

AGENDA

ORDINARY MEETING OF THE
HORSHAM RURAL CITY COUNCIL

on

16 October 2017

5.30pm

at

Civic Centre

HORSHAM

COUNCILLORS are respectfully requested to attend the Ordinary Meeting of the Horsham Rural City Council to be held in the Municipal Chambers, Civic Centre, Horsham at 5.30pm on 16 October 2017.

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A handwritten signature in black ink that reads "Peter Brown". The signature is written in a cursive style and is contained within a light grey rectangular box.

PETER F BROWN
Chief Executive

1. READING OF PRAYER AND THE ACKNOWLEDGEMENT OF COUNTRY STATEMENT

2. WELCOME TO DISTINGUISHED GUESTS OR PERSONS IN THE PUBLIC GALLERY

3. APOLOGIES AND REQUEST FOR LEAVE OF ABSENCE

4. CONFIRMATION OF MINUTES AND SIGNING THEREOF

MINUTES OF AN ORDINARY MEETING OF THE HORSHAM RURAL CITY COUNCIL HELD IN THE MUNICIPAL CHAMBERS, CIVIC CENTRE, HORSHAM AT 5.30PM ON 2 October 2017

5. DISCLOSURE OF INTEREST AND DECLARATIONS OF CONFLICT OF INTEREST

A Councillor who has a conflict of interest and is attending the Council meeting must make a full disclosure of that interest.

(a) by either –

- (i) advising the Council at the meeting of the details required under paragraphs (b) and (c) immediately before the matter is considered at the meeting; or
- (ii) advising the Chief Executive Officer in writing of the details required under paragraphs (b) and (c) before the meeting; and

(b) classifying the type of interest that has given rise to the conflict as either –

- (i) a direct interest under 77B; or
- (ii) an indirect interest and specifying the particular kind of indirect interest under:

Section 78 – close association
Section 78A – financial interest
Section 78B – conflicting duties
Section 78C – receipt of an applicable gift
Section 78D – consequence of becoming an interested party
Section 78E – impact on residential amenity; and

(c) describing the nature of the interest; and

- (d) if the Councillor advised the Chief Executive Officer of the details under paragraph (a)(ii), the Councillor must make a disclosure of the class of interest only to the meeting immediately before the matter is considered at the meeting.

Members of Staff

Under Section 80C of the Local Government Act 1989, officers or people engaged under contract to the Council providing a report or advice to Council must disclose any conflicts of interests in the matter, including the type of interest.

6. PUBLIC QUESTION TIME

7. OTHER BUSINESS

7.1 RESUMPTION OF DEBATE ON THE MOTIONS FROM PREVIOUS MEETING

NIL

7.2 RECEPTION AND READING OF PETITIONS, MEMORIALS, JOINT LETTERS AND DEPUTATIONS

NIL

7.3 MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

NIL

7.4 COUNCILLORS QUESTIONS WITH NOTICE

NIL

7.5 ORDERS OF THE DAY

NIL

8. OTHER REPORTS

8.1 ASSEMBLY OF COUNCILLORS – RECORD OF MEETINGS

Council Briefing meeting held on Monday 9 October, 2017 at 5.00pm in the Reception Room.

Refer to **Appendix “8.1A”**.

Recommendation

That Council note the Assembly of Councillors’ – Record of Meetings.

8.2 SEALING OF DOCUMENTS

Nil

8.3 INWARD CORRESPONDENCE

Nil

8.4 COUNCIL COMMITTEE MINUTES

8.4.1 Horsham Regional Art Gallery Committee of Management Minutes of Thursday, 5 October, 2017 held at the Horsham Art Gallery.

Refer to **Appendix "8.4A"**.

9. COUNCILLORS' REPORTS

10. OFFICERS REPORTS

10.1 CHIEF EXECUTIVE

No reports.

10.2 DIRECTOR OF CORPORATE SERVICES

10.2.1 ANNUAL REPORT 2016-17

L Haigh

File Ref: F06/A09/000001

Purpose

To present the 2016-17 Annual Report for acceptance by Council.

Background

The 2016-17 Annual Report for Horsham Rural City Council has been prepared, in accordance with the requirements of *The Local Government Act 1989*, and was forwarded to the Hon Marlene Kairouz, MP, Minister for Local Government, by the due date 30 September 2017. Copies were provided to Councillors via email on 28 September 2017.

Under S.134 of *The Local Government Act 1989*, Council must hold a meeting as soon as practicable after Council has sent the Annual Report to the Minister; and the meeting must be advertised at least 14 days prior in a public notice.

Notice of the preparation of the Annual Report was published in the Public Notices section of the Wimmera Mail Times on Friday 29 September 2017. The notice advised that the public is welcome to attend the Council meeting on 16 October 2017 and copies of the report (which includes the Auditor's Report and Performance Statements for the year ended 30 June 2017) can be inspected at Council's Horsham and Natimuk offices and on the Council's website.

Consultation/Communication

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

Financial

Costs associated with the production of the 2016-17 Annual Report are included in the 2016-17 Budget.

Links To Council Plans, Strategies, Policies

4.4 Achieve high standards of organisational performance.

Recommendation

That Council accepts the 2016-17 Annual Report for the Horsham Rural City Council as submitted to the Minister for Local Government.

GRAEME HARRISON
Director Corporate Services

10.3 DIRECTOR OF PLANNING AND ECONOMIC

10.3.1 ECONOMIC DEVELOPMENT STRATEGY 2017-2021

M Gould

File Ref:

Purpose

To inform Council of the Final Draft of the Horsham Rural City Council's inaugural Economic Development Strategy (EDS) 2017 to 2021 and to approve the EDS for community consultation

Background

Horsham Rural City Council has had an economic development function for some years but it previously sat within key senior roles that had broader functions across Council.

From 2012, Council engaged a Manager of Economic and Business Development to work closely with and address any gaps on service delivery to the business community. Developing an EDS was seen as an important process to align the future directions of broader Horsham Rural City Council planning with the Planning and Economic Department staffing and resources. A Request for Quotation document was prepared for tender in December 2016 with a submission from Urban Enterprise being the successful tender. Urban Enterprise are based in Melbourne and have a strong history in preparing strategy in economic, tourism and business development for Local Governments across Australia. A working group for the EDS was established with internal and external members.

Issues

A work plan was proposed and accepted over a period of three months between Urban Enterprise and the EDS Working Group which included consultation across the community, business, government and industry. The final draft of the EDS has focused on six key action areas to deliver on outcomes over the four years. They are: Best Practice In Economic Development; Primary Industries; A Vibrant Central Activity District; Public Sector Industry; Destination Horsham and Economic Infrastructure.

Attached as **Appendix "10.3A"** is the Draft Horsham EDS.

Consultation

The stakeholders that contributed to the consultation process were:

- Online Surveys: Community Survey (320 Responses)
 Business Survey (81 responses)
- Tourism Advisory Committee Workshop

- HRCC Executive Management Group, Department Managers and Councillors Workshops
- Wimmera Development Association Workshop
- One-on-one meetings with 16 business and industry stakeholders

The consultation process following Council adopting the draft plan for consultation will include issuing a media release, notification via social media and website and having the plan available at the next listening post.

The plan will also be circulated to key stakeholders such as Business Horsham.

Financial

The Economic Development Strategy had a budget of \$60,000 in the 2016/17 budget and the final draft was completed using a combination of in house resources ie the Manager of Economic and Business Development and a working group and the external consultants to drive the consultation.

Links To Council Plans, Strategies, Policies

The HRCC Health and Well Being Plan 2013 – 2017 contains 9 actions under “Education and Economic Development” including Action #68 “To Prepare a Municipal Economic Development Strategy”.

The HRCC Council Plan 2017 – 2021 under Goal #2 “Sustaining the Economy” contains a series of actions tied to an Economic Development Strategy document.

Timelines

It is anticipated that the EDS will be finalised and prepared for Council endorsement by November 2017.

Recommendation

That Council endorse the final Draft of the Horsham Rural City Council’s Economic Development Strategy for consultation.

10.3.2 DRAFT MUNICIPAL PARKING STRATEGY

A Murphy File Ref: F25/A02/000001

Purpose

To inform Council of the final draft Municipal Parking Strategy and to approve for consultation.

Background

Horsham is a vibrant and diverse regional centre and plays an important role as the largest centre in the Wimmera with key community services, education, retail and business services supporting a residential population of 19,691 and a regional population of 47,156.

The objective of this project is to review car parking occupancy surveys, identify opportunities to create amenable and welcoming places, seek community feedback, conduct background review of strategic documentation and identify strategies to assist Council to manage car parking within and in proximity to the Central Activity District.

Issues

Car parking surveys have been conducted in Horsham on an annual basis since 2012, on the second Friday in December each year when car parking demands are likely to be at peak levels.

An analysis of the survey results indicates that there have been no significant changes in car parking occupancy levels over the period of 5 years, with the 2016 result showing 62% occupancy level. The best practice benchmark level in regional settings is 75% occupancy.

The project also presents 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
- Analyse and review of car parking occupancy
- Regular monitoring of parking conditions
- Horsham Parking Advisory and Consultative Committee to remain operational

- Enable the development of residential dwelling and or reuse of CBD buildings for residential use to improve activity
- Improve signage and wayfinding for off street car parks to enable strong utilisation of peripheral parking and longer term parking

Attached as **Appendix “10.3B”** is the draft Horsham Municipal Parking Strategy Final Report.

Financial

Development of the Municipal Parking Strategy is being funded from the CBD and Carpark Development Reserve.

Consultation

Development of the strategy has been informed by:

- Parking occupancy survey conducted in December 2016.
- Community and Stakeholder Engagement workshops during June 2016 including the Horsham Parking Advisory and Consultative Committee.

The consultation process following council adopting the draft plan for consultation will include issuing a media release, notification via social media and website and having the plan available at the next listening post.

The plan will also be circulated to key stakeholders such as Business Horsham.

Links to Strategies

- Sustaining the Economy – Lead in sustainable growth and economic development.
- Horsham CBD Revitalisation Strategy (2017)
- 2.2.05 Review Municipal Parking Strategy
- Health and Wellbeing Plan
- 2013 CAD Strategy

Recommendation

That Council endorse the draft Municipal Parking Strategy for consultation.

ANGELA MURPHY
Director Planning and Economic

10.4 DIRECTOR OF COMMUNITY SERVICES

10.4.1 2017-2021 PUBLIC HEALTH AND WELLBEING PLAN

M Rethus

File Ref: F30/A14/000001

Purpose

To present to Council the final 2017-2021 Public Health and Wellbeing Plan for adoption.

Background

A Municipal Public Health and Wellbeing Plan (MPHWP) is required under Section 26 of the Victorian *Public Health and Wellbeing Act 2008*. The purpose of this plan is to demonstrate how Horsham Rural City Council will work to create a local community in which people can achieve maximum health and wellbeing across the next four years. It is required to be submitted by 22 October 2017.

