



# COUNCIL PLAN

## 2017-2021

**Horsham Vision** – A vibrant, inclusive community to live, work, play and invest

If you would like to receive this publication in another format, please contact Reception at the Civic Centre Municipal Office on telephone (03) 5382 9777 or email us on [council@hrcc.vic.gov.au](mailto:council@hrcc.vic.gov.au)

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

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

**Designed and Illustrated by:**  
Adelle Rohrsheim



### Recognition of our land's traditional owners

Horsham Rural City Council recognises the five Traditional Owner groups of this land: the Wotjobaluk, Wergaia, Jupagulk, Jaadwa and Jadawadjali people.

### Horsham Rural City Council

Civic Centre Municipal Office  
18 Roberts Avenue (PO Box 511)  
Horsham Vic 3402

**P:** (03) 5382 9777

**F:** (03) 5382 1111

**E:** [council@hrcc.vic.gov.au](mailto:council@hrcc.vic.gov.au)

**W:** [www.hrcc.vic.gov.au](http://www.hrcc.vic.gov.au)



# TABLE OF CONTENTS

Welcome	3
Our Councillors	4
About Council	4
Organisational Structure	5
Vision	6
Mission	6
Values	6
About the Council Plan	7
Our Municipality	9
At a Glance	10
If the Municipality of Horsham had 100 people	10
Guiding Principles	11
Advocacy	12
External Factors that Inform the Council Plan	13
<b>Goals</b>	<b>15</b>
<b>Goal 1 – Community and Cultural Development</b>	<b>16</b>
<b>Goal 2 – Sustaining the Economy</b>	<b>20</b>
<b>Goal 3 – Asset Management</b>	<b>25</b>
<b>Goal 4 – Governance and Business Excellence</b>	<b>29</b>
<b>Goal 5 – Natural and Built Environments</b>	<b>33</b>
How we will report on our performance	36
Strategic Resource Plan	37
How we will resource our plan	38
Definitions	47



## MESSAGE

### FROM THE MAYOR, CR PAM CLARKE

Welcome to the 2017-2021 Council Plan for the Horsham Rural City Council.

Following the election of our new Council in November 2016, we have recently undertaken an extensive review of the Council Plan in accordance with the requirements of the *Local Government Act 1989*.

This four year rolling plan sets the strategic direction for Council and highlights priorities for new and existing services, capital works, maintenance and advocacy on behalf of our community.

The Council Plan contains five long-term community goals:

- **Goal 1** – Community and Cultural Development
- **Goal 2** – Sustaining the Economy
- **Goal 3** – Asset Management
- **Goal 4** – Governance and Business Excellence
- **Goal 5** – Natural and Built Environments

Council services are linked to these goals and performance measures are in place so that we can track our progress and performance.

It is important that the Council Plan is considered as part of the annual budget process. A key component of this document is the Strategic Resource Plan which translates the requirements of the Council Plan into a four year forward projection of Council's financial position.

The Council Plan is an important document that provides direction to management, indicating where and how the available resources will be allocated.

I encourage you to read through the Council Plan and familiarise yourself with the strategic direction of your Council. We welcome your feedback at any time.

**Cr Pam Clarke**  
Mayor

# OUR 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 community and Council.

## ABOUT 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.

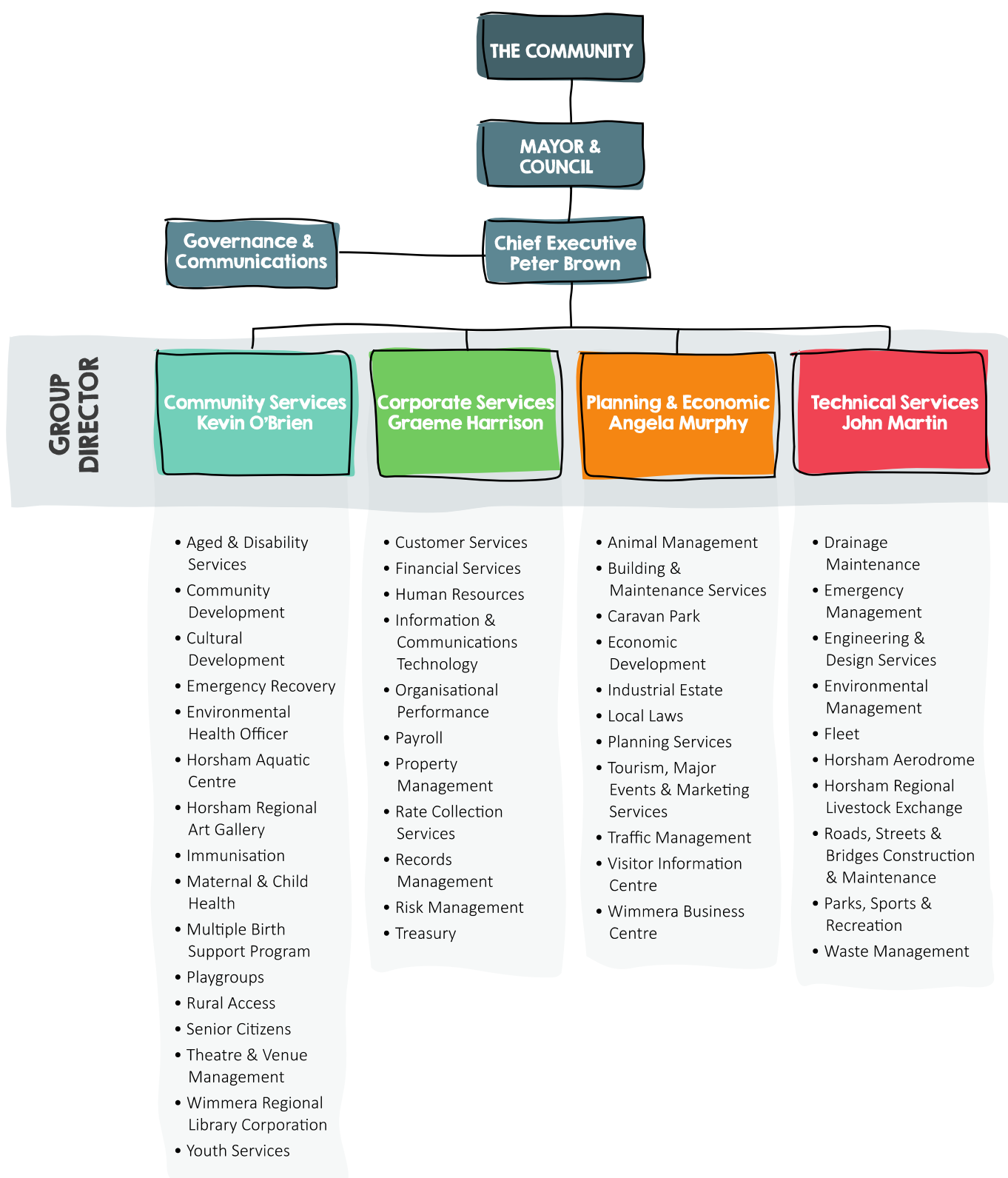
Directors and Managers consult with Councillors and develop reports that are presented to Council meetings for deliberation and determination by Councillors.

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 meeting of Council can be obtained by contacting the Executive Assistant to the Chief Executive. Agendas and minutes are also published on the Horsham Rural City Council website.



**From top to bottom:** Mayor Cr Pam Clarke, Cr David Grimble, Cr Josh Koenig, Cr Les Power, Cr Mark Radford, Cr John Robinson, Cr Alethea Sedgman.

# ORGANISATIONAL STRUCTURE





# VISION

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

# MISSION

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

# VALUES – we will be ...



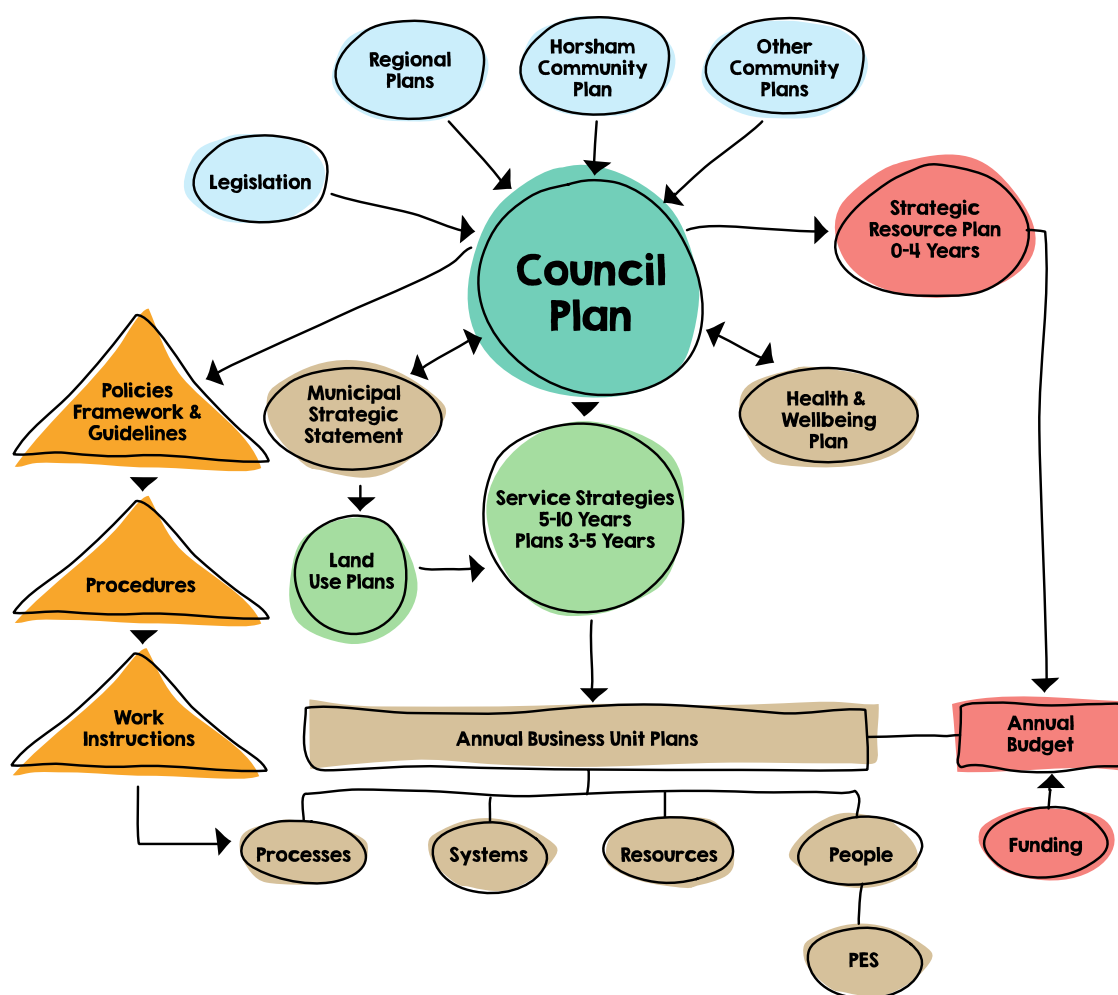
# ABOUT THE COUNCIL PLAN

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, 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.

