personal care service / Hours of personal care service delivered] | | \$65.92 | - | - | |
| Cost of respite care service [Cost of the respite care service / Hours of respite care service delivered] | | \$69.83 | - | - | |
| Participation Participation in HACC service [Number of people that received a HACC service / Municipal target population for HACC services] x100 | 27.77% | 25.74% | - | - | HACC measures were removed from 1 July 2016. |
| Participation in HACC service by CALD people [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100 | 9.09% | 7.73% | - | - | |

| Service/Indicator/measure | RESULTS | | | | MATERIAL VARIATIONS |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|---------|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | 2015 | 2016 | 2017 | 2018 | |
| Aquatic Facilities Service standard Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities] | 0 | 0 | 0 | 0 | No health inspections were conducted as they are not required by the Health Act 2008. |
| Reportable safety incidents at aquatic facilities [Number of WorkSafe reportable aquatic facility safety incidents] | 1 | 0 | 1 | 0 | There were no reportable WorkSafe incidents for 2018. |
| Service cost Cost of indoor aquatic facilities [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities] | \$2.88 | \$3.71 | \$3.92 | \$3.10 | The aquatic centre had 37,000 more visits than the previous year therefore this is reflected in a decrease in costs for the facility. |
| Utilisation Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population] | 9.17 | 6.7 | 6.39 | 8.20 | Utilisation of aquatic facilities has increased due to promotion of swimming lessons, an extensive summer holidays program and focusing on aqua based classes. |
| Animal Management Timeliness Time taken to action animal requests [Number of days between receipt and first response action for all animal management requests/ Number of animal management requests] | - | 1 day | 1 day | 1.01 days | |
| Service standard Animals reclaimed [Number of animals reclaimed / Number of animals collected] | 39.07% | 38.00% | 55.81% | 45.31% | The number of animals reclaimed is down 18.82 percent due to a change in data collection. This change means data is potentially more accurate than in previous years. |
| Service cost Cost of animal management service [Direct cost of the animal management service / Number of registered animals] | \$53.19 | \$68.07 | \$66.70 | \$72.43 | |
| Health and safety Animal management prosecutions [Number of successful animal management prosecutions] | 0 | 2 | 1 | 0 | Council had no animal prosecutions for the period. |

GOAL 2: SUSTAINING THE ECONOMY

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

| MEASURES | RESULT | COMMENTS |
|------------------------------------------------------------------------------------------------------------------|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Complete Stage 1 infrastructure development at the Wimmera Intermodal Freight Terminal Precinct by December 2018 | 15% | Consultant's reports for integrated water management and transport management plan complete for WIFT. Development plan in draft, finalising developer contribution levy. |
| Implement the outcomes from the Visitor Information Centre review by 30 June 2019 | 15% | Working group established to review the needs of visitors, level of service and hours of operation. Detailed analysis of locations to be undertaken together with capital and operational costs. |

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

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

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

| SERVICE | DESCRIPTION | NET COST \$'000 | | |
|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|--------|----------|
| | | Actual | Budget | Variance |
| | Provision of the following to support Council's direct service delivery areas: | | | |
| Economic Development | This service provides support to the Wimmera Development Association, maintenance and administration for the Wimmera Business Centre and general economic development and promotion for the municipality. Land sales and acquisitions, tree plantation and land management costs for the Burnt Creek and Enterprise Industrial estates and Wimmera Intermodal Freight Terminal, are also provided under this service. | 215 | 322 | 107 |
| Management and Administration | This service provides general administration for all areas of planning, building, tourism and economic services areas. | 490 | 557 | 67 |
| Parking and Traffic Management | This service provides management of parking infringements, maintenance on parking meters, car parking fees, fines and associated costs. | -259 | -337 | -78 |
| Promotions and Tourism | This service provides information and support to visitors accessing the Visitor Information Centre. This area also covers tourism marketing and development as well as promotion for major events and festivals. | 511 | 542 | 31 |
| Building Asset Management | Building Asset Management oversees the facilities management and maintenance of Council's buildings, including compliance and safety services (such as asbestos management and essential safety measures management). | 448 | 331 | -117 |