The plan fulfils the requirements under the Act, which state a MPHWP must:

- Include an examination of data about health status and health determinants in the municipal district.
- Identify goals and strategies based on available evidence for creating a local community in which people can achieve maximum health and wellbeing.
- Provide for the involvement of people in the local community in the development, implementation and evaluation of the public health and wellbeing plan.
- Specify how the Council will work in partnership with the department and other agencies undertaking public health initiatives, projects and programs to accomplish the goals and strategies identified in the public health and wellbeing plan.

A Steering Committee was established to oversee the development of the MPHWP. The Steering Committee consisted of the following members:

- One Councillor of Horsham Rural City Council (Mayor Cr Clarke)
- Goolum Goolum Aboriginal Co-operative representative (Wally Coleman)
- Wimmera Health Care Group Representative (Janine Harfield)
- Department of Health and Human Services Representative (Rosie Thomas)
- Grampians Community Health Representative (Kath Heading)
- Uniting Wimmera Representative (Wendy Sturgess)
- Wimmera Primary Care Partnership Representative (Andree Schier / Geoff Witnitz)
- HRCC Director Community Services (Kevin O'Brien)
- HRCC Recreation and Sustainability Representatives (Rhonda McNeil / Mandy Kirsopp)
- HRCC Community Development Representatives (Martin Bride / Michelle Rethus)
- HRCC Human Services Representatives (Mandi Stewart / Luke Mitton)

The Plan was finalised to a final draft stage with input from the various Community Engagements that were undertaken and this information was then presented at the 21 August 2017 Council meeting. At that meeting, Council resolved to make the 2017-2021 Public Health and Wellbeing Plan available for Public Comment.

The Public Comment phase ran between Tuesday 23 August and Tuesday 19 September 2017 (inclusive). A Listening Post in Horsham Plaza was also conducted during this phase on Saturday 26 August.

Discussion

Seven priority areas were identified after analysing data specific to Horsham Rural City and reinforced by the Wimmera Primary Care Partnership Health and Wellbeing Plan, the 2015-2019 Victorian Public Health and Wellbeing Plan and consultations with partner agencies and the community.

Each priority area has one or two objectives underneath to outline Council's focus for that area. The seven priority areas are:

- Increasing healthy eating and active living
Objective 1: To increase healthy eating options (food and beverage) in the community.
Objective 2: To increase opportunities for participation in physical activity.
- Reducing harmful alcohol and drug use
Objective: To reduce alcohol consumption and minimise harm associated with the misuse of alcohol and other drugs.
- Improving mental health
Objective: To increase social cohesion and resilience in the community.
- Preventing family violence
Objective 1: Improve awareness and knowledge of violence against women.
Objective 2: Address key drivers of gender inequality leading to violence against women.
- Improving sexual and reproductive health
Objective: To improve access to information and increase awareness and knowledge around safe sexual practices and services.
- Improving early years outcomes
Objective 1: Improve opportunities for participation and connection with services for parents.
Objective 2: Improve learning and development of young children aged 0-6 years.

- Strengthening education and economic development
Objective: To profile Horsham as a place to do business and generate new business opportunities.

Underneath these priorities sit 37 actions that will be delivered by Council along with Partner Organisations.

Each priority has a set of evaluation measures that will be assessed at the completion of the plan (given the data is only available every four years). These evaluation measures have been allocated percentage quantitative targets and will be reviewed, and updated if necessary, as part of the annual review process. This annual review will be conducted against individual action status items and ongoing community engagement will be conducted – particularly to communicate status of key actions to the broader community and the “why” behind it - in line with Council Plan Action 4.1.02.

Consultation/Communication

A Community Engagement Plan was developed for the project, which identified how stakeholders and the community were to be engaged throughout the project and shared with Council at a briefing on 14 March 2017.

Discussions were held with both internal and external stakeholders along with a workshop focused on brainstorming actions underneath the priority areas. External Stakeholders included representatives from: organisations represented in the Steering Committee along with Wimmera Regional Library Corporation, Wimmera Drug and Alcohol Taskforce, Wimmera Regional Sports Assembly, YMCA, Headspace, Women’s Health Grampians, Primary Health Network, Victoria Police, Wimmera Southern Mallee Local Learning and Employment Network (WSMLLEN), Wimmera Development Association (WDA), Wimmera Pride, Centre for Participation, Barwon Centre Against Sexual Assault (CASA) and Horsham District Kindergarten Association (HDKA).

To reach the broader community, a survey was conducted from 18-31 July 2017 in both electronic and hard copy form and a Listening Post was conducted 29 August 2017.

There were 240 responses to this survey, with the age profile of the respondents representing the Horsham Rural City age profile although only 30% of responses were from males.

At the Council meeting on 21 August 2017, Council resolved to make the Plan available for Public Comment for a minimum period of 28 days. The Public Comment phase ran between Tuesday 23 August and Tuesday 19 September. It was advertised through the public notices, made available on the website and information provided through social media and a media release was prepared. The draft was also made

available for feedback at the regular Councillor Listening Posts at Horsham Plaza on 26 August 2017.

As part of the Public Comment phase there were two written submissions received, three verbal discussions held and feedback gained prior to the public comment phase from Department of Health and Human Services (DHHS) (member of the Steering Committee).

Key changes as a result of the Public Comment phase include:

| Organisation submitting Comment | Change to Plan |
|--|---|
| Women's Health Grampians | Addition of further gender equality analysis to Part 2: The Process and Priority Setting |
| Parks Victoria | Addition of two actions; <ul style="list-style-type: none"> - Action 7: Support recreation activities in natural environment spaces including rivers, lakes and major trails across municipality e.g. Grampians Peak Trail - Action 32: Develop and promote municipality's key tourism and events attractions with particular focus on unique natural and cultural offerings. |
| Women's Health Grampians | Split of previous action into two given role of Council will differ (now Actions 24 and 25) |
| DHHS | Expansion on reference to MSS and inclusion of Action 35 to align with MSS. |
| DHHS | Expansion of reference to Partnerships throughout the Plan (predominantly on pg. 17) |
| DHHS | Expansion of Part 8 "Review" to include steering committee meetings and direct reference to the Victoria Public Health and Wellbeing Outcomes Framework and Wimmera PCP evaluation measures as part of review process. |
| Councillor comments from Briefing on September 25 2017 | Addition of measurable targets to the evaluation measures for each priority area. |

Attached to this report are the following:

- Final 2017-2021 Health and Wellbeing Plan (see **Appendix "10.4A"**)
- Public Comment Submission Summary (see **Appendix "10.4B"**)
- Copies of the Public Comment written submissions (see **Appendix "10.4C"**)

Financial

Implementation of the proposed actions in the Plan would be funded by a mix of internal budget bids, changes in practice, and grant funding. In the 2017-2018 budget the following initiatives are examples where funding has been allocated which would support the proposed actions:

| Health and Wellbeing Action # | Council Plan Action # | Budget initiative description |
|--------------------------------------|------------------------------|--|
| 5 | 5.2.03 | \$20,000 to develop an Open Space strategy for Horsham |
| | 5.2.04 | \$57,000 for a Wimmera River walking path on the south side of the river adjacent to the Bennett Road area |
| 27 | 2.1.03 | \$60,000 for the writing of an Economic Development Strategy. |
| 22 | 1.1.05 | \$2.480 million for the staged development of a Children’s and Community Hub on Kalkee Road in Horsham’s north. <i>(The project is funded through grants from the State Government \$1.98 million and council borrowings \$0.50 million and will be completed in the 2017/18 financial year.)</i> |
| | Ongoing basis | \$180,000 for Upgrade and New works for the Laharum Hall – dependent upon receiving grant funding of \$90,000. |
| 14 | | \$130,000 for the renewal of the public toilets at Dudley Cornell park |
| | Ongoing basis | \$135,000 for proposed new public conveniences in the Hamilton street area (location yet to be determined) |
| | 1.4.02 and 1.4.03 | \$1.60 million for CBD revitalisation works including underground power lines within the CBD. This is a part of the ongoing CBD Strategy and is expected to be funded \$1.056 million from a non-recurrent grant and \$0.544 million from the CBD reserve. |
| | 1.2.01 | \$30,000 to reseal the viewing ramp at the city oval from the clubrooms to the grandstand. |
| 7 | Ongoing basis | \$500,000 for Pynsent Street / Roberts Avenue/ Wilson Street stage 2 paving works |

Links to Council Plans, Strategies, Policies

Council Plan 2017-2021

1.2.05: Development of the Health and Wellbeing Plan 2017

Recommendation

That the 2017-2021 Public Health and Wellbeing Plan be adopted.

KEVIN O'BRIEN
Director Community Services

10.5 DIRECTOR OF TECHNICAL SERVICES

10.5.1 ROAD RECONSTRUCTION - VARIOUS

Lyndon White File Ref: F13/A02

Purpose

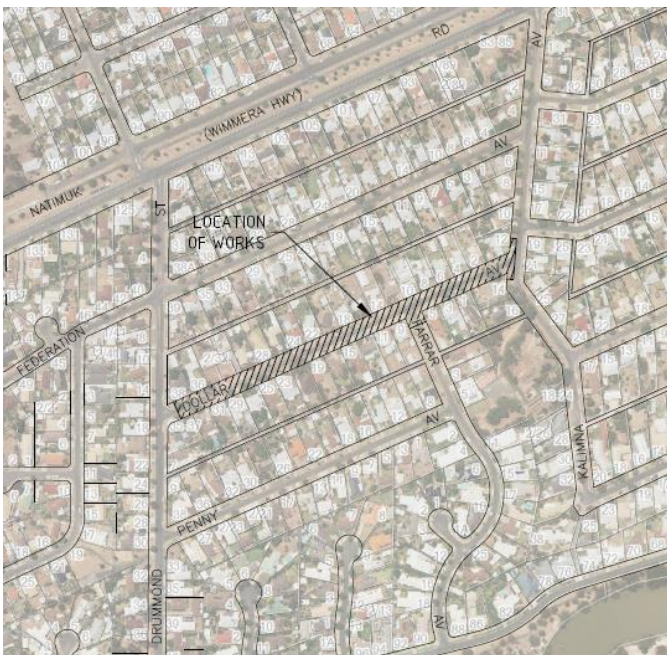
To recommend the award of contracts for three road reconstruction projects as follows:

- Dollar Avenue, Horsham – to Midbrook Pty Ltd
- Kalimna Avenue, Horsham – to Midbrook Pty Ltd
- Peels Road, Riverside – to MF & JL Willmore Pty Ltd.

Background

The background to these projects and the tendering processes for these three contracts have been very similar, hence they are presented together in this report.

The proposed extents of works are shown in the diagrams below. The first two diagrams are shown side by side as the works are from the adjacent sections of Dollar Ave (on the left), and Kalimna Ave Horsham.