The Horsham Rural City Council Plan contains the following five goals:

1. Community and Cultural Development
2. Sustaining the Economy
3. Asset Management
4. Governance and Business Excellence
5. Natural Environment





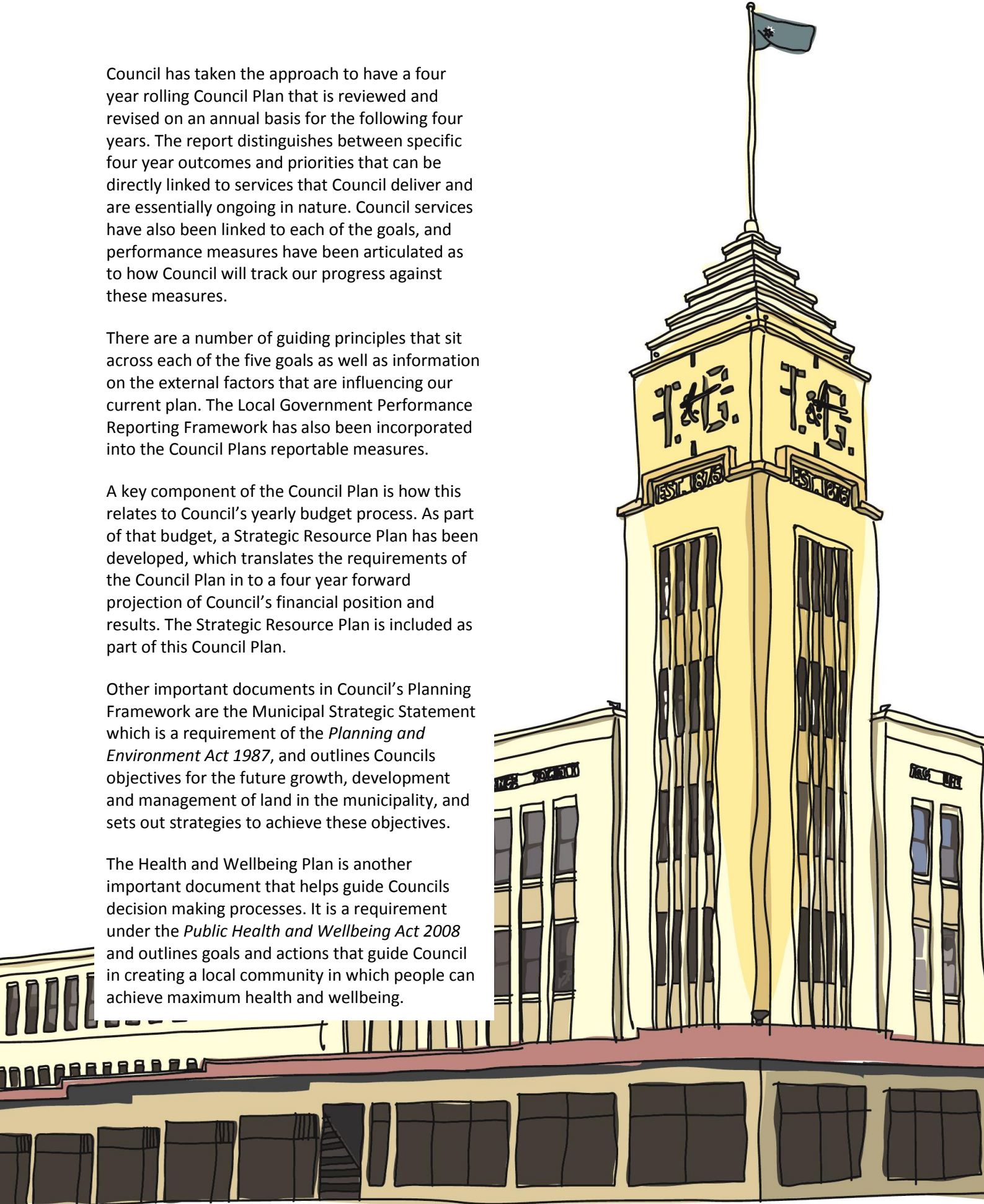
Council has taken the approach to have a four year rolling Council Plan that is reviewed and revised on an annual basis for the following four years. The report distinguishes between specific four year outcomes and priorities that can be directly linked to services that Council deliver and are essentially ongoing in nature. Council services have also been linked to each of the goals, and performance measures have been articulated as to how Council will track our progress against these measures.

There are a number of guiding principles that sit across each of the five goals as well as information on the external factors that are influencing our current plan. The Local Government Performance Reporting Framework has also been incorporated into the Council Plans reportable measures.

A key component of the Council Plan is how this relates to Council's yearly budget process. As part of that budget, a Strategic Resource Plan has been developed, which translates the requirements of the Council Plan in to a four year forward projection of Council's financial position and results. The Strategic Resource Plan is included as part of this Council Plan.

Other important documents in Council's Planning Framework are the Municipal Strategic Statement which is a requirement of the *Planning and Environment Act 1987*, and outlines Councils objectives for the future growth, development and management of land in the municipality, and sets out strategies to achieve these objectives.

The Health and Wellbeing Plan is another important document that helps guide Councils decision making processes. It is a requirement under the *Public Health and Wellbeing Act 2008* and outlines goals and actions that guide Council in creating a local community in which people can achieve maximum health and wellbeing.



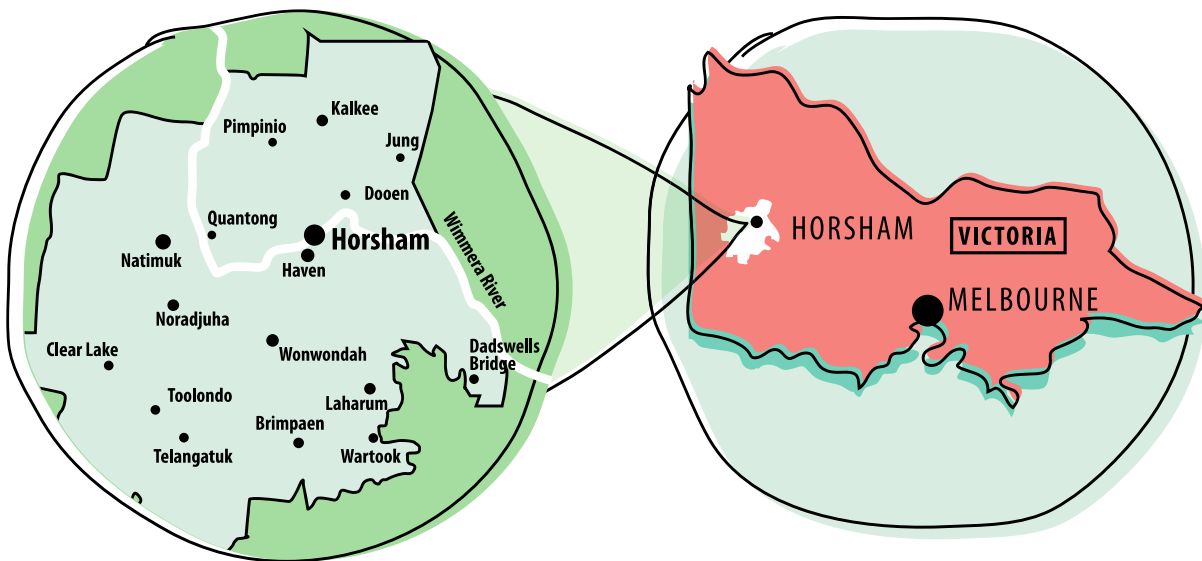
# OUR MUNICIPALITY

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 19,801 (est. June 2017) 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

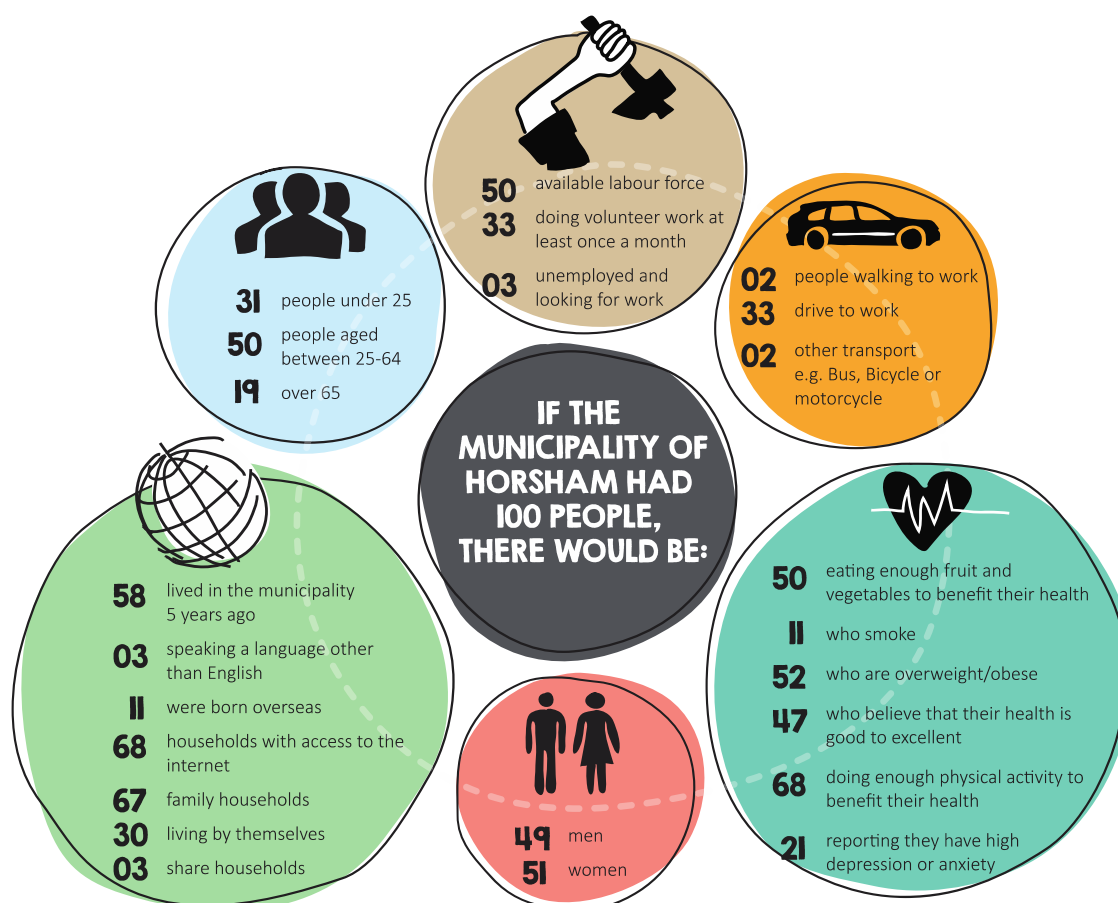
agricultural college. We also have a diverse array of natural assets including recreational lakes, wetlands, the Wimmera River, Mount Arapiles, the Wartook Valley and the Grampians National Park is nearby.

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 Helens Plains, Telangatuk East, Tooan, Toolondo, Vectis, Wail, Wartook and Wonwondah.



# AT A GLANCE

<b>Population</b>	<b>19,801 (Est. June 2017)</b>
<b>Area</b>	4,267 square kilometres
<b>Road Length</b>	2,946 kilometres
<b>Number of Council Employees</b>	190.90 EFT
<b>Number of Councillors</b>	7
<b>Rateable Properties</b>	12,157
<b>Total Revenue (including grants)</b>	\$47,583,000
<b>Rate and Charge Revenue</b>	\$23,720,000
<b>Major Employment Sector in Municipality</b>	Agriculture, Retail, Health Care and Social Assistance



## Data sourced from:

Department of Health, Regional Health Status Profiles Grampians Region, 2012

Regional Development Australia, Grampians, 2013

Health.vic.gov.au, 2013

Vic Health Survey results, 2014

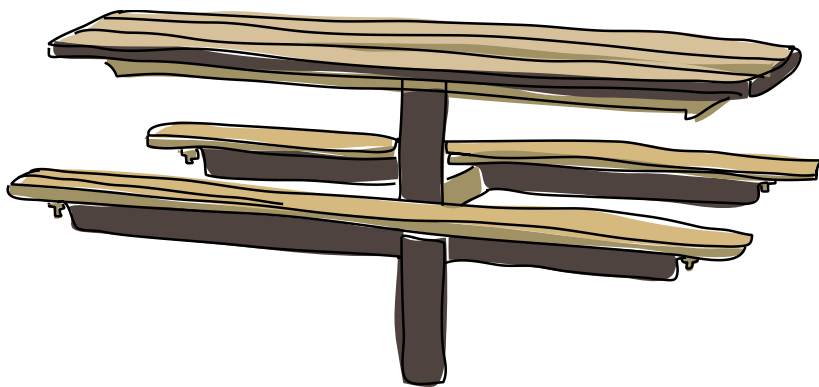
Department of Employment, 2016

# GUIDING PRINCIPLES

The following principles inform the work that Council undertakes.