GOAL 3: ASSET MANAGEMENT

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

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

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

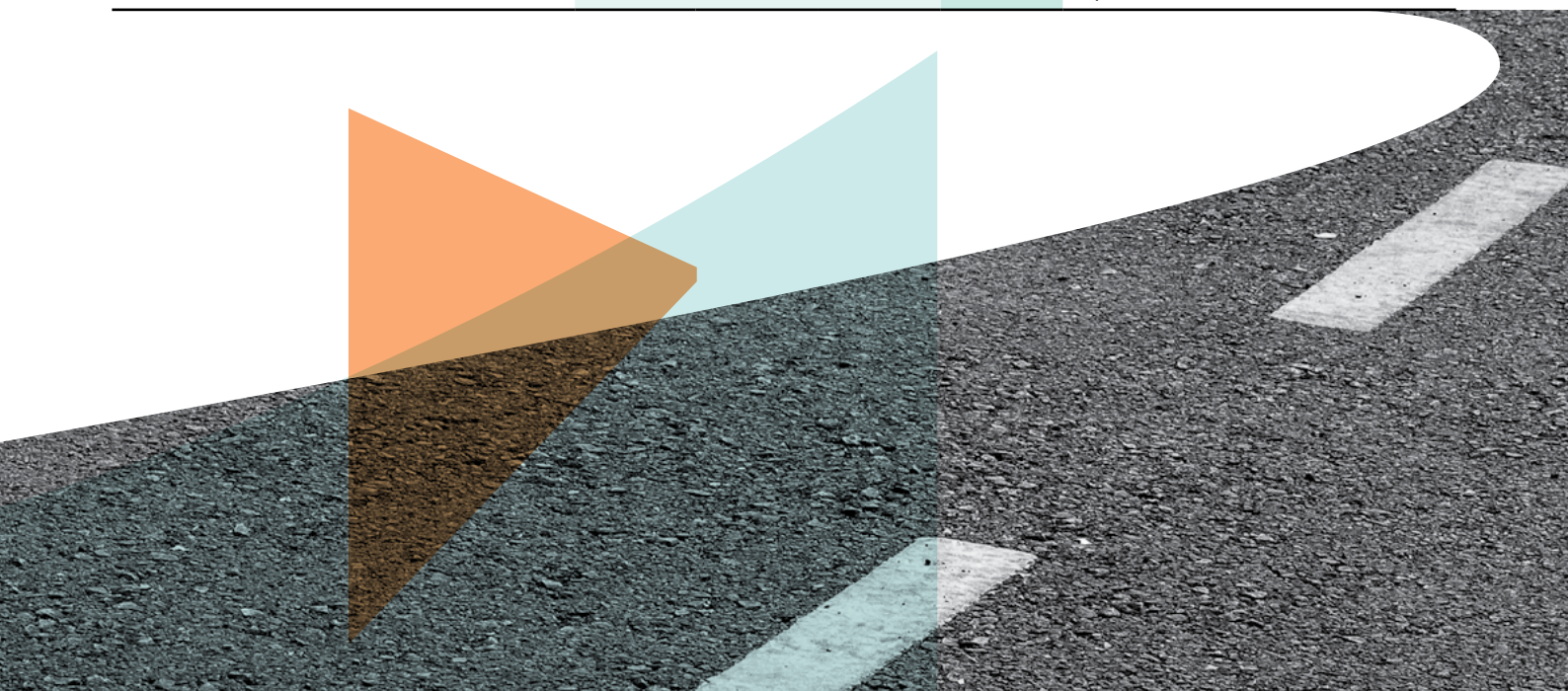
| MAJOR INITIATIVES | PROGRESS |
|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------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