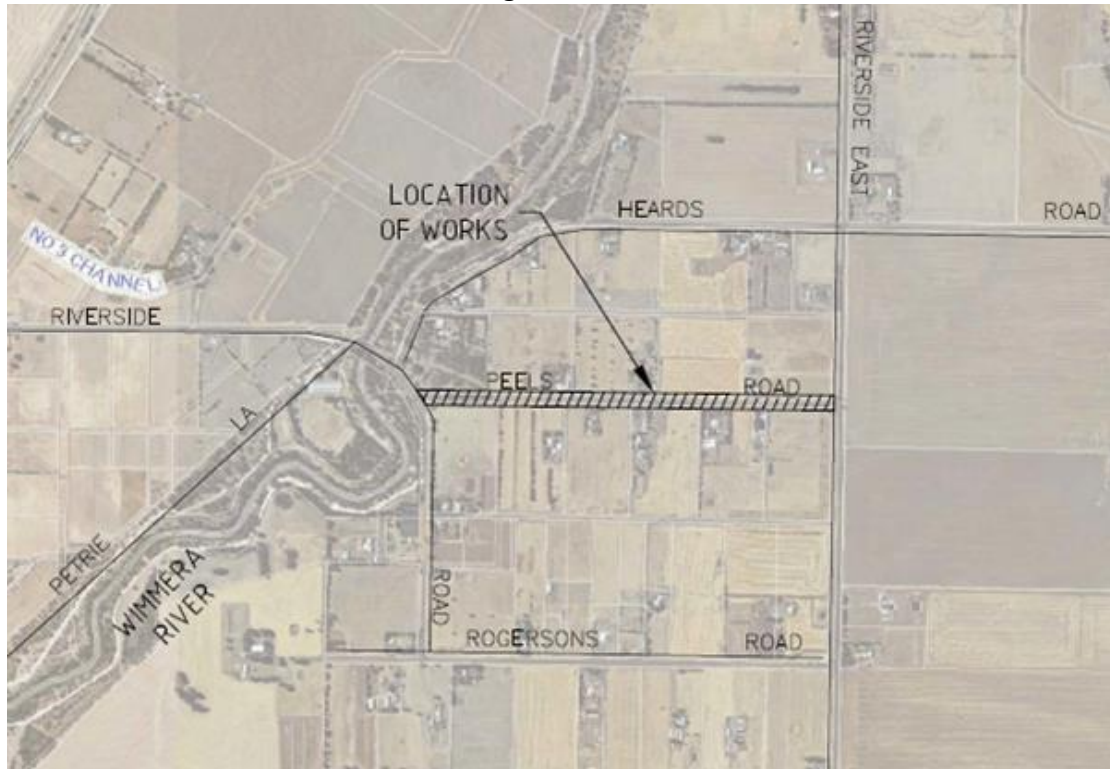


Dollar Avenue, Horsham



Kalimna Avenue, Horsham

The third section of road is the full length of Peels Road Riverside as shown below:



For Dollar Avenue and Kalimna Avenue, the works involve reconstruction of the full width of road pavement, kerb and channel, driveways, some sections of footpath, installation and upgrade of underground drainage and reinstatement of nature strips.

Peels Road, being a rural road has a different scope, comprising reconstruction of the full width road pavement and installation of 4.0 m wide seal and 1.0 m shoulders either side.

All works are required due to the deteriorated condition of these roads, including significant surface roughness.

Tenders were sought for all three contracts via advertisements in the Wimmera Mail-Times newspaper and Council’s website. Tender invitations were released on 8 September 2017 and closed on 4 October 2017.

Tenders were received from the following companies:

| Dollar Avenue | Kalimna Avenue | Peels Road |
|--|--|-----------------------------------|
| MF & JL Willmore Pty Ltd, Horsham Midbrook Pty Ltd, Horsham Mintern Civil, Horsham | MF & JL Willmore Pty Ltd, Horsham Midbrook Pty Ltd, Horsham Mintern Civil, Horsham | MF & JL Willmore Pty Ltd, Horsham |

Details of tenders are included in the *Confidential Briefing Paper*.

The tender evaluation panel consisted of the Infrastructure Manager Martin Duke, Senior Design Engineer Lyndon White and Senior Projects Engineer Jared Hammond.

The panel determined that all the tenders were conforming. The panel then evaluated them in line with the criteria nominated in the tender documents, being:

- Appreciation of the work, methodology and challenges– 15%
- Commercial and financial– 15%
- Project experience and delivery capability – 10%
- Project team and experience – 10%
- Safety, quality and environmental – 15%
- Price – 30%
- Local Content – 5%

Issues

In each case the tender assessment was straightforward, and the highest scoring tender was the lowest priced tender, there being only one tender for the Peels Road contract.

The recommended tenderer in each case being:

| Dollar Avenue | Kalimna Avenue | Peels Road |
|---------------------------|---------------------------|-----------------------------------|
| Midbrook Pty Ltd, Horsham | Midbrook Pty Ltd, Horsham | MF & JL Willmore Pty Ltd, Horsham |

Financial

The table below summarises the relevant financial aspects of the tenders in ex-GST amounts:

| | Dollar Avenue | Kalimna Avenue | Peels Road |
|-------------------------|---------------|----------------|------------|
| Budget | \$497,000 | \$290,000 | \$160,000 |
| Preferred Tender | \$388,919 | \$243,105 | \$185,394 |

The sources of funds for individual projects being:

- **Dollar Avenue** - \$91,000 from Council's kerb and channel program, \$100,000 from Roads to Recovery funding \$306,000 from Council's infrastructure renewal gap fund.
- **Kalimna Avenue** - \$31,000 from Council's kerb and channel program, \$153,000 from Council's urban roads program and \$106,000 from Roads to Recovery funding.

- **Peels Road** - \$81,500 from Council rates and \$78,500 from Roads to Recovery funding.

Combined, these three projects are \$129,000 under budget. This under expenditure will be considered in the review of the overall funding for road projects later in the financial year.

Links To Council Plans, Strategies, Policies

The Council Plan 2014-18 includes under Goal 3 – Asset Management the following aim:

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

Recommendation

1. That Council refer the details of tenders to the confidential briefing part of the meeting in accordance with Section 89(2) (d) contractual matters of the Local Government Act, 1989.
2. That Council award:
 - a. Contract No: 18/004 Dollar Avenue to Midbrook Pty. Ltd, Horsham for the tendered price of \$388,919.00 (ex. GST).
 - b. Contract No: 18/005 Kalimna Avenue to Midbrook Pty. Ltd, Horsham for the tendered price of \$243,105.00 (ex. GST).
 - c. Contract No: 18/003 Peels Road to MF & JL Willmore Pty Ltd, Horsham for the tendered price of \$185,393.75 (ex. GST).

10.5.2 CONTRACT 18/001 - SUPPLY AND DELIVERY OF A LANDFILL COMPACTION GPS

Warren Kennedy/John Martin

File Ref: F13/A02

Purpose

To present the findings and recommendation of the tender panel appointed to review tenders for the purchase and ongoing support for a landfill compaction GPS for Council’s Dooen Landfill.

Background

The potential benefits of a GPS system at Dooen Landfill were first highlighted during the rehabilitation of the putrescible cell on the southern site at Dooen Landfill. The cell had been located partly in a former quarry, and accurate construction records were not available. As rehabilitation was proceeding, it was found that the extent of the cell and location of waste differed from what was shown on records, requiring variations to the scope of works, including a partial re-design. A briefing report to the previous Council on this issue is included in the ***Confidential Briefing Paper***.

One of the conclusions of that report was the benefit in improved information available from a GPS system.

A GPS system fitted to the landfill compactor will provide further benefits, in particular, improving the efficiency of utilisation of airspace at the landfill, by dynamically monitoring the extent of compaction. The available systems provide on-screen displays highlighting the areas where the target level of compaction has not yet been achieved.

The available GPS systems also provide advanced data management, providing near real time reporting on compaction volumes, and electronic mapping information to monitor utilisation of the landfill. This will replace some of the requirements for progressive surveying of the site.

The systems also include the ability to accurately map the location of asbestos disposed to the landfill – which is a regulatory requirement.

Tender Process

Tenders were called through Council's web site, the Wimmera Mail-Times and The Age.

Being a highly specialised field only two tenders were received, from:

- Position Partners – Carlson/Topcon systems, from Campbellfield Victoria.
- Sitech - Trimble/Vision Link systems, from Clayton Victoria.

Details of the tenders, including pricing and the assessment of key aspects are included in the ***Confidential Briefing Paper***.

The tenders were assessed by Landfill Unit Co-ordinator Malcolm Carter, Senior Project Engineer Jared Hammond, Fleet Manager Warren Kennedy and Director Technical Services John Martin.

Key selection criteria for the replacement were:

- Quality of product offered
- Conformity with specifications and ability to perform roles outlined
- Details of product offered and supporting information
- Compatibility with Council's Bomag landfill compactor
- Contract time – time of delivery
- Warranty, ongoing and after sales service
- Compliance with OH&S standards
- Australian licensing compliant.

The tender of Position Partners, was determined to have the best quality, value, manufacturing and support for the following reasons:

- Leader in Australia for landfill compaction GPS with experience and expertise across Victoria, Australia and overseas
- The ongoing support system, upgrade options and warranty.
- Simple to use operator controls in the machine, fitted with the largest colour touch screen available, easy to read schematics, colour coded for reaching completed compaction levels.
- Easy to use software - engineers can use for design works, checking levels and reporting.
- The Carlson System is compatible with the Landfill Compactor, the Dooen Location and site and can be used with Topcon software and equipment already being used by Council staff.
- Excellent references
- Council has had good service and support from Position Partners in the past including the purchase of laser levels and a new service locator.
- Full staff training will be conducted on site.

Issues

Accurate GPS information requires the provision of real-time correction data to be available to the GPS system in the Compactor. To facilitate this, a base station is required on site as there is poor mobile phone coverage at the landfill, especially in the cell where operations are often up to 10 m below ground level.

The new GPS will improve Council's commitment to OH&S and environmental standards as it can log areas to be avoided with an audible and visual alarm in the compactor. As indicated earlier, the system can map asbestos locations and guide the operator when compaction is complete.

Council staff have been investigating the range of landfill compaction GPS systems for several years in consultation with other councils, private firms and demonstrations from suppliers.

Financial

Funds of \$136,000 ex. GST were allocated for the purchase of the Landfill GPS in the plant program funded from the Waste Reserve.

The preferred tender has a capital cost of \$100,745 which is within the budget.

Ongoing costs including data management, servicing and upgrades cost \$1200 per month. These ongoing costs will be largely offset through the reduced requirement for surveying the site.

Recommendation

1. That Council refer the briefing report and details of tenders to the confidential briefing part of the meeting in accordance with Section 89(2) (d) contractual matters of the Local Government Act, 1989.
2. That Council award contract 18/001 for the supply and delivery of a new landfill compaction GPS system to Position Partners, Campbellfield for the amount of \$100,745 ex GST.