## Horsham Rural City Council will:

- Recognise our place and importance as a regional centre
- Recognise the significance of our agricultural community
- Consult, engage and work transparently with the community
- Recognise and support the important role of volunteers in our community
- Liaise with Federal and State Government Ministers, Parliamentary representatives and neighbouring municipalities
- Monitor changes in Federal and State Government policies and their impact on the funding of Council service delivery
- Participate in appropriate peak state and regional level forums
- Recognise the important and ongoing place that all indigenous people hold in our community
- Foster an environment that embraces diversity as an integral part of our community
- Promote and protect human rights
- Protect and promote the municipality as a safe place to live
- Continue to work with the community and community groups to address gender inequality issues
- Attract and retain youth, professionals and people from all cultures to the municipality
- Provide information to the community in a variety of formats using plain language where possible
- Respect and protect our natural environment
- Consider the impact of climate change in our key programs
- Provide accessible and quality services in a timely and efficient manner
- Comply with all statutory requirements
- Provide accountable financial management and reporting
- Evaluate refurbishment of appropriate Council assets before construction of new facilities
- Value our local heritage and history
- Seek creative, innovative solutions for continuous improvement in line with our vision for the future
- Work with our community, government and agencies to deliver quality outcomes
- Adopt standards before they become mandatory
- Recognise the importance of economic growth and development
- Promote and protect the rights of all children



# ADVOCACY

**Advocacy on behalf of the Horsham and wider Wimmera community is an important role for Council. We strive to work hard on a wide number of advocacy issues with our goal for the 2017-2021 Council Plan to advocate for the following:**

- Improved education and health outcomes for the community
- Total mobile phone coverage across the municipality
- The retention of recreational lakes or other recreational water facilities with the purpose of securing water based recreational opportunities in the municipality
- Improved facilities at Horsham Police Station
- Improved residential aged care facilities – particularly high need care
- More flexibility and less onerous conditions in compliance with Environment Protection Authority requirements for landfill
- Support upgrade of facilities and infrastructure at Longerenong College – shearing, chemical, class rotation, administration
- Encourage the establishment of a passenger air service from Horsham to Melbourne and Adelaide
- Affordable housing and social housing
- Review of Council funding system by State and Federal Governments
- Develop incentives program to attract in-demand skills to the region
- 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
- Duplication of the Western Highway to Stawell and improved safety through to the South Australia border
- Return of passenger rail
- Horsham Road Bypass (alignment) and construction
- Actively pursue the retention and further development of rail freight services for the region and lobby for containerised transport subsidy
- Relocation of Horsham North School to the Kalkee Road Children's Hub area
- Family violence support and safety hub in Horsham
- Alcohol and Drugs Rehabilitation Clinic
- Attracting services: Medical, aged care, early years etc.
- Wimmera Health Care Group Laundry redevelopment
- Funding for second river road crossing
- Electric vehicle charging points





# EXTERNAL FACTORS THAT INFORM THE COUNCIL PLAN





### **Our economy is evolving**

- The farming sector is diversifying as new technologies and practices are being adopted to adapt to global economic and climate changes
- The continued consolidation of farming enterprises to create larger corporate entities
- Mining in the municipality may increase, providing economic activity and employment opportunities
- Horsham is leading the way in cropping research
- We are a service centre for the region – cultural, health etc.
- Rollout of the national broadband network will provide opportunities for the business and community sectors
- Changing technology will provide us with more innovative business opportunities especially around online retailing, e-commerce and social media
- Water savings from the Wimmera Mallee pipeline providing more economic, business, recreation and tourism opportunities
- The Wimmera Intermodal Freight Terminal and surrounding precinct will provide numerous economic opportunities

### **Our community is changing**

- The municipality is continuing to experience some population increase, mainly with people moving to Horsham from surrounding areas
- Our population is living longer and baby boomers are looking to retire to a place that meets their needs
- There is an increase in people from diverse cultures moving to our municipality
- Volunteer groups need help to be sustainable
- A need to create community infrastructure which is more accessible
- Effects of technology
- Aged care reform
- Visitor economy is changing
- Increased rates of family violence
- Community awareness and attitude towards non-acceptance of violence against women

### **To attract and retain people in our municipality, quality services and cultural activities are needed including:**

- A range of public and private education facilities (from early years through to tertiary and lifelong learning)
- High quality acute, allied health, mental health and residential aged care services
- A choice of specialist health services and preventative health care programs
- Appropriate and affordable housing
- State-of-the-art cultural venues and events
- Opportunities for sport, recreation and physical activity
- Efficient and effective public transport within Horsham and connecting to larger centres
- Opportunities for social connection
- Importance of early years services

### **For the municipality to be a good place to live and preserve our natural environments we need to:**

- Have connected and accessible urban and rural environments
- Make greater use of assets such as the Wimmera River and recreational lakes
- Maintain and develop assets that meet the community's needs
- Better manage our green and hard waste and educate the community on recycling and energy efficiency
- Plan for the impacts of climate change

# GOALS



# GOAL 1

## Community and Cultural Development

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

	What we'll aim for:	We'll track progress in terms of:
Long-term community goal	<b>Community and Cultural Development</b>	
The Council's four-year outcomes	<b>1.1</b> Contribute to building a vibrant, diverse and resilient community  <b>1.2</b> Develop a safe, active and healthy community, encouraging participation  <b>1.3</b> Contribute to cultural activities that enhance our community  <b>1.4</b> Develop the municipality as a desirable place to live, work and enjoy for people of all ages and abilities	100% completion of construction of the Kalkee Road Children's and Community Hub and commencement of operations by April 2018  Completion of a detailed feasibility study for a multipurpose/indoor sports and community facility by December 2017  Work with the Horsham Historical Society to plan for and scope a new Heritage Centre by December 2017  Securing funding for CBD Revitalisation Project Stage 1 - improved urban design by 31 December 2017.  Develop plans for a Town Square by 31 December 2017.

### What we'll do

#### The Council's four-year priorities

<b>1.1</b>	<b>Contribute to building a vibrant, diverse and resilient community</b>
1.1.01	Pursue ongoing funding for a neighbourhood renewal program in Horsham North
1.1.02	Pursue funding for implementation of the Horsham North Urban Design Framework and Railway Corridor Master Plan
1.1.03	Facilitate ongoing development of community facilities at Cameron Oval, Laharum
1.1.04	Facilitate ongoing development of community facilities at Haven Recreational Reserve
1.1.05	Complete construction of the Kalkee Road Children's and Community Hub and commence operations
1.1.06	Implement Volunteer Management Framework
1.1.07	Develop and implement an Indigenous Reconciliation Action Plan
1.1.08	Review future use of all kindergartens and Maternal & Child Health, post the Horsham North Children's Hub
1.1.09	Develop a master plan for Dudley Cornell Reserve following the construction of the Children's Hub
1.1.10	Support our local communities in developing community plans and strategies

**The Council's four-year priorities**

<b>1.2</b>	<b>Develop a safe, active and healthy community, encouraging participation</b>
1.2.01	Develop and progressively implement a plan for the redevelopment of the Horsham City Oval precinct
1.2.02	Encourage redevelopment of community facilities at the Horsham Showgrounds
1.2.03	Complete a detailed feasibility study for a multipurpose/indoor sports and community facility
1.2.04	Implement outcomes from the multipurpose/indoor sports and community facility feasibility study
1.2.05	Development of the Health and Wellbeing Plan 2017
1.2.06	Support family violence prevention programs & initiatives
1.2.07	Development of Positive Ageing initiatives
1.2.08	Review of Youth services in consultation with other agencies and develop a strategy
1.2.09	Activate the Wimmera River Precinct for the community and visitors (including lights and greater presentation)
1.2.10	Plan and progressively construct shared cycling and walking track paths along the Wimmera River – from Riverside Bridge to Horsham Weir - both sides, including improvements to lighting and other facilities
1.2.11	Improve presentation, lighting and walking track condition around the racecourse
1.2.12	Encourage the development of a riverside café
1.2.13	Support planning for review of use of the Riverside Recreation Hub precinct as part of the Wimmera River strategy
1.2.14	Determine Councils future role in Aged Care as a consequence of Commonwealth Government Aged Care reforms currently being undertaken
1.2.15	Support behaviours that reinforce respect and equality for women and address rising levels of family violence
1.2.16	Support behaviours that reinforce respect and equality for all members of the community and address rising levels of violence generally
<b>1.3</b>	<b>Contribute to cultural activities that enhance our community</b>
1.3.01	Complete Business Plan to determine the viability and funding options for an artist in residence facility on the Wimmera River
1.3.02	Work with the Wesley Committee of Management to review arrangements associated with the Wesley PAC
1.3.03	Develop a public art action plan
1.3.04	Continue to develop the Horsham Cinema in the main cinema with improved seating, screen and sound in conjunction with the cinema operator
1.3.05	Work with the Horsham Historical Society to plan for and scope a new Heritage Centre
1.3.06	Support the Arapiles Historical Society with the Natimuk Museum development
1.3.07	Form a stronger relation with Wimmera Machinery Field Days committee and their major and significant event in the municipality
<b>1.4</b>	<b>Develop the municipality as a desirable place to live, work and enjoy for people of all ages and abilities</b>
1.4.01	Work with other Councils and relevant agencies to prepare rollout of the National Disability Insurance Scheme
1.4.02	CBD Revitalisation Project – 2016-2025 Stage 1 - improved urban design
1.4.03	CBD Revitalisation Project – 2016-2025 Stage 2 - Town Square
1.4.04	Work with Victrack to improve underpasses between Horsham North and wider Horsham
1.4.05	Review the Domestic Animal Management Plan

## Strategies and plans that support this goal: (Council will implement selected recommendations)

Active Communities, Positive living, Planning for Longevity in the Wimmera 2009-29  
Arts & Cultural Plan  
Community Action Plans  
Community Development Framework  
Community Plans (Dadswells Bridge, Horsham, Laharum/Wartook, Natimuk)

Disability Access and Action Plan  
Early Years Plan  
Health and Wellbeing Plan  
Horsham Rail Corridor Masterplan  
Municipal Emergency Management Plan  
Municipal Fire Management Plan  
Sport and Recreation Strategy

## Services and ongoing activities that support this goal:

### **Animal Management**

#### **Aged & Disability**

Meals on Wheels  
Home & Community Care Services

#### **Health & Wellbeing**

Environmental Health

#### **Community Development**

Community Arts  
Community Engagement  
Community Facilities  
Disability Awareness & Capacity  
Youth Services

#### **Community Safety**

Admin of Community Local Law 3  
Fire Hazard Enforcement

### **Early Years**

Supported Play Group  
Maternal & Child Services – Universal

### **Library**

#### **Performing Arts**

Horsham Town Hall Operations  
Wesley Operations

#### **Visual Arts**

Art Gallery  
Art Gallery Education Program  
Art Gallery Exhibitions Program

#### **Emergency Management**

SES Support  
Wimmera Emergency Management  
Resource Sharing

**Horsham Rural City Council on an ongoing basis will:**

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Support the community with governance and management arrangements for community sport and recreation assets

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Support sporting and community organisations to develop and upgrade community sport and recreation facilities through relevant funding programs in accordance with the Sport and Recreation Plan and other Council plans

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Provide municipal emergency management services in accordance with Council's Municipal Emergency Management Plan and Emergency Recovery Plan

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Continue to work in partnership with Police and community safety organisations to create a safe, equal and respectful society for everyone

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Work with the Wesley Committee of Management to review arrangements associated with the Wesley PAC

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Encourage and support appropriate festivals, events and cultural activities within the municipality including those that celebrate and promote cultural and religious diversity and provide funding for marketing support

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Participate in the sustainability Victoria "Sustainable Communities" Award program

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Encourage cultural and diverse community activities and festivals to promote the municipality and encourage the use of our community spaces

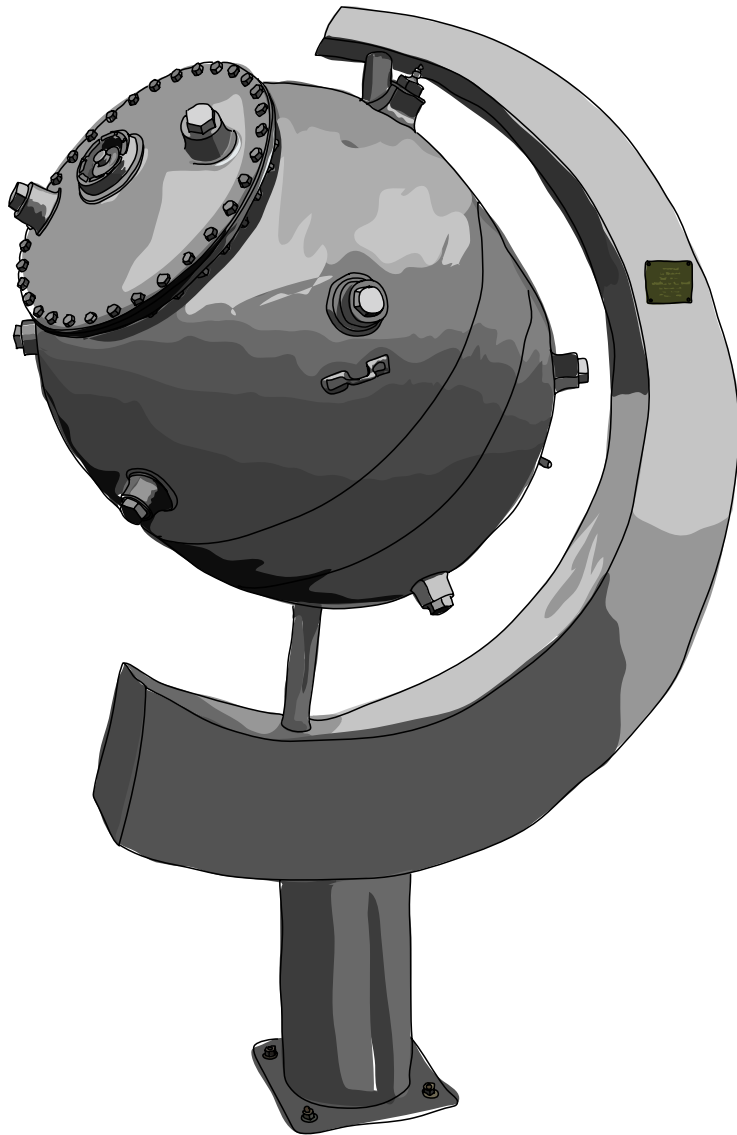
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Maintain support as a signatory for Communities of Respect & Equality Alliance (CoRE)