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

| SERVICE | DESCRIPTION | NET COST \$'000 | | |
|--------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|--------|----------|
| | | Actual | Budget | Variance |
| | Provision of the following to support Council's direct service delivery areas: | | | |
| Business Activities | This service includes the Livestock Exchange, which provides weekly sheep sales and fortnightly cattle sales at the Burnt Creek Drive facility servicing primary industry across the Wimmera. Horsham Regional Livestock Exchange is the fourth largest sheep selling centre in Victoria. It also includes the operations of the Aerodrome which provides a regional airport for commercial and private aircraft. | -10 | 100 | 110 |
| Management and Administration | This service provides administration and support services for the Technical Services department. | 1,916 | 2,064 | 148 |
| Operations Management | This service includes management and administration of the Operations department to facilitate the delivery of core functions and capital programs. | 115 | 108 | -7 |
| Parks and Gardens | Provision of managed areas for sport, recreation and amenity – includes sportsgrounds, parks, gardens, Botanic gardens and playgrounds throughout the municipality. | 2,452 | 2,537 | 85 |
| Infrastructure - Rural | This service is responsible for maintaining and constructing roads, streets, bridges and related assets in all non-urban areas of Horsham and Natimuk. This includes the Vic Roads maintenance contract (which excludes major highways) and Quarry operations. | 1,826 | 1,834 | 8 |
| Infrastructure - Urban | This service provides maintenance and construction of roads, streets, bridges and related assets to the required standards. Maintenance for bicycle tracks, drainage, footpaths and off street car parks. | -579 | -582 | -3 |
| Sports and Recreation | Provision and maintenance of outdoor and indoor sport and recreation facilities throughout the municipality including the Horsham Aquatic Centre. Also works with community groups and usage groups to increase participation. | 1,200 | 1,192 | -8 |
| Streetscapes and Public Conveniences | This service provides street tree maintenance, tree planting and removal, along with city centre maintenance on lighting, signage and street furniture, and street cleaning. Climate change initiatives such as environmental footprint reduction program also fall within this service. This service also provides operations and maintenance of the six public conveniences in Horsham, one in Natimuk and several rural facilities. | 1,088 | 1,680 | 592 |

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

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



GOAL 4: GOVERNANCE AND BUSINESS EXCELLENCE

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

| MEASURES | RESULT | COMMENTS |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Complete an engagement process by 30 June 2018, with community, for the 2018-2019 Council Plan and Budget cycle that is more deliberative and explains the “why” of Council services | 50% | Service Overview document has been completed for internal use and for Councillors. A draft document has been created to explain the “why” of all of Council’s services. The 2018-2019 Budget and Council Plan engagement with the community has occurred but did not adequately cover off on a deliberative approach. The creation of a Governance Team and an Advocacy and Community Relations Team plus some additional resourcing, should see considerable improvements in this regard for 2019-2020. |
| Maintain staff turnover rates at under 10 percent | 11.53% | Staff turnover figures for the 12 months to 30 June 2018 were 11.53 percent. |
| Increase overall score in the Community Satisfaction Survey | -10% | The Overall Performance score decreased a further 6 points in 2017-2018 from 60 to 54 reflecting a decrease of nine points since the commencement of this Council term. A report has been provided to Council with some specific actions identified to help improve the score in future years. The score is now also below that of the Regional Centres on 58 and the State-wide average of 59. |
| Implement a new HRCC external website | 100% | New website was launched in April 2018 and is fully operational. |

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

| MAJOR INITIATIVES | PROGRESS |
|----------------------|----------|
| No major initiatives | |