JOHN MARTIN
Director Technical Services

11. URGENT BUSINESS

APPENDICES

ASSEMBLY OF COUNCILLORS REGISTER**COUNCIL BRIEFING HELD IN THE RECEPTION ROOM
ON MONDAY 9 OCTOBER, 2017 AT 5.00PM**

Present: Cr P Clarke, Mayor; Cr MA Radford, Cr DA Grimble, Cr J Koenig, Cr A Gulvin, Cr L Power, Cr J Robinson (left at 6.45pm); Peter Brown, Chief Executive (left at 8pm); Angela Murphy, Director Planning & Economic; Kevin O'Brien, Director Community Services; John Martin, Director Technical Services; Zac Gorman (item 3 only); Martin Bride (item 4.1 only); Matthew Gould & Mike Ruzzene, Urban Enterprise (item 5 only); La Vergne Lehmann, Project Manager Procurement & Keith Jackson, Manager Infrastructure Planning & Industry Engagement (item 6 only); Lauren Coman, Manager Regulatory Services.

Apologies: Graeme Harrison, Director Corporate Services

1. WELCOME AND INTRODUCTION

Cr Clarke welcomed everyone.

2. DISCLOSURE OF CONFLICT OF INTEREST SEC 79, LOCAL GOVERNMENT ACT, 1989 (AS AMENDED).

- Cr Clarke declared a Conflict of Interest, pursuant to Section 79 of the Local Government Act, 1989 in respect of item 4.4.
- Cr Grimble declared a Conflict of Interest, pursuant to Section 79 of the Local Government Act, 1989 in respect of item 4.3.

3. FINANCE & PERFORMANCE COMMITTEE MEETING

Zac Gorman attended.

3.1 Welcome**3.2 Disclosure of Conflict of Interest**

Nil

3.3 Monthly Report

Discussed

3.4 Town Hall Report

Discussed

3.5 Creditor Payments

Discussed

3.6 Failure to Vote Penalty Payments

Discussed

3.7 Other Business

4. DISCUSSIONS

- 4.1 Health & Wellbeing Plan
Martin Bride attended. Discussed the Plan.
- 4.2 Local Laws – Meeting Procedures
Discussed the draft Meeting Procedures.
- 4.3 Parking Strategy.
Teleconference with Tim Lecky from MRCagney

Cr Grimble declared a conflict of interest when the 40 Winks car park was discussed and left for that part of the meeting.

- 4.4 Indoor Sports Stadium

Cr Clarke declared a conflict of interest for this item and left the room for these discussions.

- 4.5 Iluka Update
Discussed

Meeting adjourned for dinner at 7.00pm

Meeting reconvened at 7.30pm

5. Economic Development Strategy

Attendees: Matthew Gould
Mike Ruzzene, Urban Enterprise

Discussed the Economic Development Strategy.

6. Grampians Central West Waste Management Group

Regional Implementation Plan

Attendees: La Vergne Lehmann, Project Manager Procurement
Keith Jackson, Manager Infrastructure Planning & Industry Engagement

Discussed the Regional Implementation Plan.

7. CLOSE

8.30pm

MINUTES

**Horsham Regional Art Gallery Committee of Management
 Held on Thursday 5 October 2017 at 5.00pm
 Art Gallery, Wilson Street, Horsham**

| | | |
|---------------------------|--|---|
| Attendees: | Martin Bride Di Dale Simone Dalton Cr Alethea Gulvin Adam Harding Cheryl Linke Marion Matthews Kathy Newton Rhonda Tursi | Community Development Manager Community Representative Community Representative Council Representative Art Gallery Director Volunteer Representative Community Representative Minute Taker Trustee Representative |
| Invited to attend: | Alison Eggleton Mandy Kirsopp | Art Gallery Curator Sustainability and Recreation Project Officer <i>(Items 1 – 4 only)</i> |

Apologies:**1. Election of Chairperson for this Meeting**

Moved that Martin Bride be elected as Chairperson for this meeting – Marion Matthews, seconded Simone Dalton **CARRIED**

2. Welcome

Martin welcomed everybody to the meeting, especially Di Dale to her first meeting. He also congratulated Cr Alethea Gulvin on her recent marriage.

Adam introduced Di and explained her relationships with the Art Gallery. They first met as part of the Arapiles Project in Di's role as secretary of the Makers Gallery. Di is a member of the Artists Society, and Adam advised that he and Alison have worked quite closely with her. He mentioned her connection with the gallery in that the art storage is named after Di's late mother. Di said she returned to Horsham about three years ago having lived in Melbourne and Sydney in her corporate life. She looks forward to working with this committee and mentioned she's Secretary of Horsham Artists Society as well as the Makers Gallery. She is following in her mother's footsteps.

3. Disclosure of Conflict of Interest – nil**4. Horsham Rural City Council Review of Section 86 Committees**

Mandy Kirsopp presented background information on the Horsham Rural City Council's (HRCC) review of Section 86 (S86) Committees. Discussion ensued regarding the Horsham Regional Art Gallery changing from a Section 86 Committee to an Advisory Committee.

Draft Terms of Reference for the change to Advisory Committee were handed out to members and Mandy advised these would form part of a report to the next Council meeting. Committee members noted they were uncomfortable with the timeframe.

Mandy left the meeting at this point. Due to time constraints with the Annual General Meeting to follow this meeting at 6.00pm, the meeting moved to the other agenda items, with further discussion on this topic held at the end of the meeting (item 9.2), including a motion.

5. Minutes of the previous meeting

Minutes of the meeting of the Horsham Regional Art Gallery Committee of Management held on Thursday 3 August 2017 were confirmed.

Moved Marion Matthews, seconded Cheryl Linke

CARRIED

6. Business arising from previous minutes

Nil.

7. Correspondence (selected)

In: Exhibition Agreement Seeing Voices from NETS Victoria

Out: Letter of thanks to Mandi Stewart
 Horsham Town Hall Events Calendar October – December 2017
 Exhibition Agreement Seeing Voices from NETS Victoria
 Exhibition Invitation – Seeing Voices
 Exhibition Invitation – Exposed: perceptions in photography

8. Reports

8.1 Director's Report

8.1.1 Attendance / Donations

Gallery Visitors

| Week Ending | Visitor Numbers |
|-------------|---------------------|
| 06.08.17 | 155 |
| 13.08.17 | 199 |
| 20.08.17 | 175 |
| 27.08.17 | <u>174</u> |
| | 703 |
| 03.09.17 | 175 |
| 10.09.17 | 167 |
| 17.09.17 | 194 |
| 24.09.17 | <u>72</u> |
| | 608 |
| | <u>1,311</u> |

Year to date: 1,968 (24.09.2017). This time last year: 2,281 (25.09.2016)

8.1.2 Current Exhibitions

Constructed Narratives: Tracey Moffatt + Bindi Cole Chocka
Remix: The Horsham and Hamilton Collections Collide
Impressions: Printmaking in the Wimmera

8.1.3 Activities at Gallery

| DATE | TYPE | DESCRIPTION | Attnd. Adult | Attnd. Child |
|----------|-------------------|---|--------------|--------------|
| 25.07.17 | Education Program | Art Club Juniors Tues workshop with Nikki Clarke | 10 | 8 |
| 25.07.17 | Education Program | Art Extension Program - for Gifted & Talented Students | 1 | 9 |
| 26.07.17 | Education Program | Art Club Juniors Wed workshop with Kate Wade | 6 | 5 |
| 27.07.17 | Education Program | Gallery Tour & Exhibition visit- St Brigid's Exchange students | 5 | 22 |
| 27.07.17 | Education Program | Horsham College VCE Studio Art visit | 1 | 10 |
| 27.07.17 | Education Program | Art Club Drawing workshop with Shane Boland | 10 | 9 |
| 27.07.17 | Education Program | Art Club for Adults workshop with Kara Gough | 10 | 1 |
| 28.07.17 | Education Program | Gallery visit - Horsham College VCE Analytical F/works | 1 | 6 |
| 01.08.17 | Education Program | VCE Studio Art Gallery visit Horsham College | 2 | 15 |
| 01.08.17 | Education Program | Art Club Juniors Tues workshop with Nikki Clarke | 9 | 10 |
| 01.08.17 | Education Program | Art Extension Program for Gifted & Talented Students | 1 | 9 |
| 02.08.17 | Education Program | Art Club Juniors Wed workshop with Kate Wade | 5 | 6 |
| 03.08.17 | Education Program | Art Club Drawing workshop with Shane Boland | 10 | 9 |
| 03.08.17 | Education Program | Art Club for Adults workshop with Kara Gough | 1 | 10 |
| 04.08.17 | Education Program | VCE Studio Art Contexts Tour visit – St Brigid's College | 1 | 4 |
| 04.08.17 | Education Program | VCE Art Analytical F/Works students' visit– Kaniva Secondary College | 1 | 2 |
| 04.08.17 | Education Program | VCE Studio Art visit – Horsham College | 1 | 3 |
| 08.08.17 | Education Program | Art Gallery + Collection visit – Dimboola Memorial Secondary College Yr 7 | 4 | 30 |
| 04.08.17 | Education Program | Art Gallery + Collection visit – Horsham College Studio Art Year 12 | 1 | 15 |
| 08.08.17 | Education Program | Art Club Juniors Tues workshop with Nikki Clarke | 10 | 11 |
| 08.08.17 | Education Program | Art Extension Program - for Gifted & Talented Students | 1 | 9 |
| 09.08.17 | Education Program | Art Club Juniors Wed workshop with Kate Wade | 5 | 4 |
| 10.08.17 | Education Program | Incursion: Teachers Professional Development- Dimboola Memorial Secondary College | 20 | |
| 10.08.17 | Education Program | Art Club Drawing workshop with Shane Boland | 11 | 10 |
| 10.08.17 | Education Program | VCE Art Studio students' Gallery visit - Horsham College Yr 12 | 1 | 4 |