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## Goal 2

### Sustaining the Economy

Lead in sustainable growth and economic development

	What we'll aim for:	We'll track progress in terms of:
Long-term community goal	<b>Sustaining the Economy</b>	
The Council's four-year outcomes	<b>2.1</b> Cultivate opportunities for the municipality to prosper and pursue possibilities for new development	Complete Stage 1 infrastructure development at the Wimmera Intermodal Freight Terminal Precinct by December 2018
	<b>2.2</b> Support initiatives for improved transport services in and around the municipality	
	<b>2.3</b> Increase visitors to the municipality	Implement the outcomes from the Visitor Information Centre review by 30 June 19
	<b>2.4</b> Promote Horsham as a regional city	

## What we'll do

### The Council's four-year priorities

#### **2.1 Cultivate opportunities for the municipality to prosper and pursue possibilities for new development**

- 2.1.01 Progress implementation of the Wimmera Intermodal Freight Terminal Precinct Plan and encourage opportunities for the establishment of associated industries including the mining sector
- 2.1.02 Work with the economic and community sectors to maximise opportunities arising from the national broadband rollout, including training and awareness of on-line retail business opportunities
- 2.1.03 Develop an Economic Development strategy
- 2.1.04 Support development opportunities facilitated by the Wartook Valley strategy
- 2.1.05 Facilitate further development of the Aerodrome Industrial Estate
- 2.1.06 Develop partnerships with industry groups and government

#### **2.2 Support initiatives for improved transport services in and around the municipality**

- 2.2.01 Work with the business sector to maximise opportunities of the proposed Horsham bypass and work with the community to minimise social and environmental impacts including the Aerodrome and other community assets
- 2.2.02 Support a Western Highway by-pass of Horsham
- 2.2.03 Explore, with reference to current planning activities being undertaken, opportunities for improved timetabling and passenger rail and bus services to Horsham from outside and within the region (including Horsham to Halls Gap, Melbourne and Adelaide)
- 2.2.04 Investigate the impacts of the relocation of the rail line out of the town area
- 2.2.05 Review Municipal Parking strategy
- 2.2.06 Detailed review of the roads service (2016-2017), to encompass levels of service, construction and maintenance methods (including cost efficiency)
- 2.2.07 Horsham Integrated Transport Strategy completed, including:
  - Stage 1 – Strategic road network, including regional highways, railway and Horsham Bypass
  - Stage 2 – Horsham urban area
  - Stage 3 – Rural areas of municipality
- 2.2.08 Develop a plan for a further vehicle bridge across the Wimmera River and determine the timing when this should be constructed.
- 2.2.09 Support the development of the Grampians Way (ring road) - 'Stage 1 Mt Zero Access Road, Stage 2 Establish Picnic sites/viewing areas and signage, Stage 3 Seal remaining North West alignment (Winfield Rd north of Plantation Rd)

## What we'll do *continued...*

### The Council's four-year priorities

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#### **2.3 Increase visitors to the municipality**

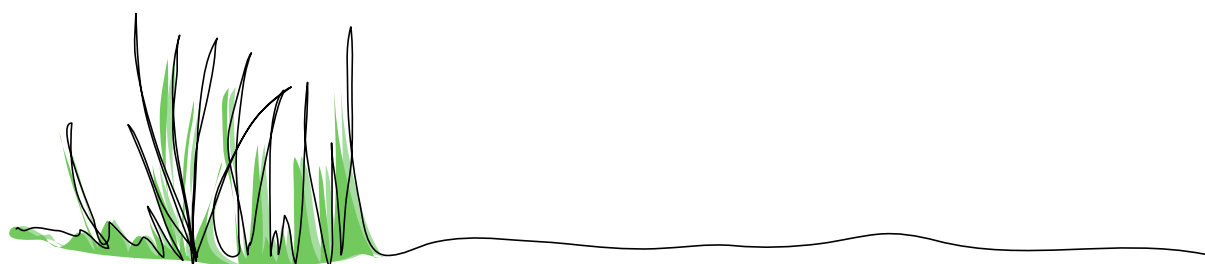
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| 2.3.01 | Investigate opportunities for the development of the Green Lake/Dock Lake recreational precinct                                     |
| 2.3.02 | Pursue opportunities for improvements at the Police Paddock Reserve/Horsham North including walking and bike tracks in the vicinity |
| 2.3.03 | Support the development of the Grampians Peak Trail                                                                                 |
| 2.3.04 | Explore opportunities from the 2017-18 Australian and International Motor Cross Events                                              |
| 2.3.05 | Investigate marketing and funding through the RMIT for the Zero to Nhill Trail                                                      |
| 2.3.06 | Investigate opportunities and plan for possible bike trails, Green Lake to Horsham, Horsham to Natimuk, Wartook to Zumsteins        |
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#### **2.4 Promote Horsham as a regional city**

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|--------|---------------------------------------------------------------------|
| 2.4.01 | Support the WDA initiative to promote a Grains Centre of Excellence |
|--------|---------------------------------------------------------------------|
- 



### Strategies and plans that support this goal: (Council will implement selected recommendations)

Bicycle and Shared Path Plan  
Electric Power Line Operational  
Clearance Plan  
Environment Management Plan  
Environment Sustainability Strategy  
HRCC Tourism Masterplan  
2016-2020 – draft  
Mt Arapiles Tooan State Park Study

Municipal Strategic Statement  
Roadside Vegetation Management Plan  
Street Tree Strategy  
Sustainability Strategy  
Wimmera Intermodal Freight Terminal  
Precinct Structure Plan  
Wimmera River Improvement Plan

### Services and ongoing activities that support this goal:

#### Management & Admin

Planning & Promotional Management &  
Admin  
Planning & Economic Development  
Services

#### Economic Development

Business Development  
Industrial Estates  
Wimmera Business Centre  
Wimmera Development Association  
Wimmera Intermodal Freight Terminal

#### Parking & Traffic Management

Parking Control  
School Crossing Supervision

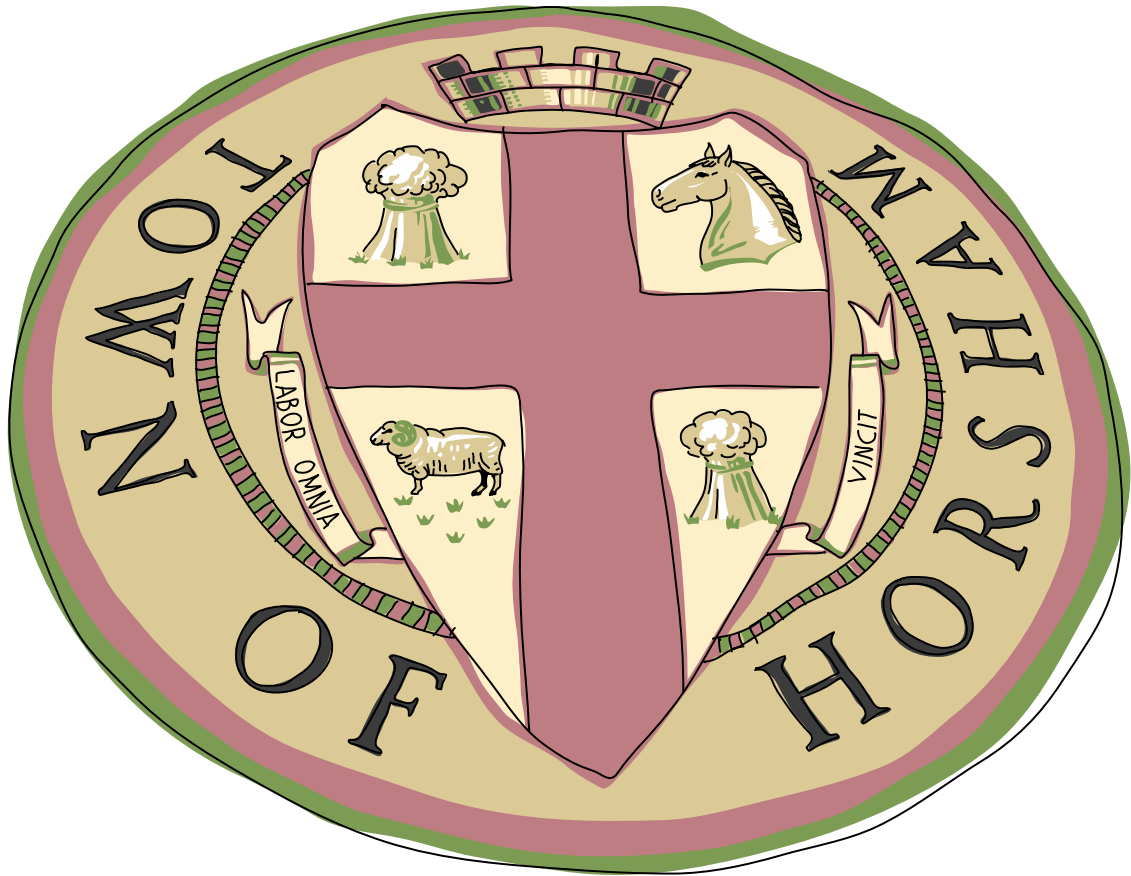
#### Promotions & Tourism

Caravan Park  
Tourism Development  
Visitor Information Centre  
Promotions of Festivals & Events

**Horsham Rural City Council on an ongoing basis will:**

- Encourage the growth opportunities for specific sectors including manufacturing, mineral sands, retail, viticulture, agriculture, horticulture and grains research
- Support the Wimmera Mining Sector Plan to maximise long term economic and social benefits
- Encourage business opportunities from water available from the Wimmera Mallee Pipeline system
- Consider targeted trade and economic opportunities associated with business and economic sectors in the municipality utilising modern and emerging technology
- Support and actively participate in the Wimmera Development Association
- Support future operations and opportunities for the Wimmera Business Centre through the Committee of Management to reinforce its ongoing viability and effectiveness in fostering new business enterprises
- Encourage linkages with local business and tourism associations to assist growth and prosperity of the retail, commercial and tourism sectors
- Support investigation of localised renewable energy generation facilities
- Encourage development of private vacant, unserviced land in the industrial zones and for Council to pursue the development of additional industrial sites
- Pursue opportunities for the establishment of suitable enterprises at Burnt Creek Industrial Estate and Horsham Enterprise Estates
- Actively participate in the Regional Living Expo and program
- Promote and attract conferences to Horsham
- Facilitate the attraction of major sporting events
- Promote and encourage safe bicycle use as a sustainable alternate mode of transport, including provision of bicycle parking facilities
- Continue resourcing tourism, event and festival funding through the Tourism Advisory Committee
- Work with Governments to improve the quality of pre school, primary, secondary and tertiary educational services to attract and retain families in the municipality
- Continue to develop sustainable water reuse projects including reuse of storm water





## Goal 3

### Asset Management

Meet community and service needs through provision and maintenance of infrastructure

	What we'll aim for:	We'll track progress in terms of:
Long-term community goal	Asset Management	
The Council's four-year outcomes	<b>3.1</b> Determine infrastructure needs and expectations through consultation with developers and the community	Develop a consultative process for community input into road construction and maintenance priorities for input to the 2018-19 budget, by December 2017
	<b>3.2</b> Ensure projected financial and physical programs reflect infrastructure needs	Finalise preparation of asset management plans for all main asset groups by June 2018
	<b>3.3</b> Maintain asset management systems that will assist planning asset maintenance and capital renewal	Implement improved asset management and maintenance management systems by December 2017
	<b>3.4</b> Deliver works to develop and maintain Council's physical assets for long term sustainability, amenity and safety	Complete, or commit via contracts, 90% of infrastructure works (by value) within the planned financial year