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

| SERVICE | DESCRIPTION | NET COST \$'000 | | |
|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|--------|----------|
| | | Actual | Budget | Variance |
| | Provision of the following to support Council's direct service delivery areas: | | | |
| Financial Services | Provides financial services internally to all staff, department managers, project leaders, Council etc. plus delivers external services in the form of information to government and the community and specific services to Wimmera Development Association and the Wimmera Regional Library Board. | 808 | 804 | -4 |
| Governance and Leadership | This service manages and facilitates Council's governance services, the implementation of Council decisions and policies, and compliance with legislative requirements. This service also includes the office of the Mayor and Councillors, the Chief Executive Officer and media. | 1,052 | 1,049 | -3 |
| Information and Technology | Provides IT hardware and IT software systems, IT support services to staff, customer services at Horsham and Natimuk and the Council's Records Management service. The goal of this service is to provide efficient and effective access to the information needs of staff and the community, and the management of systems that support this whilst at all times keeping secure Council's information assets from accidental or malicious access, modification or destruction. | 1,200 | 1,182 | -18 |
| Management and Administration | This service contains a variety of organisational services that are provided both internally within Council but also to ratepayers. It includes salaries for rates and property services, financial services. Customer service and the general support for the Corporate Services group. | 1,200 | 1,311 | 111 |
| Organisational Development | This service is responsible for human resources, payroll, OH&S, risk management and organisational performance functions. The Payroll Co-ordinator is also responsible for processing the payroll for three separate Council related entities, including the Wimmera Regional Library Corporation, Horsham Public Cemetery and Wimmera Development Association. | 671 | 727 | 56 |
| Rates and Property Services | Rate collection services encompasses collection of Council rateable income which ensures consistency in debt management, general rate, municipal and garbage charges. Property services encompasses, collection of property valuations, maintaining a strategically focused property management system and management of Council leases and licences. | 361 | 372 | 11 |

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

| Service/Indicator/measure | RESULTS | | | | MATERIAL VARIATIONS |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------|-------------|-------------|----------------------------------------------------------------------------------------------------------------------------------------|
| | 2015 | 2016 | 2017 | 2018 | |
| Governance Transparency Council resolutions at meetings closed to the public [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100 | 15.91% | 13.91% | 8.21% | 10.95% | There was a minor increase in decisions made at meetings closed to the public with 80 percent of these related to contractual matters. |
| Consultation and engagement Satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement] | 61 | 61 | 57 | 53 | |
| Attendance Council attendance at Council meetings [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) x (Number of Councillors elected at the last council general election)] x100 | 95.65% | 95.05% | 89.44% | 87.58% | |
| Service cost Cost of governance [Direct cost of the governance service / Number of Councillors elected at the last Council general election] | \$38,775.43 | \$39,421.08 | \$37,546.00 | \$36,317.94 | |
| Satisfaction Satisfaction with Council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community] | 58 | 60 | 58 | 49 | With a significant decrease in satisfaction with Council decisions, Council has implemented an action plan to address possible causes. |

GOAL 5: NATURAL AND BUILT ENVIRONMENTS

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

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

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

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

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

| SERVICE | DESCRIPTION | NET COST \$'000 | | |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|--------|----------|
| | | Actual | Budget | Variance |
| | Provision of the following to support Council's direct service delivery areas: | | | |
| Building Service Regulatory | This service provides matters relating to the administration of building control including building approval, inspection fees, easement approval and State Government levies. | 385 | 392 | 7 |
| Natural Resource Management | This service provides a mix of environmental services covering fire hazards, fire disaster clean up, grass removal, fire plugs, their replacement and markers, footpath cleaning in the CBD and weir operations. | 165 | 99 | -66 |
| Planning Services | This service provides statutory planning services such as planning permits, notice of applications, information certificates, scheme appeals and subdivision costs. The function of strategic planning, which aims to strategically plan the municipality's needs is also included. | 16 | 295 | 279 |
| Sustainability | This service manages a range of sustainability related projects from Council's Sustainability Strategy. A reserve is being established to facilitate future energy and water efficiency projects. | -1 | 48 | 49 |
| Waste Management Services | This service manages the Doon Landfill sites, Kenny Road Transfer Station and rural transfer stations along with waste collection and recyclables collection across both the urban and rural areas of the municipality. | -1,601 | -368 | 1,233 |