APPENDIX 8.4A

| | | | | |
|----------|-------------------|--|----|----|
| 10.08.17 | Education Program | VCE Studio Art students' Gallery visit - Warracknabeal Secondary College | 1 | 2 |
| 10.08.17 | Education Program | Art Club for Adults workshop with Kate Wade | 1 | 10 |
| 10.08.17 | Education Program | Art Industry Context Tour: Collection St Brigid's College | 1 | 2 |
| 10.08.17 | Education Program | Gallery Visit – Horsham College VCE Art Analytical F/W | 1 | 4 |
| 15.08.17 | Education Program | Art Club Juniors Tues workshop with Nikki Clarke | 8 | 9 |
| 15.08.17 | Education Program | Art Extension Program - for Gifted & Talented Students | 1 | 9 |
| 16.08.17 | Education Program | Art Club Juniors Wed workshop with Kate Wade | 6 | 5 |
| 17.08.17 | Education Program | Horsham College VCE Studio Art – Collection | 1 | 6 |
| 17.08.17 | Education Program | Art Club Drawing workshop with Shane Boland | 1 | 8 |
| 17.08.17 | Education Program | Art Club for Adults workshop with Kate Wade | 2 | 9 |
| 18.08.17 | Public Program | Exhibition Opening – Constructed Narratives, Remix + Impressions | 60 | |
| 22.08.17 | Education Program | Horsham College VCE Studio Art – Collection | 1 | 14 |
| 22.08.17 | Education Program | Art Club Juniors Tues workshop with Nikki Clarke | 12 | 11 |
| 22.08.17 | Education Program | Art Extension Program - for Gifted & Talented Students | 1 | 9 |
| 23.08.17 | Education Program | Art Club Juniors Wed workshop with Kate Wade | 5 | 4 |
| 24.08.17 | Education Program | Art Club Drawing workshop with Shane Boland | 7 | 9 |
| 24.08.17 | Education Program | Art Club for Adults workshop with Kate Wade | 10 | |
| 25.08.17 | Public Program | Meet the Exhibitions – Constructed Narratives, Remix + Impressions | 8 | |
| 29.08.17 | Education Program | Art Extension Program - for Gifted & Talented Students | 1 | 9 |
| 29.08.17 | Education Program | Art Club Juniors Tues workshop with Nikki Clarke | 10 | 11 |
| 30.08.17 | Education Program | Art Club Juniors Wednesdays with Kate Wade | 5 | 4 |
| 31.08.17 | Education Program | Art Club Drawing workshop with Shane Boland | 11 | 10 |
| 31.08.17 | Education Program | Art Club for Adults with Debbie Moar | 10 | |
| 01.09.17 | Education Program | Dimboola Mem Sec College Art Studio Tour | 1 | 7 |
| 03.09.17 | Public Program | Meet the Printmakers – Impressions exhibition | 27 | |
| 05.08.17 | Education Program | Art Club Juniors Tues workshop with Nikki Clarke | 10 | 11 |
| 05.08.17 | Education Program | Art Extension Program - for Gifted & Talented Students | 1 | 9 |

APPENDIX 8.4A

| | | | | |
|----------|-------------------|---|----|----|
| 06.09.17 | Education Program | Gallery Visit – Impressions exhibition St Patrick’s Primary School | 2 | 17 |
| 06.08.17 | Education Program | Art Club Juniors Wednesdays with Kate Wade -7th session | 6 | 5 |
| 07.09.17 | Education Program | VCE Art Industry Contexts Tour – Conservation, Handling + Storage Horsham College Year 12 | 1 | 7 |
| 07.09.17 | Education Program | Art Club Drawing workshop with Shane Boland | 11 | 10 |
| 07.09.17 | Education Program | Art Club for Adults with Debbie Moar | 10 | |
| 08.09.17 | Education Program | Horsham College VCE Art Analytical Framework | 1 | 3 |
| 12.09.17 | Education Program | Gallery visit – Horsham Special School | 2 | 5 |
| 12.09.17 | Education Program | Art Extension Program - for Gifted & Talented Students | 1 | 9 |
| 12.09.17 | Education Program | Art Club Juniors Tues workshop with Nikki Clarke | 10 | 11 |
| 13.09.17 | Education Program | VCE Studio Art visit – Hopetoun P12 Secondary College | 1 | 1 |
| 13.09.17 | Education Program | Art Club Juniors Wednesdays with Kate Wade | 6 | 5 |
| 14.09.17 | Education Program | Art Club Drawing workshop with Shane Boland | 11 | 10 |
| 14.09.17 | Education Program | Art Club for Adults with Debbie Moar | 10 | |
| 17.09.17 | Public Program | Meet the Curator Remix | 13 | |
| 19.09.17 | Education Program | Art Extension Program - for Gifted & Talented Students | 1 | 9 |

8.1.4 Promotion

| DATE | MEDIA | TYPE | DESCRIPTION |
|----------|---------------------------|-----------|---|
| 01.06.17 | Out & About | advert | Winter issue June - August |
| 01.06.17 | Welcome to the Wimmera | advert | Winter issue June - August |
| 01.07.17 | HTH Season Brochure | listing | HTH Season Brochure - July – Sept 2017 |
| 01.07.17 | Art Guide | listing | July/Aug edition |
| 01.08.17 | Trouble Mag | listing | August edition |
| 01.08.17 | Art Almanac | listing | August edition |
| 03.08.17 | ABC Western Victoria | interview | Arts Roundup – with Adam Harding |
| 09.08.17 | HRAG Facebook | Post | Wominjeka |
| 10.08.17 | HRAG Facebook | Event | Constructed Narratives |
| 11.08.17 | HRAG Facebook | Post | Chen Wei |
| 12.08.17 | HRAG Facebook | Post | Clifford Last |
| 15.08.17 | HRAG Facebook | Post | NETS – Seeing Voices |

APPENDIX 8.4A

| | | | |
|----------|------------------------|-------------|---|
| 17.08.17 | ABC Western Victoria | interview | Arts Roundup – with Adam Harding |
| 24.08.17 | ABC Western Victoria | interview | Arts Roundup – with Adam Harding |
| 29.08.17 | HRAG Facebook | Event | Meet the Printmakers |
| 31.08.17 | HTH Facebook | Post | Meet the Artists: Impressions: Printmaking in the Wimmera |
| 31.08.17 | HRAG Facebook | Post | Meet the Artists: Impressions: Printmaking in the Wimmera |
| 31.08.17 | HRAG Facebook | Post | Opening of New Exhibitions |
| 31.08.17 | HRAG Facebook | Post | Impressions: Printmaking in the Wimmera |
| 31.08.17 | HRAG Facebook | Post | Kids Art Club |
| 01.09.17 | Out & About | advert | Spring issue Sept – Nov |
| 01.09.17 | HTH Season Brochure | listing | HTH Season Brochure - Oct - Nov 2017 |
| 01.09.17 | Art Guide | listing | Sept/Oct edition |
| 01.09.17 | Welcome to the Wimmera | advert | Spring issue Sept - Nov |
| 01.09.17 | Trouble Mag | listing | September edition |
| 01.09.17 | Art Almanac | listing | September edition |
| 01.09.17 | HRAG Facebook | Post | Remix |
| 01.09.17 | HRAG Facebook | Post | Art Club for Adults |
| 01.09.17 | HTH Facebook | Post | Remix |
| 01.09.17 | HTH Facebook | Post | Impressions: Printmaking in the Wimmera |
| 02.09.17 | HTH Facebook | Post | Impressions: Printmaking in the Wimmera |
| 02.09.17 | HTH Facebook | Post | HRAG listed as one of the Six Reasons to Visit Horsham by The Age |
| 02.09.17 | HRAG Facebook | Post | HRAG listed as one of the Six Reasons to Visit Horsham by the Age |
| 02.09.17 | HRAG Facebook | Post | Impressions: Printmaking in the Wimmera |
| 03.09.17 | HRAG Facebook | Shared Post | Six Reasons to Visit Horsham |
| 05.09.17 | HRAG Facebook | Post | Impressions: Printmaking in the Wimmera |
| 06.09.17 | HTH Facebook | Post | Impressions: Printmaking in the Wimmera |
| 07.09.17 | ABC Western Victoria | interview | Arts Roundup – with Adam Harding |
| 07.09.17 | HRAG Facebook | Post | Impressions: Printmaking in the Wimmera |
| 08.09.17 | HTH Facebook | Post | Remix |
| 08.09.17 | HRAG Facebook | Post | NETS – Seeing Voices |

| | | | |
|----------|-------------------------|-----------|--|
| 08.09.17 | HRAG Facebook | Event | Meet the Curator - Remix |
| 08.09.17 | HRAG Facebook | Event | Art After Dark |
| 08.09.17 | HRAG Facebook | Event | Meet the Exhibitions: Exposed and Seeing Voices |
| 09.09.17 | HRAG Facebook | Post | Remix |
| 09.09.17 | HRAG Facebook | Post | Ballarat Foto Biennale |
| 11.09.17 | HTH Facebook | Video | Constructed Narratives |
| 11.09.17 | HTH Facebook | Video | Impressions: Printmaking in the Wimmera |
| 11.09.17 | HTH Facebook | Video | Remix |
| 11.09.17 | HRAG Facebook | Post | Impressions: Printmaking in the Wimmera |
| 13.09.17 | HTH Facebook | Post | Impressions: Printmaking in the Wimmera |
| 13.09.17 | HRAG Facebook | Post | Meet the Curator - Remix |
| 14.09.17 | HRAG Facebook | Post | Remix |
| 15.09.17 | HTH Facebook | Video | Remix |
| 15.09.17 | HRAG Facebook | Video | Remix |
| 17.09.17 | HRAG Facebook | Event | Meet the Curator - Remix |
| 19.09.17 | HTH Facebook | Post | HRAG September School Holiday Program |
| 19.09.17 | HRAG Facebook | Post | HRAG September School Holiday Program |
| 20.09.17 | HTH Facebook | Post | Impressions: Printmaking in the Wimmera |
| 21.09.17 | HRAG Facebook | Post | Impressions: Printmaking in the Wimmera |
| 21.09.17 | ABC Western Victoria | Interview | Arts Roundup – with Adam Harding |
| 22.09.17 | HTH Facebook | Post | Remix |
| 23.09.17 | HRAG Facebook | Post | Remix |
| 25.09.17 | HTH Facebook | Post | Art After Dark |
| 25.09.17 | HRAG Facebook | Video | Meet the Artist : Art After Dark |
| 25.09.17 | HRAG Facebook | Post | Art After Dark |
| 25.09.17 | HRAG Facebook | Post | Impressions: Printmaking in the Wimmera |
| 26.09.17 | HTH Facebook | Post | Art After Dark |

8.1.5 HRAG Development Goals

8.1.5.1 Collection Management

The Acquisitions Committee accepted the proposed purchase of two photographic works by Jo Scicluna, *Where Now is Forever* 2016 and *Where Now is Forever II*, 2016. A series of other similar works by Scicluna work were curated into our in-house curated exhibition *From the Darkness* held in the Handbury Gallery earlier this year. This gave us an opportunity to consider the relationship of the two works with the landscape photography work of Les Walkling's, *Croajingalong National Park* 1992, Murray Frederick's *Salt* 272, 2011 from our Collection.

The recently acquired photographs of Gail Harradine have been received from the Melbourne framers. One of these works, titled *Watching* is now installed in the Wimmera Gallery. Harradine's work is the first to enter the Horsham Regional Art Gallery Collection by an indigenous artist who identifies as being from the five language groups of the Wimmera region. The collection of these works *Watching* 2017 and *Stronghold* 2017, from the series *Manja* is a major achievement for our institution. These works reference the story of Yanem Goona, a Traditional owner who was arrested for taking sheep near the Mount Arapiles and Lake Hindmarsh. He was imprisoned on Norfolk Island and Tasmania and was one of the first documented deaths in custody in Victoria. This work replaced Rosemary Kingsmill's felt work, *Once there was water II*, 2008. The Curator is in conversation with Kingsmill, looking into the preservation of this work while on display.