## What we'll do

### The Council's four-year priorities

<b>3.1</b>	<b>Determine infrastructure needs and expectations through consultation with developers and the community</b>
3.1.01	Develop improved pedestrian access (bridges) across the Wimmera River in Horsham, in partnership with land developers
3.1.02	Undertake a review of Council infrastructure asset holdings to ensure they meet future community needs and longer term implications of ownership
3.1.03	Purchase additional land for hangar space at Aerodrome including access-way development
3.1.04	Development of an Aerodrome Master Plan and implementation of planning overlays to protect the future development space of the Aerodrome
3.1.05	Develop a prioritised plan for upgrade of community recreation facilities
3.1.06	Implement a cyclic renewal program for all public convenience facilities in the Horsham central business district and across the municipality
3.1.07	Undertake master planning and major refurbishment of the Aquatic Centre
3.1.08	Develop improved park and street tree policy as an 'urban forest plan'
3.1.09	Identify and develop new off street parking areas on CBD fringe
3.1.10	Develop a master plan of streetscape themes and service levels for existing streets and new developments
<b>3.2</b>	<b>Ensure projected financial and physical programs that reflect infrastructure needs</b>
3.2.01	Implementation of the Civic Centre Redevelopment Plan
3.2.02	Confirm and undertake design and planning for the relocation of the municipal depot including potential co-location of Tech Services planning and delivery staff
3.2.03	Review and update Road Management plan
<b>3.3</b>	<b>Maintain asset management systems that will assist planning asset maintenance and capital renewal</b>
3.3.01	Develop a maintenance and replacement schedule for all groups of assets managed by Council, including heritage listed buildings
3.3.02	Develop and implement asset management plans for all nominated asset groups to assist with long term financial and asset management planning and legislative requirements - involve the community in the process
3.3.03	Develop and implement a fair and transparent pricing policy for all of Council's community facilities
<b>3.4</b>	<b>Deliver works to develop and maintain Council's physical assets for long term sustainability, amenity and safety</b>
3.4.01	Develop infrastructure that encourages greater participation and use of alternate transport options to the city (eg, walking, cycling and public transport)
3.4.02	Master plan preparation for the Livestock Exchange including potential items such as: roofing to cover yards, electronic ramps to replace manual ramps, compost turner and Radio Frequency Identification (RFID), solar panels and water capture
3.4.03	Develop and review the Sports and Recreation Strategy
3.4.04	Develop additional off leash areas for dogs
3.4.05	Develop improved entrances to all towns (street signage and landscapes)
3.4.06	Investigate and plan Wesley PAC refurbishment and Jubilee Hall upgrade

**Strategies and plans that support this goal: (Council will implement selected recommendations)**

Asbestos Management Plan

Asset Management Plan

Asset Management Improvement Strategy

Horsham Aerodrome Business Plan

Horsham South Drainage Strategy

Road Management Plan

**Services and ongoing activities that support this goal:**

**Management & Admin**

Technical Services Management & Admin

Asset Management – Customers, Internal,

EMG, Council

**Building Asset Management**

**Business Activities**

Aerodrome Operations

Livestock Exchange Operations

Private Works Recharged

**Operations Management**

Operations Management

Fleet Management

**Rural Infrastructure**

Bridge Maintenance

Road Construction

Road Maintenance

Quarry Management

**Parks & Gardens**

Playgrounds

Open Spaces

Community Housing

Street Cleaning

**Streetscapes & Public Conveniences**

City Centre

Public Conveniences

Street Lighting

Street Signage

Other Street Assets

Tree Maintenance

**Sports & Recreation**

Aquatic Service

Sports Complexes Indoor – Maintenance

Sports Complexes Outdoor – Ovals, Turf &  
Grass

Major Projects

**Urban Infrastructure**

Footpaths

Walking Trails/Paths

Stormwater Drainage

Off Street Car Parks

Road Construction

Road Maintenance

**Horsham Rural City Council on an ongoing basis will:**

Continue the Horsham central business district upgrade of streetscaping

Continue to support the Horsham Bypass implementation

Continue construction and implementation of drainage infrastructure for Horsham North and Horsham South

Prioritise risk and condition reports for all assets

Continue to actively pursue initiatives to reduce the infrastructure renewal funding gap

Encourage greater use of information technology systems for asset and risk management, including the Geographic Information System

Improve and enhance facilities in Horsham including the Visitor Information Centre, Horsham Aquatic Centre and Botanical Gardens to attract more visitors to the municipality



# Goal 4

## Governance and Business Excellence

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

	What we'll aim for:	We'll track progress in terms of:
Long-term community goal	Governance and Business Excellence	
The Council's four-year outcomes	4.1 Continuously improve communication and engagement with the community through effective consultation	Complete an engagement process by 30 June 18, with community, for the 2018/19 Council Plan and Budget cycle that is more deliberative and explains the "why" of council services
	4.2 Manage risk to the organisation	
	4.3 Be an employer of choice	Maintain staff turnover rates at under 10%
	4.4 Achieve high standards of organisational performance	Increase overall score in the Community Satisfaction Survey Implement a new HRCC External website



## What we'll do:

### The Council's four-year priorities

#### **4.1 Continuously improve communication and engagement with the community through effective consultation**

- 4.1.01 Review the rates strategy and implement
- 4.1.02 Feedback to community on engagement clearly explaining "why" Council delivers the services that it does
- 4.1.03 Prepare for a more deliberative approach to community engagement following the adoption of the major revisions to the Local Government Act including seeking community ideas for prosperity
- 4.1.04 Review our communications methods with a view to increasing electronic engagement with our customers and the community

#### **4.2 Manage risk to the organisation**

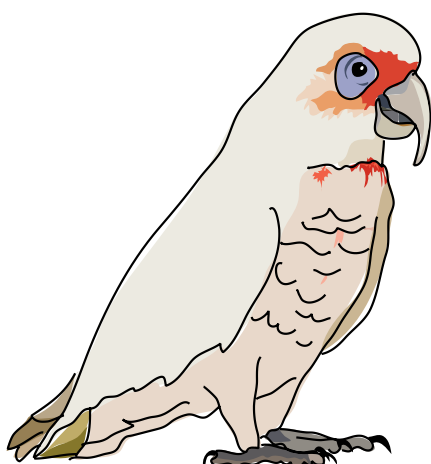
- 4.2.01 Review programs for savings/cancellation of services
- 4.2.02 Implement a robust financial and performance management system

#### **4.3 Be an employer of choice**

- 4.3.01 Investigate opportunities for participating in employee exchange programs
- 4.3.02 Pursue implementation of Council's Workforce Strategy and identify opportunities for indigenous/migrant employment

#### **4.4 Achieve high standards of organisational performance**

- 4.4.01 Widen the implementation of the Merit Customer Service request tracking system across the organisation
- 4.4.02 Develop an ICT Strategy for Council including GIS capabilities
- 4.4.03 Develop a Management Strategy for Council's record and data management systems
- 4.4.04 Embrace new technology in order to achieve greater efficiencies and outcomes across the organisation
- 4.4.05 Maintain sister city relationships as a means of facilitating business, educational and cultural networks and exchanges
- 4.4.06 Review the Name and Address Register (NAR) database to create single name and address database
- 4.4.07 Renew HRCC external website
- 4.4.08 Manage the implementation of the major revision to the Local Government Act
- 4.4.09 Review need for more HR resources
- 4.4.10 Work with surrounding Shires to identify opportunities for shared services
- 4.4.11 Support training and programs relating to family violence and gender equality
- 4.4.12 Support cultural awareness training and programs



**Strategies and plans that support this goal: (Council will implement selected recommendations)**

Audit Committee Charter	Risk Management Strategy
Business Continuity Plan	Service Overview
Customer Service Charter	Strategic Audit Plan
Digital Communication Strategy	Strategic Risk Management Framework
Internal Audit Program/Plan	Strategic Resource Plan
Occupational Health and Safety Plan	Volunteer Manual
Risk Management Plan	

**Services and ongoing activities that support this goal:**

**Management & Admin**

Building Operations  
Corporate Service Management  
General Office Operations

**Financial Services**

Treasury Management  
Financial Reporting  
Receivables Management – Debtors

**Governance & Leadership**

CEO Operations  
Council, Mayor & Councillors  
Media & Communications

**Organisational Development**

Human Resources  
Occupational Health & Safety

**Rates & Property Services**

Rates  
Valuation & Property Services

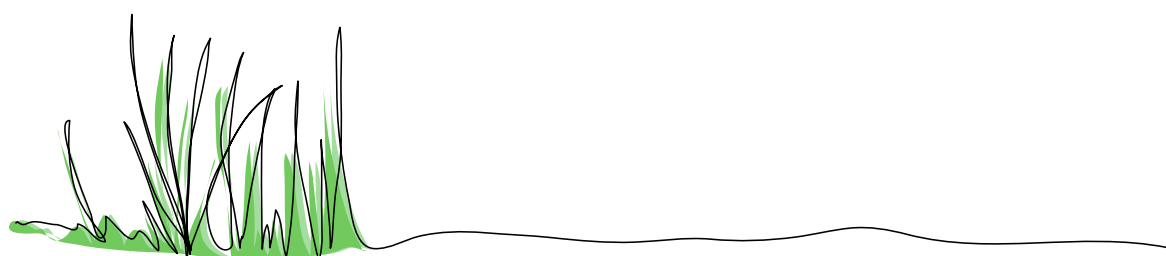
**Information & Technology**

IT Support  
Software/Hardware



### Horsham Rural City Council on an ongoing basis will:

- 
- Maintain relationships with other levels of Government and peak bodies including continued participation in the Regional Cities Group and Wimmera Development Association
  - Foster improved organisation probity, practices and risk management through the effective operation of Council's Audit Committee
  - Promote staff wellbeing and fitness
  - Continue to improve performance reporting and regular management reporting across all areas of Council
  - Continue to participate in cadetship/scholarship programs
  - Apply continuous improvement and review all Council's processes and services
  - Strengthen business unit planning to enhance overall organisational planning and performance
  - Encourage Councillors to participate in professional development
  - Implement Council's Risk Management Strategy and Risk Action Plan under the guidance of the Risk Management Committee
  - Maintain a detailed strategic risk register and prudent financial and risk management controls in accordance with the Risk Management Strategy
  - Ensure that Council has in place systems and processes to comply with relevant legislation requirements and obligations
  - Provide regular reporting to Council on the status of Key Stakeholder, advocacy and significant relationships
- 



# Goal 5

## Natural and Built Environments

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

Encourage and increase awareness of environmental responsibilities within Council and the community, whilst planning for a growing municipality and implement practices that minimise our environmental footprint and contribute to a sustainable future

	What we'll aim for:	We'll track progress in terms of:
<b>Long-term community goal</b>	<b>Natural Environment</b>	
<b>The Council's four-year outcomes</b>	<b>5.1</b> Promote sustainability by encouraging sound environmental practice	Update and promote our Sustainability Strategy by June 2018 Install solar panels on at least two Council buildings by June 2018
	<b>5.2</b> Plan for rural and urban land use to create a sustainable municipality for the future	90% of planning permits issued within the 60 day statutory period Complete at least one major strategic planning review prior to 30 June 18



## What we'll do:

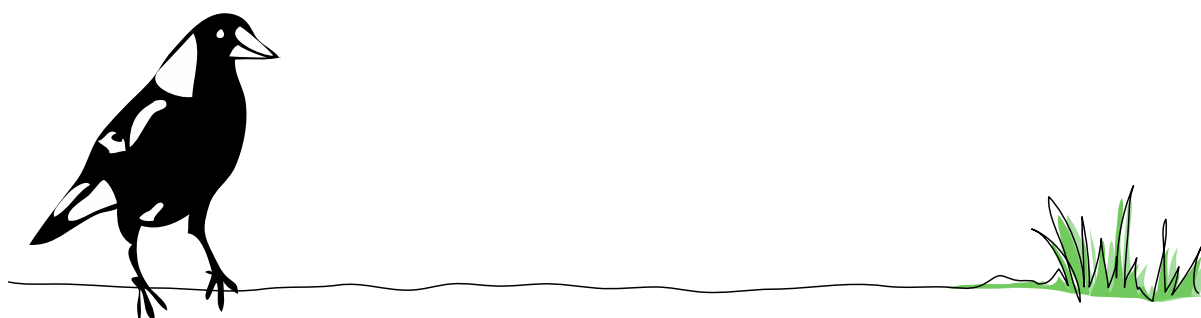
### The Council's four-year priorities

#### **5.1 Promote sustainability by encouraging sound environmental practice**

- 5.1.01 Investigate opportunities for the use of Renewable energy for Council facilities including Solar Panels where feasible on Council buildings and facilities
- 5.1.02 Review Council's Environment Sustainability Strategy and lead the community in environmentally sustainable practices to improve management of our natural environment
- 5.1.03 Develop a Climate Change Response Strategy for Council operations
- 5.1.04 Support the Natimuk Community Energy Project
- 5.1.05 Establish a sustainability reserve for the ongoing funding of sustainability related projects.
- 5.1.06 Develop a Waste Management Strategy
- 5.1.07 Explore GWM recycled water use within the community
- 5.1.08 Optimise use of water basins - capturing storm water
- 5.1.09 Investigate and support renewable energy opportunities throughout the municipalities
- 5.1.10 Investigate options for shade at sporting facilities, recreational facilities and public spaces across the municipality

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

- 5.2.01 Complete the Horsham South Structure Plan
- 5.2.02 Complete the Rural Land Use Strategy
- 5.2.03 Complete the Public Open Space Strategy
- 5.2.04 Complete the Wimmera River Corridor Strategy
- 5.2.05 Review and further develop planning controls for heritage items through the completion of heritage studies
- 5.2.06 Encourage the upgrade of heritage facades on shop fronts along key retail strips and investigate possible contributions from Councils commercial property reserve
- 5.2.07 Amend the Planning Scheme to implement the recommendations from flood investigations



### Strategies and plans that support this goal: (Council will implement selected recommendations)

Environment Management Plan  
Environment Sustainability Strategy  
Roadside Vegetation Management Plan

Street Tree Strategy  
Sustainable Water Usage Plan  
Wimmera River Improvement Plan

### Services and ongoing activities that support this goal:

#### Building Services Regulatory

Building Approvals

#### Planning Services

Statutory Planning

#### Waste Management Services

Garbage Services

Recycling

Transfer Stations & Landfills

#### Parks & Gardens

Waterways, Foreshores & Wetlands

#### Natural Resource Management

Fire Protection Works

Other Street Assets

Roadside Vegetation Management

### Horsham Rural City Council on an ongoing basis will:

Look to reduce Council's carbon footprint and lead through example with energy efficiency initiatives

Support the Wimmera Mining Sector Plan to minimise environmental impacts for the municipality

Support investigation of localised renewable energy generation facilities

Promote and encourage safe bicycle use as a sustainable alternate mode of transport, including provision of bicycle parking facilities

Continue to develop sustainable water reuse projects including reuse of storm water



# How we will report on our performance

## Local Government Performance Reporting Framework

The Victorian Government has been working with Councils to develop and continually review the Local Government Performance Reporting Framework (LGPRF) which ensures that all Councils are measuring and reporting on their performance in a consistent way.