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

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

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



GOVERNANCE, MANAGEMENT AND OTHER INFORMATION

GOVERNANCE

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

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

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

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

- ▶ Provide a genuine opportunity for the community to have input and an influence on decisions that are the subject of the engagement
- ▶ Actively seek out and encourage contributions from people who may be affected by or interested in a decision
- ▶ Provide relevant, timely and balanced information so people can contribute in a meaningful way including clearly defining negotiable and non-negotiable elements of any subject of engagement
- ▶ Provide a variety of appropriate and accessible ways for people to have their say and to speak honestly
- ▶ Actively listen so that people's ideas and input assist in making the final decision
- ▶ Consider the needs and interests of all people in the decision-making process
- ▶ Tell the community about the final decision, and how their input was considered
- ▶ Effectively record engagement plans, methodologies, community responses, outcomes and evaluations

MEETINGS OF COUNCIL

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

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

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

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

CODE OF CONDUCT

The Local Government Act 1989, section 76C requires each Council to review and adopt a Councillor Code of Conduct within four months after a General Election.

Council adopted the Councillor Code of Conduct on 6 February 2017.

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

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

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

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

COUNCILLOR ALLOWANCES

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

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

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

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

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

COUNCILLOR EXPENSES

In accordance with Section 75 of the *Local Government Act 1989*, Council is required to reimburse a Councillor for expenses incurred whilst performing their duties as a Councillor. Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors. The policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the Mayor and Councillors to enable them to discharge their duties. Council also publishes in its Annual Report the details of the expenses, including reimbursement of expenses for each Councillor and member of a Council Committee paid by the Council. The details of the expenses for the 2017-2018 year are set out in the following table.

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

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

CONFLICT OF INTEREST

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

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

Declaration of a conflict of interest is a standard agenda item for all Council and Special Committee meetings.

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

MANAGEMENT

Council has implemented a number of statutory and better practice items to strengthen its management framework. Having strong governance and management frameworks lead to better decision making by Council. The Act requires Council to undertake an assessment against the prescribed Governance and Management Checklist and include this in its Report of Operations. Council's Governance and Management Checklist results are set out on pages 60-61. The following items have been highlighted as important components of the management framework.

AUDIT COMMITTEE (2017-2018)

ROLE OF THE AUDIT COMMITTEE

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

RESPONSIBILITIES OF THE AUDIT COMMITTEE

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

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

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

AUDIT COMMITTEE COMPOSITION

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

The current Audit Committee members are:

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

Ex-officio members:

- ▶ Horsham Rural City Council – Peter Brown (until November 2017), Sunil Bhalla (commenced June 2018), Graeme Harrison, Heather Proctor and Diana McDonald
- ▶ Internal Auditor – Crowe Horwath (Contractor)
- ▶ The Auditor General's agent also attends meetings to report matters of significance in relation to the Financial Statements.

INTERNAL AUDIT

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

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

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

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

EXTERNAL AUDIT

Council's external auditor is the Victorian Auditor General Office (VAGO) who has appointed Richmond Sinnott and Delahunty (RSD) Chartered Accountants to conduct the annual statutory financial statement audit. The Audit Committee also reviews recommendations from matters raised by other VAGO audit reports such as the performance audits.

RISK MANAGEMENT

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

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

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

Achievements 2017-2018:

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

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

Focus for 2018-2019:

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

SPECIAL COMMITTEES

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

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

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

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

ORGANISATIONAL PLANS, POLICIES, PROCEDURES AND STRATEGIES

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

Asset Recognition, Valuation and Revaluation Policy

Business Continuity Plan

Child Safe Policy

Civic Events Policy

Civic Events Procedure

Corporate Uniform Procedure

Council Plan

Debtors and Debt Collection Policy

Electronic Signatures Procedure

Grants Seeking Procedure

Health and Wellbeing Plan

Horsham Regional Art Gallery Collection Policy

Horsham Town Hall Health & Safety Emergency Evacuation & Response Policy

Indoor Staff Dress Code Policy

Loan Borrowing Policy

Municipal Parking Strategy

Overtime Policy

Placing Documents on iPads Procedure

Public Art Implementation Plan

Reporting a Child Safety Concern Procedure

Sun Protection Policy

Training and Learning Strategy

Workplace Domestic and Family Violence Policy

Workplace Domestic and Family Violence Procedure

COMMUNITY SATISFACTION SURVEY

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

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

400 completed interviews were achieved with Horsham being classified for the purposes of this year's survey as a Regional Centre which includes Bendigo, Geelong, Latrobe, Mildura, Wangaratta, Warrnambool and Wodonga Councils.

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

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

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

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

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

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

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

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

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

FREEDOM OF INFORMATION

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

Requests for access to documents under the Act should be made in writing specifying the information required. Freedom of Information request forms can be obtained from the Municipal Offices, Civic Centre, 18 Roberts Avenue, Horsham. The application fee during the 2017-2018 financial year was \$28.40 along with any access charges that may be levied in accordance with the Freedom of Information Regulations.

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

HOW MANY REQUESTS DID HORSHAM RURAL CITY COUNCIL RECEIVE?

| | |
|-----------------------|---|
| Personal Requests | 1 |
| Non-Personal Requests | 0 |

WHAT HAPPENED?

| Full access given | Still being processed |
|--------------------------|-----------------------|
| Part access given | 0 |
| Denied in full | 0 |
| Released outside the Act | 0 |
| No documents existed | 0 |
| Request on hold | 0 |

No internal reviews were conducted.

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

APPLICATIONS

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

The officer with authority to make a decision in relation to a request under the *Freedom of Information Act 1982* is Sunil Bhalla, Chief Executive Officer, telephone (03) 5382 9725 or email sunil.bhalla@hrcc.vic.gov.au.

CHARTER OF HUMAN RIGHTS AND RESPONSIBILITIES

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

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

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

Council has numerous moral and legal obligations in respect to human rights issues. These include specific human rights requirements under the Victorian Charter of Human Rights and Responsibilities, equal opportunity legislation, bullying and harassment requirements, the *Local Government Act 1989* and federal legislation.

Protecting and promoting human rights is identified as a Guiding Principle in the 2017-2021 Council Plan. Council's adoption of a Human Rights Policy in June 2015 embeds the Council's corporate responsibility to respect human rights in all operations. The following are some examples of where Council has played a role in building understanding and respect for human rights.

DOMESTIC ANIMAL MANAGEMENT PLAN

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

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

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

In 2017-2018, Council undertook the following actions:

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

DISABILITY ACCESS AND ACTION PLAN

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

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

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

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

Goal 1 - Social Connection:

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

Goal 2 - Information on Services:

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

Goal 5 - Built Environment:

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

FOOD ACT MINISTERIAL DIRECTIONS

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

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

ROAD MANAGEMENT ACT MINISTERIAL DIRECTION

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

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

INFRASTRUCTURE AND DEVELOPMENT CONTRIBUTIONS

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

For the 2017-2018 year Council had no infrastructure or development contributions.

CARER'S RECOGNITION ACT 2012

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

VICTORIA'S COMPULSORY CHILD SAFE STANDARDS

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

The Child Safe Standards form part of the Victorian Government's response to the Betrayal of Trust inquiry. Victorian organisations that provide services to children are required under the *Child Safety and Wellbeing Act 2005* to ensure that they implement compulsory child safe standards to protect children from harm.

To further consolidate Council's commitment to the Child Safe Standards, Council adopted a Child Safe Policy and Reporting a Child Safety Concern Procedure in November 2017.

LOCAL LAWS

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

Horsham Rural City Council has the following Local Laws:

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

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

LEGISLATIVE OBJECTIVES OF COUNCIL

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

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

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

PROTECTED DISCLOSURES

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

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

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

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

For the purposes of Section 69 (1) (b) of the *Protected Disclosures Act 2012*, in the period to June 30 2018, no disclosures were notified to Council officers appointed to receive disclosures, or to IBAC.