Plans are underway for the re-hang of the Level one collection galleries including; Mack Jost Gallery from the Mack Jost Collection and the photography collection in the Council Gallery in early 2018.

8.1.5.2 Exhibition Program

In the Handbury Gallery, our Curator and Director have curated the exhibition *Constructed Narratives*, which draws on two key indigenous female photo-media artists from our collection, internationally renowned Tracey Moffatt and the next generation Bindi Cole Chocka. Comprising of video, photography and installation, the loan of Moffatt's single most significant photography series from 1989 *Something More*, was made possible through the support of the Murray Art Museum Albury. The negotiation of this loan further strengthens our relationship with their staff. Our Curator worked closely Bindi Cole Chocka to bring another significant work titled EH 5452, which includes a video projection and installation. We look forward to engaging with Bindi Cole Chocka on 27th Sept, for an artist talk as part of our Spring Art After Dark Event.

In the Mann Gallery our Curator developed the collection exhibition REMIX. It builds on our key relationship with Hamilton Gallery and further develops our understanding of their decorative arts collection and. The unexpected outcome of this exhibition has been the in depth research into the two HRAG collection works, which has refreshed our knowledge and opened up the opportunity to show the rarely seen Leonard French painting *Christian Sun* and Ernst Fries', sculpture *The Power Within*.

Also featured in this exhibition is the new acquisition, Daniel Crooks *Static #21 (Double Helix)*. This hypnotic video work has created great interested among visitors to this exhibition.

The June Call Out for artwork by printmaker of the region provided a well balance overview of current printmaking practice by local artists. These works formed the exhibition *Impressions: Printmaking in the Wimmera* in the Project Gallery. Our curator worked with these nine artists in the final select of work, mounting and framing to produce this exhibition. During the Sunday afternoon session of *Meet the Printmakers* held on 3rd September our Curator engaged six of these artists in conversation about their practice, further providing a professional development opportunity for our community of artists.

The Director and Curator have worked closely with the NETS staff in preparation of the Touring Exhibition *Seeing Voices*, including developing three public program events which explore audience interaction and focus on a diverse range of groups in our community. At the same time the development of the Art Extension Program Exhibition; *Exposed: perceptions in photography* is underway.

8.1.5.3 Education Program

The Art Extension program is a major project for the Education Officer which began at the end of July and has run for the duration of August until 19 September. Final numbers of participants were slightly down from 2016 due to students dropping out after the start date. The writing component of the program did not gain much interest and started a week later than it should have with only one participant. Developing closer relationships with English teachers may address this in the future. Overall, the program ran smoothly with great outcomes in design, writing, interviewing, photography and curating skills. The gallery is very much looking forward to seeing the work on exhibition in October.

Art Clubs ran smoothly in Term 3 with some new participants gained from the July holiday program. Dates and tutors for Term 4 are confirmed and publicity in place.

Term 3 is a busy time for VCE Studio Art visitation as students undertake compulsory gallery visits as part of the Art Industry Contexts Outcome in Unit 4. Students from Horsham College, Dimboola Memorial Secondary College, Warracknabeal Secondary College, St Brigid's College, Kaniva College, Hopetoun College, and Casterton Secondary College undertook exhibition and Collection Room tours.

The Education Officer presented to teachers at Dimboola Memorial Secondary College on Visual Thinking Strategies and how this can be related to the Critical and Creative Thinking capability within the Victorian Curriculum across all curriculum areas. Visual Thinking Strategies (VTS) encourage deep looking and problem solving and has been developed by gallery and museum educators over 30 years ago in the USA. VTS is offered to schools at Heidi Museum and MUMA. The Education Officer attended a Professional Development session at MUMA on Critical and Creative Thinking and using VTS in September – this is an area she would like to develop at HRAG.

Child enrolment into our holiday programs has tightened to reflect Child Safe policy requirements. In line with other gallery holiday programs, HRAG now requires children under 7 years to be attended with an adult and other participants to fill out an enrolment form detailing pick up and drop off arrangements, medical alerts and contacts for 2 responsible adults. Bookings for the holiday program are online. It will be necessary to monitor how this extra level of administration impacts attendance as well as administration.

The Department of Education has advised that announcements regarding SPP funding will be made at the beginning of October. The Education Officer will take some Flexi time during most of the September school holidays to manage time accrued.

8.1.5.4 Engagement and Promotion Activities

Over this period the HRAG team worked on the development and delivery of our 14 pages material for the HTH E vents program October – December 2017. This publication outlines the 5 exhibitions we are presenting over this period and the 15 events, talks and workshop series that will also occur. Together with the manager of Community Services and the HTH Venue Manager we have begun to develop a marketing plan for the entire facility with the proposed outcome a unified approach for the promotion of activities within the Horsham Town Hall. Recent changes to the HTH staff structure now more clearly reflect the importance of promotion of HRAG offerings with the suite of activities that take place within the Horsham Town Hall.

The development of the exhibition Seeing Voices with Monash University Museum of Art (MUMA) and NETS Victoria has seen the development of a suite of public programs that will be rolled out over October and December 2017. These include a Curator's talk by Francis Parker MUMA, a public program by exhibiting artists Fayen d'Evie and Bryan Phillips tailored to visually impaired members of our community; and artists talk be the subject of this year's Archibald Prize winning portrait Agatha Gothe-Snape, and a performance in the Gallery by Wrong Solo; Brian Fuata and Agatha Gothe-Snape. The Wrong Solo performance will include community participation; we are currently developing this with participants from *Kick Up the Arts* and Horsham College. This event will take place on Saturday 9th December 2017.

8.1.5.6 Volunteer Activities

| Month | Volunteers | | Attendance | Hours worked | | |
|-----------|------------|-------------|------------|--------------------|---------------------|-------------------|
| | Required | Volunteered | | Weekend operations | Exhibition Openings | Urgent assistance |
| August | 24 | 21 | 88% | 61.5 hours | 4.5 | - |
| September | 30 | 20 | 67% | 61.0 hours | - | 1.00 |

Forty-one weekend Volunteers responded to our request for months of August and September. During this period most of the sessions were assisted only by *fifteen* different volunteers with an aggregate number of 122.50 volunteer-hours worked.

We received volunteers' assistance in the course of the Opening night of a suite of exhibitions, and regular functions such as *Meet the Exhibitions*, *Meet the Artists* and *Meet the Curator* on a Sunday afternoon.

8.2 Trustees Report

Rhonda advised the Trustees have not met.

8.3 Financial Report

No issues discussed.

8.4 Acquisition Committee Report

Discussed in item 9.1.

8.5 Volunteers Report

Cheryl advised a new volunteer has been trained, new volunteers are always sought by the Art Gallery. Volunteers have continued to help with serving of food at openings of art exhibitions, and the Sunday afternoons and the Friday morning teas after opening of exhibitions. Thanks to Alison for leading the volunteers through the exhibition.

Moved Di Dale, seconded Simone Dalton that the Directors, Trustees, Financial, Acquisition Committee and Volunteers reports be accepted **CARRIED**

9. General Business

9.1 Recommendation to Acquisition of two Works by Jo Scicluna

Motion to accept Jo SCICLUNA's, *Where Now is Forever* 2016, archival inkjet on cotton rag, Victorian ash timber, glass; *Where Now is Forever #2* 2016, archival inkjet on cotton rag, Victorian ash timber, glass; purchased through the Horsham Regional Art Gallery Trust Fund.

MOTION: The Committee of Management endorses the recommendations of the Acquisition Committee for acquisition by the Horsham Regional Art Gallery Trust.

Moved Rhonda Tursi, seconded Di Dale

CARRIED

9.2 Terms of Reference

Members discussed further the issues raised under item 4 – Horsham Rural City Council Review of Section 86 Committees.

Motion: this committee is extremely disappointed at the lack of consultation regarding the establishment of the terms of reference and change of status to advisory committee and no opportunity to provide feedback within the stated timeframe.

[Subsequent to the meeting, it is now planned to relax the timeframe. Terms of reference will be presented to the next meeting of the Committee for review and comment. The comments will then be considered and a final version of the terms of reference presented to a subsequent meeting.]

Moved Rhonda Tursi, seconded Marion Matthews

CARRIED

Note: Cr Alethea Gulvin, Martin Bride and Adam Harding did not vote.

10. Next Meeting

To be held at Horsham Regional Art Gallery, Wilson Street, Horsham on Thursday 7 December 2017 commencing at 5.15pm.

Meeting closed 6.00pm.

Peter Brown
Chief Executive



Horsham Rural City
Council urban rural balance

APPENDIX 10.3A



HORSHAM **ECONOMIC DEVELOPMENT STRATEGY** 2017 - 2021

DRAFT STRATEGY REPORT | OCTOBER 2017



Urban Enterprise

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VERSION: 1

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ACKNOWLEDGMENTS

Urban Enterprise would like to acknowledge the contributions made by Horsham Rural City Council, businesses and residents for attending consultation sessions and providing input through surveys.

ACRONYMS

ABARES – Australian Bureau of Agricultural and Resource Economics and Sciences

ABS – Australian Bureau of Statistics

ALOS – Average Length of Stay

ANZSIC – Australia New Zealand Standard Industry Classification

CAD – Central Activity District

CRMS – Client Relationship Management System

EDS – Economic Development Strategy

EDU – Economic Development Unit

FTE – Full Time Equivalent

GRP – Gross Regional Product

HRCC – Horsham Rural City Council

IVS – International Visitor Survey

LGA – Local Government Area

LPPF – Local Planning Policy Framework

MSS – Municipal Strategic Statement

NCE – Natimuk Community Energy

NEIS – New Enterprise Incentive Scheme

NVS – National Visitor Survey

PAO – Public Acquisition overlay

RDV – Regional Development Victoria

SEIFA – Socio Economic Index for Areas

SPPF – State Planning Policy Framework

TRA – Tourism Research Australia

TSA – Tourism Satellite Account

UDP – Urban Development Program

VIF – Victoria In Future

WDA – Wimmera Development Association

WIFT – Wimmera Intermodal Freight Terminal

WSMR – Wimmera Southern Mallee Region

GLOSSARY OF TERMS

Domestic day trip visitor - Those who travel for a round trip distance of at least 50 kilometres, are away from home for at least 4 hours, and who do not spend a night away from home as part of their travel. Same day travel as part of overnight travel is excluded.

Domestic overnight visitor - People aged 15 years and over who undertake an overnight trip of one night or more and at least 40 kilometres away from home are referred to as overnight visitors. Only those trips where the respondent is away from home for less than 12 months are in scope of the NVS.

International visitor - A person is defined as an international visitor to Australia if they are currently a resident overseas, have been in Australia for less than one year and are aged 15 years or over.