The *Local Government Amendment (Performance Reporting and Accountability) Act 2013*, came into operation on 18 April 2014, and amended the *Local Government Act 1989* in preparation for Victoria's new performance reporting framework.

The new legislation and framework improves public accountability, strategic and financial planning, and reporting requirements across local government.

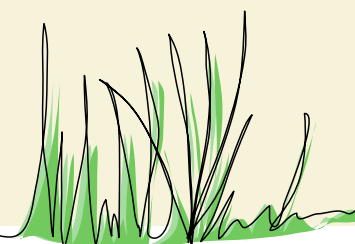
From July 2014, the LGPRF became mandatory for implementation by Councils as part of the planning and reporting cycle for the 2014-2015 financial year.

Councils report against a standard set of indicators that allow benchmarking of results. This gives the community better access to information about how their Councils are performing across a range of areas. Results are published each year via [www.knowyourcouncil.vic.gov.au](http://www.knowyourcouncil.vic.gov.au).

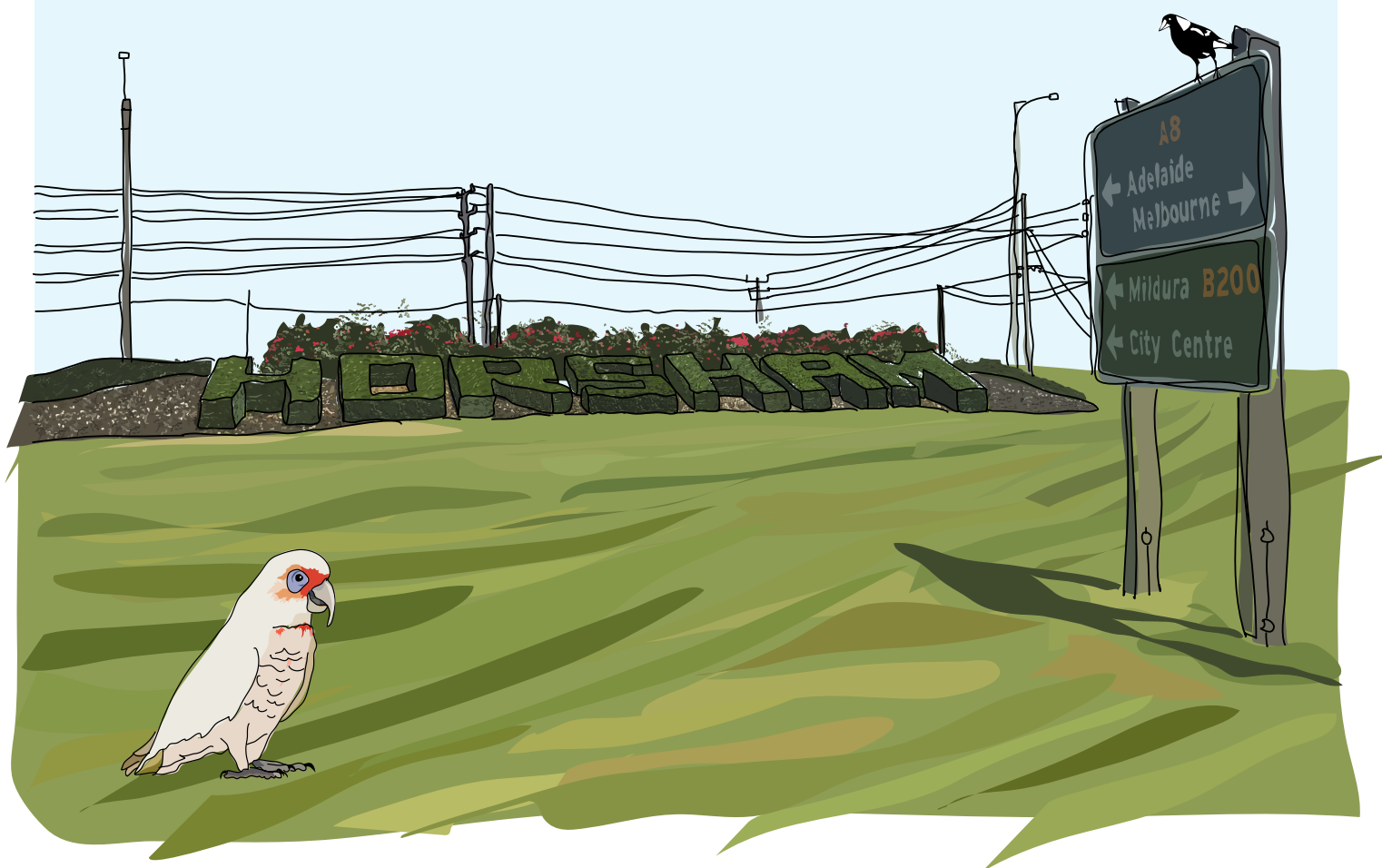
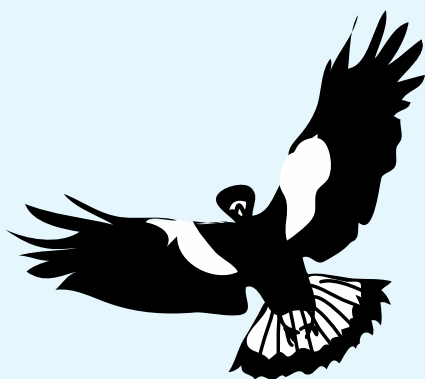
A comprehensive range of service areas were initially considered with the list currently refined to 9 common local government services plus 5 optional service areas. Horsham Rural City Council can also voluntarily develop indicators surrounding further service areas.

A Governance and Management checklist also forms part of the framework to ensure Horsham Rural City Council have appropriate Policies, Plans and Frameworks in place surrounding areas such as Risk, Emergencies, Assets, Fraud, Community Engagement and Financial Management.

<b>Governance</b>	<b>Food Safety</b>
<b>Statutory Planning</b>	<b>Maternal and Child Health</b>
<b>Roads</b>	<b>Home and Community Care (optional)</b>
<b>Libraries</b>	<b>Economic Development (optional)</b>
<b>Aquatic Centre</b>	<b>Sports Grounds (optional)</b>
<b>Waste Collection</b>	<b>Immunisation (optional)</b>
<b>Animal Management</b>	<b>Street Sweeping (optional)</b>



# Strategic Resource Plan



# How we will resource our plan

## Strategic Resource Plan

The Strategic Resource Plan identifies the financial and non-financial resources required over the four-year period of 2017-2021. The purpose of the Strategic Resource Plan is to ensure adequate resources are available to maintain services at levels established by the Council and to implement the Council Plan priorities. It also helps to establish a basis from which to measure Council's adherence to its policies and strategies and to plan for long-term financial sustainability for the municipality.

## Development of the plan

The four-year Council Financial Plan has been prepared in accordance with the requirements of the *Local Government Act 1989*. The Act requires the Council to prepare and approve a four-year Council Plan, including a Strategic Resource Plan. The Strategic Resource Plan includes a four-year financial estimate that comprises the standard statements of the Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works, Statement of Human Resources, 4-year Capital Works Expenditure and a Summary of planned Human Resources Expenditure.

The Strategic Resource Plan is revised annually as part of the annual review of the Council Plan and is also informed through the annual budget process. Projections are based on Council's four year priorities and ongoing service delivery levels.

## Economic environment and key financial assumptions

The Strategic Resource Plan is prepared and revised annually based on the latest economic and financial information available at the time of its preparation. As economic and financial variables change over time, the plan is adjusted accordingly to take account of these movements. The key financial assumptions underpinning the Strategic Resource Plan are detailed in Table 1.

**Table 1:** Financial assumptions of Strategic Resource Plan

	2016-2017	2017-2018	2018-2019	2019-2020
Rates increase	2.1%	3.0%	3.0%	3.0%
CPI	2.1%	2.0%	2.0%	2.0%
Total revenue increase	3.4%	-4.7%	-2.1%	-6.0%
Total cost increase	2.7%	1.8%	-1.5%	-0.5%
Investment returns	2.2%	2.2%	2.2%	2.2%

**The Strategic Resource Plan was developed through a rigorous process, and is based on the following key information:**

- Audited financial statements as at 30 June 2016
- 2017-18 Council Budget
- A range of assumptions about changes in future income and expenditure associated with meeting current levels of services
- Economic environment - financial indicators based on external sources
- The need to comply with the principles of sound financial management as contained in the Act
- Prudently manage financial risks relating to debt, assets and liabilities
- Provide reasonable stability in the level of rate burden
- Consider the financial effects of Council decisions on future generations
- Provide full, accurate and timely disclosure of financial information



## Key objectives of the financial plan

The key objectives that underpin the financial plan include:

- maintain the existing range and level of service provision and where possible develop the capacity to grow and add new services
- maintain a strong cash position, ensuring that Council remains financially sustainable in the long term
- a trend towards an underlying operating surplus
- maintain debt levels below prudential guidelines
- continue to pursue recurrent grant funding for strategic capital funds from the state and federal governments
- provide for rate increases that establish a sustainable funding level, including increasing capital funding for asset renewal. A rate increase contained within the State Governments Rate Cap for 2017/18 of 2% with the assumption that the cap will remain at 2% and Council will apply for a rate cap variation for an additional 1% for Infrastructure Renewal in all of the following 3 years. This reflects expected minimal general cost increases but does not allow for continued growth in service demand across the municipality. Any growth will need to be met through improving efficiencies in existing operations and services.
- ensure critical asset renewal items are funded annually over the timeframe of the plan.
- rating strategy that provides stability in the rate burden



The Council recognises the need for long-term financial planning and will embark on the development of a 10-year financial plan in future updates.

**Table 2:** Key financial indicators of the Strategic Resource Plan

Key Financial Indicators				
	Budget	Strategic Resource Plan		
	2017-18	2018-19	2019-20	2020-21
	(\$000's)	(\$000's)	(\$000's)	(\$000's)
Underlying Surplus/(deficit)	4,363	946	615	(2,146)
Total Revenue	53,318	50,779	49,708	46,679
Total Operating Expenditure	48,955	49,833	49,093	48,825
Gross Capital Expenditure	18,280	14,849	15,377	15,129
Cash Inflow/(Outflow)	764	633	1,325	(1,239)
Cash Assets	15,101	15,734	17,059	15,820
Asset Renewal Ratio <sup>1</sup>	0.73	0.59	0.80	0.80

<sup>1</sup> Asset Renewal Ratio = Capital Expenditure (Renewal) / Depreciation

# Strategic resource plan

Horsham Rural City Council comprehensive income statement for the four years ended 30 June 2021

	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Income</b>				
Rates and garbage charge	25,610	26,533	27,484	28,463
Grants - Operating (recurrent)	7,925	8,004	8,084	8,165
Grants - Operating (non recurrent)	4,469	3,331	1,610	230
Grants - Capital (recurrent)	1,991	995	995	995
Grants - Capital (non recurrent)	4,729	3,567	2,729	949
User charges and other fines	5,182	5,285	5,391	5,499
Other income	1,385	1,435	1,485	1,550
Contributions - cash	542	323	604	266
Contributions - non monetary	800	800	800	800
Statutory fees & fines	482	502	522	541
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	149	(51)	(51)	(834)
Fair value adjustments for investment property	24	25	25	25
Share of net profits of associates	30	30	30	30
<b>Total income</b>	<b>53,318</b>	<b>50,779</b>	<b>49,708</b>	<b>46,679</b>
<b>Expenses</b>				
Employee costs	17,191	17,535	17,886	18,190
Materials and services	18,496	18,866	17,543	16,731
Borrowing costs	299	293	354	424
Depreciation	11,675	11,835	11,995	12,155
Bad and doubtful debts	68	72	76	80
Other expenses	326	332	339	345
Written down value of assets disposed	900	900	900	900
<b>Total expenses</b>	<b>48,955</b>	<b>49,833</b>	<b>49,093</b>	<b>48,825</b>
Surplus (deficit) for the year	4,363	946	615	(2,146)
<b>Other comprehensive income</b>				
Net asset revaluation increment	-	20,000	-	-
<b>Comprehensive result</b>	<b>4,363</b>	<b>20,946</b>	<b>615</b>	<b>(2,146)</b>

The above comprehensive income statement should be read in conjunction with the accompanying other information.