Council reviewed and adopted its Management of Protected Disclosures procedure on 6 February 2017 to include updates to the IBAC act. A copy of the Management of Protected Disclosures Procedures can be found on Council's website – www.hrcc.vic.gov.au, obtained from the Municipal Offices, Civic Centre, 18 Roberts Avenue, Horsham, or by contacting us on telephone 03 5382 9777.

GOVERNANCE AND MANAGEMENT CHECKLIST

| GOVERNANCE AND MANAGEMENT ITEMS | ASSESSMENT |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest) | Policy Date of operation of current policy: 15 June 2015 |
| 2. Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community) | Guidelines 15 February 2016 |
| 3. Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years) | Adopted in accordance with section 126 of the Act Date of adoption: 25 June 2018 |
| 4. Annual budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required) | Adopted in accordance with section 130 of the Act Date of adoption: 25 June 2018 |
| 5. Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years) | Date of operation of current plans: Asset Management Plan – General: 21 December 2015 Asset Management Plan – Roads: 21 December 2015 |
| 6. Rating strategy (strategy setting out the rating structure of Council to levy rates and charges) | Strategy Date of operation of current strategy: 25 June 2018 |
| 7. Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations) | Policy Date of operation of current policy: 14 March 2017 |
| 8. Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud) | Policy Date of operation of current policy: 9 December 2013 |
| 9. Municipal emergency management plan (plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery) | Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> Date of preparation: 16 December 2017 |
| 10. Procurement policy (policy under section 186A of the Local Government Act 1989 outlining the matters, practices and procedures that will apply to all purchases of goods, services and works) | Prepared and approved in accordance with section 186A of the <i>Local Government Act 1989</i> Date of approval: 12 June 2018 |
| 11. Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster) | Plan Date of operation of current plan: 26 May 2018 |
| 12. Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster) | Plan Date of operation of current plan: 29 June 2015 |
| 13. Risk management framework (framework outlining Council's approach to managing risks to the Council's operations) | Framework Date of operation of current framework: 14 August 2017 |
| 14. Audit Committee (advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the council's operations and for compliance with applicable legal, ethical, and regulatory requirements) | Established in accordance with section 139 of the Act Date of establishment: 1 March 2004 |

| 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: 21 July 2014 |
| 16. Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act) | Framework Date of operation of current framework: 13 June 2018 |
| 17. Council Plan reporting (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year) | Report Date of Reports: 21 August 2017, 19 February 2018 |
| 18. Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure) | Statements presented to Council in accordance with section 138(1) of the Act Date statements presented: 4 December 2017, 19 February 2018, 7 May 2018 |
| 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: 13 December 2017, 22 May 2018 |
| 20. Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act) | Reports Date of reports: 2 October 2017, 5 March 2018 |
| 21. Annual report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements) | Considered at a meeting of Council in accordance with section 134 of the Act Date statements presented: 16 October 2017 |
| 22. Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors) | Reviewed in accordance with section 76C of the Act Date reviewed: 6 February 2017 |
| 23. Delegations (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff) | Reviewed in accordance with section 98(6) of the Act Date of review: 19 March 2018 |
| 24. Meeting procedures (a local law governing the conduct of meetings of council and special committees) | Meeting procedures local law made in accordance with section 91(1) of the Act. Date local law made: 6 November 2017 |

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



Sunil Bhalla
Chief Executive Officer
Dated: 24 September 2018



Cr Pam Clarke
Mayor
Dated: 24 September 2018

COMMUNITY GRANTS AND DONATIONS

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

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

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

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

STATUTORY INFORMATION

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

DOCUMENTS AVAILABLE FOR PUBLIC INSPECTION

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

REGULATION 12(A)

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

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

REGULATION 12(B)

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

REGULATION 12(C)

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

REGULATION 12(D)

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

REGULATION 12(E)

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

REGULATION 12(F)