Short Term – Refers to the indicative timeframe to undertake actions, detailed in the Strategy. 1 to 2 years

Medium Term – Refers to the indicative timeframe to undertake actions, detailed in the Strategy. 2 to 3 years

Long Term – Refers to the indicative timeframe to undertake actions, detailed in the Strategy. 3 to 5 years.

1. INTRODUCTION

1.1. BACKGROUND

The aim of the Horsham Economic Development Strategy is to strengthen, enhance and further diversify the existing economic, tourism and industrial base in Horsham Rural City through a strategic and collaborative approach, which leads to sustainable growth that improves the wealth and wellbeing of the community.

This Strategy has been prepared by Urban Enterprise on behalf of Horsham Rural City Council.

This document is presented in two parts:

Part A Economic Profile: Provides key economic data which highlights the attributes of Horsham's economy and demographic trends.

Part B Future Directions: Provides the framework to guide implementation of the Strategy, including a vision, themes, strategies and actions for economic development over the next five years (2017 to 2021).

Locational and township context plans are provided on pages 3 and 4.

1.2. APPROACH

This Strategy Report was developed following the preparation of a Background Discussion Paper, which underpins and informs future directions identified in this Strategy.

The approach and methodology adopted for the Horsham Rural City Economic Development Strategy is provided in Table 1.

TABLE 1 APPROACH AND METHODOLOGY

Strategy and Policy Context

A comprehensive review of existing literature pertaining to Horsham Rural City and the Wimmera Southern Mallee's economy, which includes existing objectives and strategies for promoting economic growth in the region.

Economic and Demographic Research and Analysis

An assessment of Horsham Rural City and Wimmera Southern Mallee's economy using key indicators such as Gross Regional Product (GRP), output, regional exports and employment.

This stage also includes a profile of Horsham's resident demographic including historical & future population growth, age profile, level of disadvantage, housing, income and occupation.

The Visitor Economy

Assessment of domestic and international visitation to the Council area including the identification of key visitor markets (travel groups, age profile, length of stay, activities undertaken and visitor origin).

This stage provides an overview of the local and regional tourism strengths and identifies certain gaps in tourism product and development.

Consultation



A thorough consultation process included a series of workshops, one-on-one meetings and online surveys to engage stakeholders.

Industry representatives, local businesses, referral authorities, Council staff and Councillors, and the community were consulted as part of this project.

Background Discussion Paper

The preparation of a Background Discussion Paper, which includes all background research and analysis identified above.





Horsham Rural City Locational Context

-  Council Boundary
-  Major Highways
-  Wimmera River
-  Nature Based Assets
-  Lakes

Note: Map is indicative only



Horsham Township Economic Assets

-  Economic Assets
-  Central Activity District
-  Major Highways
-  Wimmera River

Note: Map is indicative only



This section provides an overview of the key trends and issues facing Horsham's economy including:

- » Demographic trends;
- » Horsham's economic role; and
- » Overview of local economic drivers and key industry sectors.

A complete assessment of Horsham's Economic and Demographic Profile is detailed in the Background Discussion Paper



PART A: ECONOMIC PROFILE

2. POLICY AND STRATEGIC CONTEXT

The Horsham Rural City Economic Development Strategy builds on existing research, strategy and policy documents. Some of the key documents which have been reviewed to inform the Economic Development Strategy include:

- State Planning Policy Framework;
- Local Planning Policy Framework;
- Wimmera Southern Mallee Regional Growth Plan;
- Wimmera Development Association Strategic Plan 2016 – 2020;
- Regional Development Focus, Regional Development Victoria;
- Wimmera Southern Mallee Mining Sector Plan;
- Horsham Rail Corridor Master Plan;
- Victorian Visitor Economy Strategy;
- Victoria's 2020 Tourism; and
- HRCC Tourism Master Plan.

Based on the review of local and regional strategy and policy, the priority objectives for economic development in Horsham and the broader Wimmera Southern Mallee are focussed around supporting major industry such as Agriculture and Manufacturing, improving liveability for the community, fostering growth opportunities in new and emerging industries and attracting business, investment, residents and visitors.

There is also an objective to further diversify the local economy to create greater resilience. Horsham's role as a regional City in the broader Wimmera sees it well-placed to accommodate growth in public service industries such as health and education, as well as industries that develop more organically through an increase in population and activity such as retail, food and accommodation services, entertainment and recreation, construction and professional services.

Drawing on existing policy and strategy, the key strategic economic development opportunities identified for Horsham Rural City include:

- Support Horsham's role as a major service centre for the broader Wimmera region.
- Continue to develop Horsham's Central Activity District (CAD) to create a vibrant hub for residents, workers and visitors.
- Support the community through the provision of infrastructure and services.
- Capitalise on the region's water security provided by the Wimmera-Mallee Pipeline, and facilitate new business and investment opportunities.
- Continue to foster development in the renewable energy sector.
- Support and protect the Agriculture industry and recognise its importance as a key sector in the Wimmera.
- Diversify the Agriculture industry through value-adding, new commodities, specialist services, research and education, innovation and mechanisations, and transport network efficiencies.
- Facilitate and encourage the development of the Mining sector (mineral sands).
- Attract investment and facilitate development in the Tourism industry. Specifically, aim to attract a greater number of domestic and international visitors, and increase the average length of stay.
- Ensure the long-term prosperity of operations at the Wimmera Intermodal Freight Terminal (WIFT) Precinct through infrastructure and service development.
- Encourage and facilitate industrial activity in allocated industrial areas and ensure they are well serviced by infrastructure.
- Facilitate further development at the Horsham aerodrome for aviation related activities.
- Encourage ongoing relationships with Regional Partners.

3. DEMOGRAPHICS

POPULATION



Horsham Rural City's population is growing at approximately 0.7% per annum. Between 2006 and 2016 the resident population increased from 18,498 to 19,887 (+7.5%).

This is moderate population growth when compared to Regional Victoria. Over the same period, Regional Victoria's population grew by approximately 12%.

Between 2016 and 2031, the population of Horsham Rural City is forecast to increase by 0.6% per annum, reaching a total population of approximately 21,800 by 2031.

Between 2006 and 2016, the population of the Wimmera Southern Mallee decreased from 48,441 to 47,156, which translates to a decrease of 2.7%. The population is forecast to decrease by a further 2.8% by 2031. It can be concluded that a proportion of the population in the WSMR are moving to HRCC.

AGE STRUCTURE



Horsham Rural City's resident population is ageing. Between 2016 and 2031, the proportion of residents aged over 65 years is expected to increase significantly in HRCC. The proportion of residents aged between 70 and 74 years are expected to increase by 41%, 75 to 79 years (+35%), 80 to 84 years (+32%) and over 85 years (+20%).

The expected increase in older residents will generate greater demand for health care and medical services in Horsham.

HOUSEHOLD COMPOSITION



The most common family composition in HRCC is couple families without children (43%) and couple families with children (40%).

89% of dwellings are occupied with the most common dwelling structure a separate house (88%), followed by a flat, unit or apartment (7%).

HOUSING AFFORDABILITY



As at 2015, the median house price in Horsham was \$240,000, which is considerably less than Victoria (\$490,000) and Regional Victoria (\$307,500).

In the ten year period, 2006 to 2015, Horsham's median price increased by 41%, which is comparable to Regional Victoria (40%), but less than Victoria (63%).

LEVEL OF DISADVANTAGE (SEIFA)



SEIFA (Socio-Economic Indexes for Areas) describes the relative level of socio-economic disadvantage in an area. Advantage is defined in terms of access to material and social resources and ability to participate in society. Australia's index is set up so that lower numbers are more disadvantaged, and higher numbers are less disadvantaged.

Horsham Rural City has a SEIFA score of 987, which ranks 45th most advantaged in Victoria (out of 80). In Regional Victoria, Horsham is ranked 18th most advantaged (out of 47 LGA's).

4. ECONOMIC PROFILE

4.1. OVERVIEW

Horsham Rural City's economy is largely driven by:

- Agriculture; both dry land broadacre farming (grain and pulse production) and livestock grazing;
- Manufacturing; specifically, food products, metal products and transport equipment and parts;
- Construction;
- Public sector industries including Health, Education and Public Administration and Safety; and
- Retail and services; drawing on Horsham's role as the Wimmera's key commercial centre, Horsham employs a substantial number of retail and service sector workers.

HRCC has an unemployment rate of approximately 4%, and has experienced total employment growth of 2% between 2006 and 2016. Industry sectors that experienced the highest growth in employment in that time are Health Care and Social Assistance (+23%), Accommodation & Food Services (+11%), Electricity, Gas, Rental & Hiring (+8%) and Manufacturing (+8%).

Industry sectors that experienced a decline in employment between 2006 and 2016 include Rental, Hiring & Real Estate Services (-14%), Agriculture (-13%), Financial & Insurance Services (-9%), Professional & Scientific Services and Retail (-5%).

Due to Horsham's role as a major industry service centre for the Wimmera Southern Mallee region, job containment is high at 94%, meaning the vast majority of residents are employed within the municipality.

4.2. KEY ECONOMIC INDICATORS

| | Horsham Rural City | Victoria |
|-------------------------------------|----------------------|----------------------|
| GROSS REGIONAL PRODUCT (GRP) | \$1.2 Billion | \$374 Billion |
| ECONOMIC OUTPUT | \$2.3 Billion | \$798 Billion |
| EMPLOYMENT | 8,419 Jobs | 2.4m Jobs |
| REGIONAL EXPORTS | \$708 Million | \$121 Billion |
| REGIONAL IMPORTS | \$548 Million | \$135 Billion |
| WAGES & SALARIES | \$574 Million | \$185 Billion |