# Strategic resource plan

Horsham Rural City Council balance sheet for the four years ended 30 June 2021

	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Current assets</b>				
Cash and Cash equivalents	15,101	15,734	17,059	15,820
Trade and other receivables	1,669	1,632	1,617	1,600
Financial assets	4,499	4,450	4,450	4,450
Other assets	936	955	974	994
Inventories	624	637	649	662
Non-current assets held for sale	350	350	350	350
<b>Total current assets</b>	<b>23,179</b>	<b>23,758</b>	<b>25,099</b>	<b>23,876</b>
<b>Non-current assets</b>				
Trade and other receivables	136	114	92	70
Investment property	2,444	2,469	2,494	2,519
Investments in associates	1,278	1,308	1,338	1,368
Property, infrastructure, plant & equipment	458,960	481,094	483,596	484,562
<b>Total non-current assets</b>	<b>462,818</b>	<b>484,985</b>	<b>487,520</b>	<b>488,519</b>
<b>Total assets</b>	<b>485,994</b>	<b>508,744</b>	<b>512,618</b>	<b>512,395</b>
<b>Current liabilities</b>				
Trade and other payables	5,120	5,244	5,342	5,684
Interest-bearing loans and borrowings	481	720	938	864
Provisions	5,461	5,941	6,681	6,521
<b>Total current liabilities</b>	<b>11,062</b>	<b>11,905</b>	<b>12,961</b>	<b>13,069</b>
<b>Non-current liabilities</b>				
Provisions	2,938	2,526	3,069	2,597
Interest-bearing loans and borrowings	6,149	7,518	9,180	11,466
<b>Total non-current liabilities</b>	<b>9,087</b>	<b>10,044</b>	<b>12,249</b>	<b>14,063</b>
<b>Total liabilities</b>	<b>20,149</b>	<b>21,949</b>	<b>25,210</b>	<b>27,132</b>
<b>Net assets</b>	<b>465,848</b>	<b>486,794</b>	<b>487,409</b>	<b>485,263</b>
<b>Equity</b>				
Accumulated surplus	234,561	234,630	234,795	231,829
Reserves - asset replacement	15,668	16,545	16,995	17,815
Reserves - asset revaluation	215,619	235,619	235,619	235,619
<b>Total equity</b>	<b>465,848</b>	<b>486,794</b>	<b>487,409</b>	<b>485,263</b>

The above balance sheet should be read in conjunction with the accompanying other information.

# Strategic resource plan

Horsham Rural City Council statement of changes in equity for the four years ended  
30 June 2021

	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2018</b>			
Balance at beginning of the financial year	230,950	215,619	14,916
Surplus for the year	4,363	-	-
Net asset revaluation increment	-	-	-
Transfer to Reserves	(5,749)	-	5,749
Transfer from Reserves	4,997	-	(4,997)
<b>Balance at end of the financial year</b>	<b>234,561</b>	<b>215,619</b>	<b>15,668</b>
<b>2019</b>			
Balance at beginning of the financial year	234,561	215,619	15,668
Surplus for the year	946	-	-
Net asset revaluation increment	-	20,000	-
Transfer to Reserves	(3,770)	-	3,770
Transfer from Reserves	2,893	-	(2,893)
<b>Balance at end of the financial year</b>	<b>234,630</b>	<b>235,619</b>	<b>16,545</b>
<b>2020</b>			
Balance at beginning of the financial year	234,630	235,619	16,545
Surplus for the year	615	-	-
Net asset revaluation increment	-	-	-
Transfer to Reserves	(3,770)	-	3,770
Transfer from Reserves	3,320	-	(3,320)
<b>Balance at end of the financial year</b>	<b>234,795</b>	<b>235,619</b>	<b>16,995</b>
<b>2021</b>			
Balance at beginning of the financial year	234,795	235,619	16,995
Surplus for the year	(2,146)	-	-
Net asset revaluation increment	-	-	-
Transfer to Reserves	(3,770)	-	3,770
Transfer from Reserves	2,950	-	(2,950)
<b>Balance at end of the financial year</b>	<b>231,829</b>	<b>235,619</b>	<b>17,815</b>

The above statement of changes in equity should be read in conjunction with the accompanying other information.

# Strategic resource plan

Horsham Rural City Council statement of cash flows for the four years ended  
30 June 2021

	2017/18 Inflows / (Outflows) \$'000	2018/19 Inflows / (Outflows) \$'000	2019/20 Inflows / (Outflows) \$'000	2020/21 Inflows / (Outflows) \$'000
<b>Cash flows from operating activities</b>				
<b>Receipts</b>				
General rates & charges	25,535	26,458	27,409	27,713
Statutory fees & fines	462	482	502	522
User Charges & other fines (incl. GST)	5,082	5,185	5,291	5,399
Contributions (inclusive of GST)	502	283	564	226
Interest	415	445	485	525
Government grants operations (incl. GST)	11,995	10,647	9,294	7,995
Government grants capital (inclusive of GST)	6,890	4,363	3,624	1,844
Other revenue (inclusive of GST)	3,169	3,108	3,154	2,897
<b>Total Receipts</b>	<b>54,050</b>	<b>50,971</b>	<b>50,323</b>	<b>47,121</b>
<b>Payments</b>				
Employee costs	(16,491)	(16,835)	(16,986)	(17,890)
Materials and consumables	(17,796)	(18,166)	(16,351)	(16,231)
Other expenses	(2,056)	(2,032)	(2,039)	(2,345)
<b>Total Payments</b>	<b>(36,343)</b>	<b>(37,033)</b>	<b>(35,376)</b>	<b>(36,466)</b>
<b>Net cash provided by (used in) operating activities</b>	<b>17,707</b>	<b>13,938</b>	<b>14,947</b>	<b>10,655</b>
<b>Cash flows from investing activities</b>				
Payments for property, infrastructure, plant & equipment	(17,881)	(14,849)	(15,377)	(15,529)
Proceeds from property, infrastructure, plant & equipment	929	229	229	1,847
<b>Net cash provided by (used in) investing activities</b>	<b>(16,952)</b>	<b>(14,620)</b>	<b>(15,148)</b>	<b>(13,682)</b>
<b>Cash flows from financing activities</b>				
Finance Costs	(299)	(293)	(354)	(424)
Repayment of borrowings	(451)	(542)	(720)	(938)
Proceeds from borrowings	759	2,150	2,600	3,150
<b>Net cash provided by (used in) financing activities</b>	<b>9</b>	<b>1,315</b>	<b>1,526</b>	<b>1,788</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	<b>764</b>	<b>633</b>	<b>1,325</b>	<b>(1,239)</b>
<b>Cash &amp; cash equivalents at the beginning of the financial year</b>	<b>14,337</b>	<b>15,101</b>	<b>15,734</b>	<b>17,059</b>
<b>Cash &amp; cash equivalents at the end of the financial year</b>	<b>15,101</b>	<b>15,734</b>	<b>17,059</b>	<b>15,820</b>

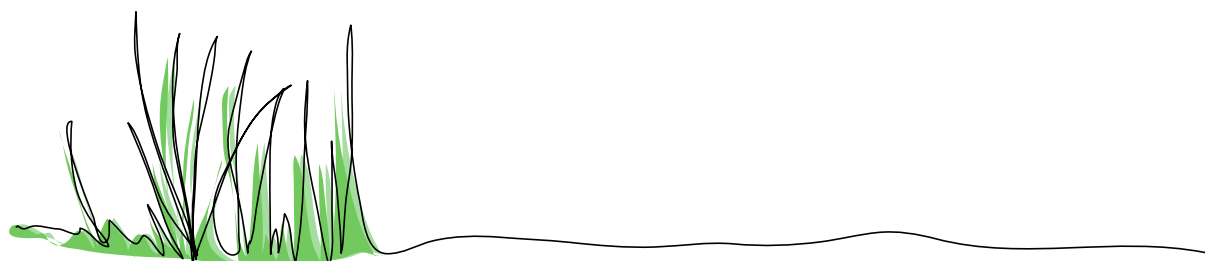
The above statement of cash flow should be read in conjunction with the accompanying other information.

# Strategic resource plan

Horsham Rural City Council statement of capital works for the four years ended  
30 June 2021

	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Property</b>				
Buildings	3,734	3,362	4,900	6,208
<b>Total Property</b>	3,734	3,362	4,900	6,208
<b>Plant and equipment</b>				
Plant, equipment & other	1,684	1,190	1,190	1,190
Furniture & office equipment	240	100	100	100
<b>Total Plant and equipment</b>	1,924	1,290	1,290	1,290
<b>Infrastructure</b>				
Road assets	7,174	4,839	4,977	5,316
Bridges	226	210	220	270
Footpaths and cycleways	842	450	500	1,020
Drainage	25	70	70	100
Recreational, leisure and community facilities	362	1,230	1,050	250
Waste management	1,815	123	1,820	-
Parks, open space and streetscapes	132	2,130	150	210
Off street car parks	235	15	15	15
Other infrastructure	1,811	1,130	385	450
<b>Total Infrastructure</b>	12,622	10,197	9,187	7,631
<b>Total capital works expenditure</b>	<b>18,280</b>	<b>14,849</b>	<b>15,377</b>	<b>15,129</b>
<b>Represented by:</b>				
Asset Renewal	8,493	7,001	9,651	9,751
Asset Upgrade	2,534	1,568	896	3,003
New Assets	7,253	6,280	4,830	2,375
<b>Total capital works expenditure</b>	<b>18,280</b>	<b>14,849</b>	<b>15,377</b>	<b>15,129</b>

The above statement of capital works should be read in conjunction with the accompanying other information.



# Strategic resource plan

Horsham Rural City Council statement of human resources for the four years ended  
30 June 2021

	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Staff expenditure</b>				
Employee Costs - Operating	17,191	17,535	17,886	18,190
Employee Costs - Capital	977	997	1,016	1,037
<b>Total staff expenditure</b>	<b>18,168</b>	<b>18,532</b>	<b>18,902</b>	<b>19,227</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
Employees	196	196	196	196
Total staff numbers	196	196	196	196

The above statement of human resources should be read in conjunction with the accompanying other information.





# Strategic resource plan

Horsham Rural City Council summary of planned resources expenditure for the four years ended 30 June 2021

	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Community and enterprise services</b>				
- Permanent full time	1,920	1,958	1,997	2,031
- Permanent part time	2,219	2,263	2,308	2,347
<b>Total community and enterprise services</b>	<b>4,139</b>	<b>4,221</b>	<b>4,305</b>	<b>4,378</b>
<b>Corporate services</b>				
- Permanent full time	2,879	2,936	2,995	3,046
- Permanent part time	462	472	481	489
<b>Total corporate services</b>	<b>3,341</b>	<b>3,408</b>	<b>3,476</b>	<b>3,535</b>
<b>Planning and economic services</b>				
- Permanent full time	1,901	1,939	1,978	2,011
- Permanent part time	221	225	229	233
<b>Total planning and economic services</b>	<b>2,122</b>	<b>2,164</b>	<b>2,207</b>	<b>2,244</b>
<b>Technical services</b>				
- Permanent full time	8,286	8,454	8,623	8,774
- Permanent part time	280	285	291	296
<b>Total technical services</b>	<b>8,566</b>	<b>8,739</b>	<b>8,914</b>	<b>9,070</b>
<b>Total staff expenditure</b>	<b>18,168</b>	<b>18,532</b>	<b>18,902</b>	<b>19,227</b>
<b>Community and enterprise services</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
- Permanent full time	17	17	17	17
- Permanent part time	26	26	26	26
<b>Total community and enterprise services</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>43</b>
<b>Corporate services</b>				
- Permanent full time	27	27	27	27
- Permanent part time	5	5	5	5
<b>Total corporate services</b>	<b>32</b>	<b>32</b>	<b>32</b>	<b>32</b>
<b>Planning and economic services</b>				
- Permanent full time	18	18	18	18
- Permanent part time	4	4	4	4
<b>Total planning and economic services</b>	<b>22</b>	<b>22</b>	<b>22</b>	<b>22</b>
<b>Technical services</b>				
- Permanent full time	96	96	96	96
- Permanent part time	3	3	3	3
<b>Total technical services</b>	<b>99</b>	<b>99</b>	<b>99</b>	<b>99</b>
<b>Total staff numbers</b>	<b>196</b>	<b>196</b>	<b>196</b>	<b>196</b>

# Definitions

## **Active Communities, Positive Living, Planning for Longevity in the Wimmera plan**

A joint strategy aimed at ensuring that the Wimmera continues to be a region where residents are able to age well and remain active within their local communities.