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

REGULATION 12(G)

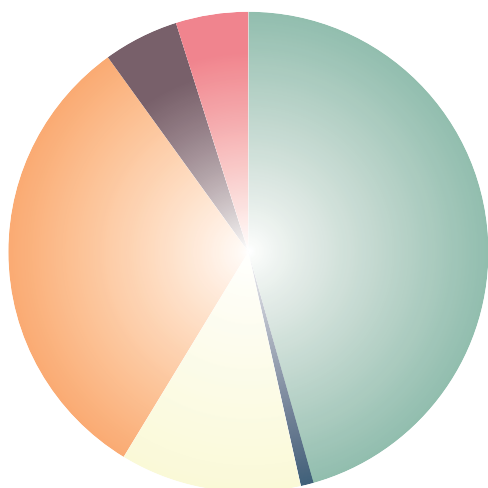
A list of donations and grants made by the Council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant.

VICTORIAN LOCAL GOVERNMENT INDICATORS

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

| INDICATOR | CALCULATION | 2017-2018 | 2016-2017 | 2015-16 | 2014-15 |
|-----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------|------------|------------|
| 1. Average rates and charges per assessment | Total rates and charges receivable at beginning of year/Number of assessments in the adopted budget | \$2,080.48 | \$2,033.53 | \$1,959.65 | \$1,855.86 |
| 2. Average residential rates and charges per assessment | Rates and charges declared for residential assessments receivable at beginning of year/Number of residential assessments in the adopted budget | \$1,855.91 | \$1,812.14 | \$1,761.57 | \$1,626.13 |
| 3. Average liabilities per assessment | Total liabilities/Number of assessments in the adopted budget | \$1,524.76 | \$1,631.24 | \$1,515.88 | \$1,309.63 |
| 4. Operating result per assessment | Net surplus/Number of assessments in the adopted budget | \$512.42 | \$682.08 | \$107.33 | \$714.24 |
| 5. Average operating expenditure per assessment | Operating expenditure/ Number of assessments in adopted budget | \$4,065.66 | \$3,896.11 | \$3,848.69 | \$3,461.73 |
| 6. Community satisfaction rating for overall performance generally of Council | Result from the Annual Local Government Community Satisfaction Survey | 54 | 60 | 63 | 62 |
| 7. Average capital expenditure per assessment | Capital expenditure/ Number of assessments in the adopted budget | \$1,387.02 | \$1,137.70 | \$1,503.82 | \$1,780.57 |
| 8. Renewal gap | Capital renewal/Average annual asset consumption | 78.8% | 73.4% | 63.7% | 82.8% |
| 9. Renewal and maintenance gap | Capital renewal and maintenance/Average annual asset consumption plus planned maintenance | 81.9% | 74.5% | 69.0% | 79.7% |
| 10. Community satisfaction rating for Council's advocacy and community representation on key local issues | Result from the Annual Local Government Community Satisfaction Survey | 52 | 56 | 58 | 58 |
| 11. Community satisfaction rating for Council's engagement in decision making on key local issues | Result from the Annual Local Government Community Satisfaction Survey | 49 | 58 | 60 | 58 |

WHERE OUR MONEY COMES FROM AND WHERE OUR MONEY GOES



INCOME

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



EXPENDITURE

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



COUNCIL OFFICES

HORSHAM

Civic Centre, 18 Roberts Avenue, Horsham 3400

P · 03 5382 9777

F · 03 5382 1111

E · council@hrcc.vic.gov.au

W · www.hrcc.vic.gov.au

Monday to Friday – 8.30am to 5.00pm

DEPOT

Selkirk Drive, Horsham 3400

P · 03 5382 9600

F · 03 5382 5358

Monday to Friday – 7.30am to 4.30pm

NATIMUK

Natimuk Community Centre

62 Main Street, Natimuk 3402

P · 03 5387 1304

Thursdays only – 9am to 12pm

POSTAL ADDRESS

PO Box 511, Horsham 3402