**Advocacy** – Series of actions taken and issues highlighted to change ‘what is’ into ‘what could be’

**Agency** – An organisation that has been established to provide a particular service in the community.

**Best Value Program** – A State Government policy which is applied to services provided by Council based on six principles, eg, quality and cost standards, responsiveness, accessibility, continuous improvement and consultation.

**Burnt Creek Industrial Estate** – Restricted serviced large lot industrial land at Burnt Creek situated four kilometres south of Horsham.

**Central Activity District Strategy** – A strategy that provides guidance about land use and development.

**Changing Places Toilet Facility** – Accessible toilets with extra features and more space including: a height adjustable adult-sized changing bench, a tracking hoist system, space and a safe and clean environment.

**Climate Change** – A significant and lasting change in the statistical distribution of weather patterns over time periods, ranging from decades to millions of years.

**Commitments** – Objectives that are a specific, measurable statement of what will be done to achieve our goals.

**Community Engagement Strategy** – A strategy developed by Council to plan how we are going to conduct community consultation. It helps us work out who we need to consult with and what the best way of consulting is.

**Council Plan** – Outlines Council’s process of defining its strategy/direction and making decisions on allocating resources to pursue this strategy/direction.

**Cultural Development Plan** – A plan aimed at enriching the Horsham community by creating a diverse and inclusive arts environment where contemporary and heritage cultures are celebrated.

**Disability Access and Action Plan** – A plan developed by Council that identifies goals and actions to reduce barriers created by attitudes with practices and structures to ensure that all people can participate equally in the life of our community.

**Environment Sustainability Strategy** – A strategy developed by Council that focuses on environment sustainability practices.

**Geographic Information System** – A system designed to capture, store, manipulate, analyse, manage and present all types of geographical data.

**Grampians Peak Trail** – A long distance walking track through the Grampians National Park.

**Grampians Way** – A proposed tourist route around the Grampians National Park.

**Guiding Principles** – Principles that inform the work that Council undertakes.

**Health and Wellbeing Plan** – Outlines goals and actions that guide Council creating a local community in which people can achieve maximum health and wellbeing.

**Horsham City Framework for Managing Growth** – A strategic land use planning study to manage the growth of the municipality.

**Horsham Enterprise Estate** – Serviced industrial land between Golf Course Road and Plumpton Road, Horsham.

**Infrastructure Renewal Funding Gap** – The annual shortfall in spending needed to maintain Council infrastructure.

**Key Direction** – The strategic objective or desired future such as achievement of a goal or a solution to a problem.

**Key Performance Indicators** – A type of performance measurement used to evaluate progress towards strategic goals.

**Local Government Act** – Legislation which provides a framework for the establishment and operation of Councils in Victoria.

**Makers Studio** – A community facility funded by Horsham Rural City Council which includes a large studio space and gallery located adjacent to the Horsham Library.

**Mission** – A statement of purpose. A Mission should guide the actions of the organisation and spell out its overall goal, provide a path and guide decision-making.

**Mt Arapiles Tooan State Park study** – A study that explores the opportunity for sensitive development of visitor facilities at Mt Arapiles to help attract longer stays in the region and provide economic benefits for the area.

**Municipal Early Years Plan** – A plan that outlines early years services and opportunities for children in the municipality aged 0 to 8 years.

**Municipal Emergency Management Plan and Emergency Recovery Plan** – A plan that outlines emergency management and recovery processes for the municipality.

**Municipality** – A city, town, or village, incorporated for local self-government.

**Municipal Bicycle Plan** – A plan developed by Council that encourages active travel in the municipality.

# Definitions

## **Municipal Strategic Statement –**

Outlines objectives for the future growth, development and management of land in the municipality and sets out strategies to achieve these objectives

**Planning Framework –** Sets out the broad principles required to guide the Horsham Rural City Council Planning process.

**Public Art –** Artworks that have been planned and executed with the specific intention of being sited or staged in the physical public domain, generally outdoors and accessible to all.

**Regional Character Study –** A study that identifies the valued characteristics of residential areas in the region.

**Regional Cities Group –** Includes the municipalities of Ballarat, Greater Bendigo, Greater Geelong, Horsham, Latrobe, Mildura, Greater Shepparton, Wangaratta, Warrnambool and Wondonga – the 10 largest cities outside of metropolitan Melbourne.

**Regional Living Expo –** An expo held at the Melbourne Convention and Exhibition Centre each year that showcases the outstanding opportunities available in regional and rural Victoria.

## **Regional Waste Management**

**Strategy –** A regional waste management strategy for the Grampians Regional Waste Management Group which comprises of the municipalities of Horsham Rural City, Ararat Rural City, Yarriambiack Shire and Northern Grampians Shire Council.

**Risk Management Strategy –** A strategy developed by Council that promotes an organisation wide approach to risk management.

**Road Management Plan –** A plan that establishes procedures and systems for the maintenance of public roads in the municipality.

## **Roadside Vegetation Management**

**Strategy –** A strategy developed by Council to assist in the management of roadside vegetation.

**Special Charges Scheme –** Legislation under the Local Government Act (1989) that allows Councils to recover the cost of works from property owners who will gain special benefits from that work.

## **Sport and Recreation Advisory**

**Committee –** An advisory committee of Council whose role is to provide advice on sport and recreation matters.

**Sport and Recreation Plan –** A five year strategy that aims to increase and maintain participation in sport and recreation in the municipality.

**Strategic Resource Plan –** Outlines the resources required to achieve Council's commitments as detailed in the Council Plan.

**Urban Design Framework –** A framework that deals with the design of buildings, public spaces, pedestrian and vehicle access and landscape themes.

**Tourism Advisory Committee –** A Statutory Committee of Council whose role is to advise Council on innovative ways to promote the municipality ensuring that existing and potential retail, commerce, tourism, art and cultural enterprises receive maximum exposure.

## **Tourism and Major Events Master Plan**

– A plan adopted by the Tourism Advisory Committee that aims to increase visitation, economic growth and sustainability through the provision of quality event support, regional marketing and customer service to visitors, businesses and the community.

**Values –** Our principal or standards - what is important to the organisation.

**Vision –** An aspirational description of what the organisation would like to achieve or accomplish in the mid to long term.

**Western Highway –** The Western Highway is part of the principal route linking Melbourne and Adelaide, with a length of approximately 314 kilometres.

**Wimmera Mining Sector Plan –** A plan that informs Councils, regional businesses and communities, potential investors and property owners about new opportunities through exposure to a potential increase in mining activities in the region.

## **Wimmera Intermodal Freight Terminal**

– A 23.5 hectare terminal at Doon that provides a central location for grain storage facilities and grain export processors, access to freight depots, grain silos and processing plans and builds on the region's nationally significant and export focused grains industry.

## **Wimmera Southern Mallee Regional**

**Strategic Plan –** Outlines the strengths, challenges and a way forward for communities, businesses and the unique environment of the Wimmera Southern Mallee region which encompasses the municipalities of Buloke, Hindmarsh, Horsham, Northern Grampians, West Wimmera and Yarriambiack.

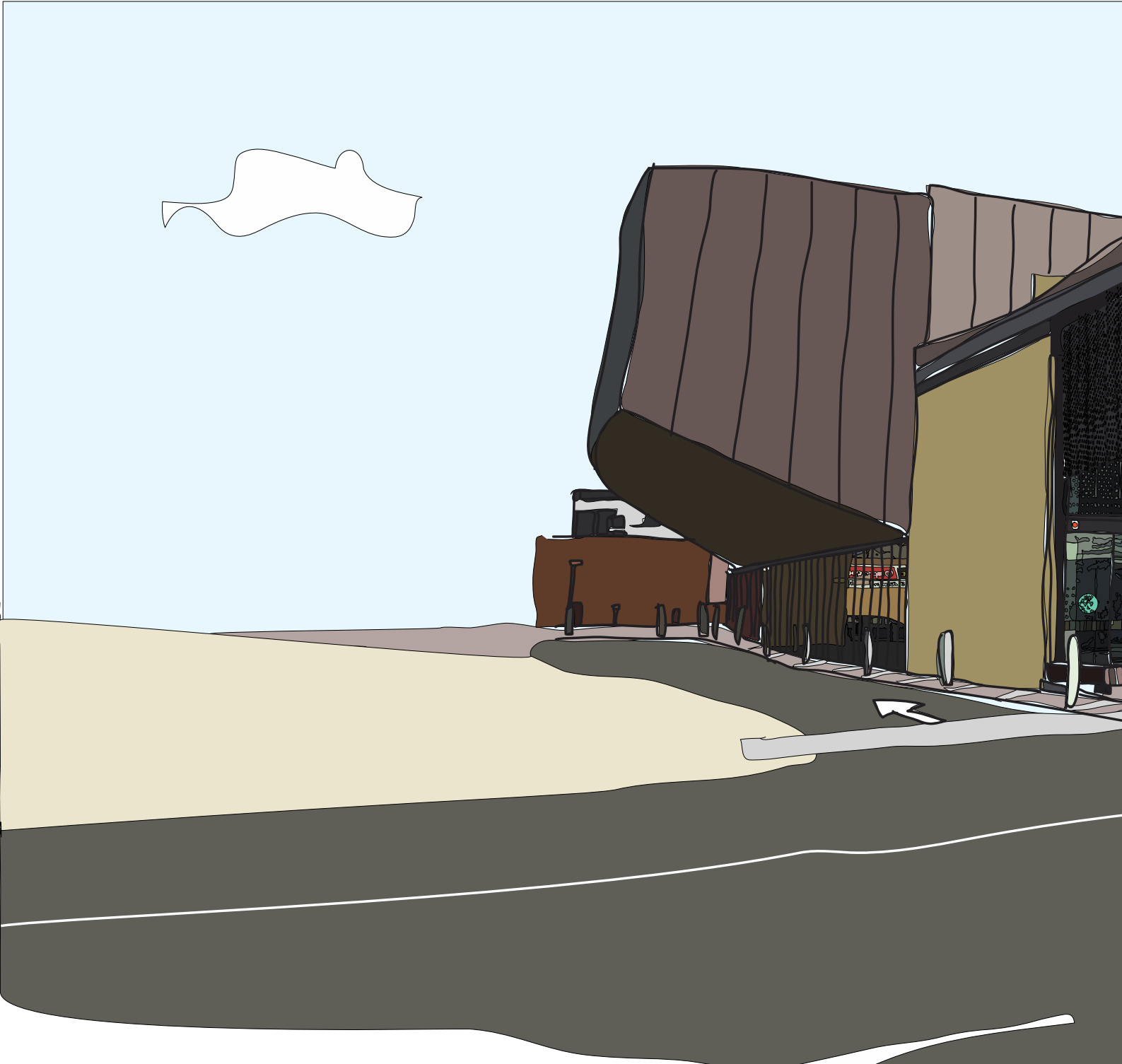
## **Wimmera Southern Mallee Regional**

**Growth Plan –** Provides a regional approach to land use planning in the Wimmera Southern Mallee. It covers the municipalities of Hindmarsh, Horsham, Northern Grampians, West Wimmera and Yarriambiack and identifies opportunities for encouraging and accommodating growth and managing change over the next 30 years.

## **Wimmera Development Association –**

The peak economic development organisation for the Wimmera Southern Mallee region.

**Workforce Strategy –** A strategy that has determined what Council's workforce will need to look like in the future to deliver long term strategic objectives.



## Council Offices

### **HORSHAM:**

Civic Centre, 18 Roberts Avenue,  
Horsham 3400

**P:** (03) 5382 9777

**F:** (03) 5382 1111

**E:** [council@hrcc.vic.gov.au](mailto:council@hrcc.vic.gov.au)

**W:** [www.hrcc.vic.gov.au](http://www.hrcc.vic.gov.au)

Monday to Friday – 8.30am to 5pm

### **Postal Address:**

PO Box 511, Horsham 3402

### **DEPOT:**

Selkirk Drive, Horsham 3400

**P:** (03) 5382 9600

**F:** (03) 5382 5358

Monday to Friday – 7.30am to 4.30pm

### **NATIMUK:**

Natimuk Community Centre,  
62 Main Street, Natimuk 3402

**P:** (03) 5387 1304

Thursdays only – 9am to 12pm