4.3. INDUSTRY OVERVIEW

| INDUSTRY SECTOR | OUTPUT (\$M) | EMPLOYMENT (JOBS) | WAGES AND SALARIES (\$M) | LOCAL SALES (\$M) | REGIONAL EXPORTS (\$M) | LOCAL EXPENDITURE (\$M) | REGIONAL IMPORTS (\$M) | VALUE-ADDED (\$M) |
|---|------------------|-------------------|--------------------------|-------------------|------------------------|-------------------------|------------------------|-------------------|
| Manufacturing | \$321.4 | 449 | \$39.4 | \$100.2 | \$163.8 | \$78.1 | \$181.1 | \$62.3 |
| Construction | \$282.1 | 578 | \$46.2 | \$96.2 | \$52.4 | \$134.3 | \$59.5 | \$88.3 |
| Rental, Hiring & Real Estate Services | \$219.9 | 78 | \$6.2 | \$32.3 | \$2.1 | \$39.8 | \$20.3 | \$159.7 |
| Agriculture, Forestry & Fishing | \$180.0 | 735 | \$13.9 | \$32.8 | \$136.4 | \$69.1 | \$43.6 | \$67.3 |
| Health Care & Social Assistance | \$162.5 | 1,417 | \$98.1 | \$2.1 | \$47.5 | \$26.7 | \$19.0 | \$116.8 |
| Electricity, Gas, Water & Waste Services | \$138.4 | 193 | \$21.2 | \$36.3 | \$83.6 | \$44.6 | \$15.9 | \$77.8 |
| Wholesale Trade | \$135.8 | 368 | \$40.3 | \$50.9 | \$33.3 | \$40.8 | \$29.7 | \$65.4 |
| Retail Trade | \$127.2 | 1,162 | \$50.0 | \$18.9 | \$26.1 | \$30.0 | \$19.2 | \$78.0 |
| Financial & Insurance Services | \$117.5 | 192 | \$26.3 | \$66.3 | \$14.2 | \$22.4 | \$16.2 | \$78.9 |
| Public Administration & Safety | \$109.1 | 544 | \$53.0 | \$11.1 | \$27.3 | \$26.8 | \$18.7 | \$63.6 |
| Transport, Postal & Warehousing | \$95.0 | 332 | \$21.8 | \$47.6 | \$20.8 | \$32.6 | \$18.8 | \$43.5 |
| Accommodation & Food Services | \$80.4 | 588 | \$21.8 | \$11.9 | \$22.0 | \$17.8 | \$28.5 | \$34.1 |
| Professional, Scientific & Technical Services | \$74.5 | 285 | \$24.1 | \$60.0 | \$5.3 | \$23.1 | \$16.8 | \$34.6 |
| Education & Training | \$65.6 | 558 | \$43.7 | \$1.6 | \$3.1 | \$9.7 | \$6.0 | \$49.9 |
| Administrative & Support Services | \$64.2 | 207 | \$30.8 | \$45.0 | \$12.9 | \$17.9 | \$12.2 | \$34.1 |
| Other Services | \$58.5 | 439 | \$20.6 | \$17.3 | \$15.9 | \$16.9 | \$11.8 | \$29.8 |
| Information Media & Telecommunications | \$49.1 | 102 | \$8.3 | \$22.5 | \$11.6 | \$11.2 | \$16.4 | \$21.4 |
| Mining | \$31.4 | 35 | \$3.9 | \$1.6 | \$28.5 | \$9.2 | \$10.5 | \$11.7 |
| Arts & Recreation Services | \$17.2 | 95 | \$3.9 | \$3.2 | \$1.0 | \$6.8 | \$4.2 | \$6.2 |
| TOTAL | \$2,329.8 | 8,357 | \$573.5 | \$657.8 | \$707.8 | \$657.8 | \$548.4 | \$1,123.4 |

Source: Horsham Rural City Council, Remplan Economy 2017

PART B: **STRATEGIC FRAMEWORK**

This section outlines the strategies and actions to guide economic development in Horsham Rural City over the next five years (2017 - 2021).



5. ECONOMIC DEVELOPMENT FRAMEWORK

5.1. VISION

Horsham Rural City will actively engage and support its existing business base and continue to improve the wealth and wellbeing of its residents.

The City will build on its strong economic base, whilst diversifying the economy through facilitating investment and business attraction in existing and emerging industry sectors.

5.2. KEY THEMES

| | | |
|----------------|--|--|
| THEME 1 | Best Practice in Economic Development | <i>Horsham Rural City will be a leader in economic development practices and embed a proactive open for business attitude across the organisation</i> |
| THEME 2 | Primary Industries | <i>Horsham Rural City and its partners will continue to facilitate growth in primary industries including agriculture, processing, mining and renewable energy</i> |
| THEME 3 | A Vibrant Central Activity District | <i>Horsham Central Activity District will continue to develop into a vibrant hub which supports services for Wimmera residents and visitors. The Central Activity District will become increasingly attractive for the services sector, professional and creative businesses and entrepreneurs.</i> |
| THEME 4 | Public Sector Industry | <i>Horsham's health and education sector will continue to develop to meet the needs of the Wimmera Region and provide high quality services to the community</i> |
| THEME 5 | Destination Horsham | <i>Horsham will become a strong recognisable brand in key markets and be renowned for its liveability, quality service sector, strong community values, food and creative industry. Tourism product and events will develop to drive visitors to the region to explore nature based assets and attend unique events and festivals.</i> |
| THEME 6 | Economic Infrastructure | <i>Horsham Rural City will work towards attracting investment in critical infrastructure projects that support the economy including passenger rail services, dual carriage highway and Horsham Bypass, WIFT, the Aerodrome and IT/telecommunications.</i> |

6. THEME 1: BEST PRACTICE IN ECONOMIC DEVELOPMENT

6.1. OBJECTIVE

Horsham Rural City will be a leader in economic development practices and embed a proactive open for business attitude across the organisation.

6.2. OVERVIEW

STRATEGIC CONSIDERATIONS

- Improvements in economic development governance;
- Clear definition of roles and responsibilities for the EDU;
- Form relationships with the local business community;
- Provide useful information to businesses;
- Support business growth;
- Promote networking and training opportunities;
- Attract new investment and industry;
- Embed economic development as a priority within Council decision-making;
- Promote sustainable business practices.

TARGETS AND MONITORING

- Decrease the turnaround time for business planning applications;
- Develop and maintain an up-to-date business database;
- Implementation of processes and procedures to ensure that the Economic Development Unit are engaging regularly and meaningfully with local businesses;
- Business and investment attraction.

6.3. CONSIDERATIONS

ROLE IN ECONOMIC DEVELOPMENT

The priority for economic development in Horsham Rural City should be focussed on supporting existing business, attracting new business and investment and improving the standard of living for the community.

The key economic development initiatives supported by local businesses and the community include:

- Further support and develop the Agriculture and Manufacturing industries;
- Attract transport, storage and logistics businesses;
- Further promote and market the region to investors, residents and visitors;
- Develop the retail sector (e.g. food & beverage, clothing & apparel, homewares & leisure);
- Attract new residents;
- Develop the tourism and events industry;
- Improve community and business networking and engagement; and
- Township improvements (e.g. streetscape beautification).

ECONOMIC DEVELOPMENT UNIT (EDU)

There should be a clear definition of roles between Council's Economic Development Unit and the Wimmera Development Association to ensure that there is minimal overlap in economic development activities.

It is recommended that the Economic Development Unit direct resources into business engagement and support, as well as tourism and event development and coordination. The WDA's role should be more focussed on facilitating larger scale business and investment attraction in the broader region.

Collaboration between the two is paramount and regular contact between Council and the WDA should continue to ensure information is shared.

ENGAGEMENT

Engaging and supporting with existing businesses is a critical component for the local economy.

Local businesses would like to see the role of the economic development unit to be focussed on supporting existing businesses in the City and improving the standard of living for the community. This could be achieved through the provision of a Client Relationship Management System (CRMS), whereby Council can interact and contact businesses and record engagements.

BUSINESS SUPPORT SERVICES: NETWORKING AND TRAINING

HRCC should consider organising information, training and support services to new and existing businesses across the Council area. Improved support services may encourage the attraction of new businesses, as well as improving performance for existing businesses.

Council could provide the following support services:

- Education and training – May include training and upskilling in social media, digital marketing, customer service, financial reporting and administration services.
- New Enterprise Incentive Scheme (NEIS) - Provides training and business set-up mentoring assistance for new businesses.
- Case management – Provide planning and building advice to new business/existing business regarding potential development.
- Networking events – This would need to be driven by businesses.
- Ongoing engagement and information to be provided to businesses.

6.4. BEST PRACTICE ECONOMIC DEVELOPMENT: STRATEGIES AND ACTIONS

| STRATEGY 1 Improve the governance structures within the Economic Development Unit | | | |
|---|---|--|------------|
| Actions | | Lead and Partners | Timeframe |
| ACTION 1.1 | <p>Clearly define the role and responsibilities for Council's Economic Development Unit with a focus on the following key areas:</p> <ul style="list-style-type: none"> - Business engagement and support; - Business and investment attraction; - Tourism (product development, investment attraction, marketing); - Festivals and events (engagement with existing event operators, event development, support and procurement); - Management of the Visitor Information Centre; and - Management of the Wimmera Business Centre. | Planning & Economic Development | Short term |
| ACTION 1.2 | Undertake regular meetings between the WDA and Council's Planning and Economic Development Department to inform and discuss economic development opportunities. | Planning & Economic Development / Planning Department / WDA / DEDJTR | Ongoing |

| STRATEGY 2 Engage and support new and existing businesses | | | |
|---|--|--|------------------------|
| Actions | | Lead and Partners | Timeframe |
| ACTION 2.1 | <p>Develop a dynamic and up-to-date business database system and ensure information is correct, up-to-date, and cross references the most recent Australian Business Register (ABR) data. At a minimum, it should include the following fields:</p> <ul style="list-style-type: none"> - Name of Business; - Business Type; - Lead and Secondary Business Contact - Address; - Contact Details (phone & email address); - Industry Classification; and - Number of Employees. | Planning & Economic Development / local businesses | Short term and ongoing |
| ACTION 2.2 | <p>Investigate the establishment of an interactive Client Relationship Management System which can be used to record and track business engagement and report on economic development performance measures.</p> <p>Engage with EDA Victorian State Practitioners Network as to how this may be implemented and used.</p> | Planning & Economic Development / EDA | Short term |
| ACTION 2.3 | Engage with businesses using a variety of methods where necessary. Develop a regular email newsletter to go to businesses on the business database (once completed), promoting Council projects, networking and training opportunities and grants programs. | Planning & Economic Development | Ongoing |
| ACTION 2.4 | Ensure staff within Council's EDU are visible and active in the business community. | Planning & Economic Development | Ongoing |

| STRATEGY 3 Promote business development and networking opportunities within the business community | | | |
|---|---|---------------------------------|-------------------------|
| Actions | | Lead and Partners | Timeframe |
| ACTION 3.1 | Facilitate education and training events with the business community. Topics may include: <ul style="list-style-type: none"> - Marketing and advertising; - Financial management and reporting; - Business administration. | Planning & Economic Development | Medium term and ongoing |
| ACTION 3.2 | Facilitate networking events with the business community. | Planning & Economic Development | Short term and ongoing |

7. THEME 2: PRIMARY INDUSTRIES

7.1. OBJECTIVE

Horsham Rural City and its partners will continue to facilitate growth in primary industries including agriculture, processing, mining and renewable energy.

7.2. OVERVIEW

STRATEGIC CONSIDERATIONS

- Volatility of commodity prices;
- Environmental challenges (e.g. drought);
- Leverage investment from Wimmera-Mallee Pipeline;
- Diversification within the sector;
- Mechanisation and consolidation of land/enterprise;
- Public awareness of the mining industry;
- Enabling infrastructure requirement (e.g. electricity interconnector).

TARGETS AND MONITORING

- Increase in agricultural production;
- Employment growth;
- Increase in output and regional exports;
- Increase in value-adding activities;
- Establishment of solar and wind farms;
- Commence construction phase for mineral sands projects.

7.3. CONSIDERATIONS

AGRICULTURE AND DOWNSTREAM INDUSTRY

Agriculture is Horsham Rural City's and the Wimmera Southern Mallee's most important industry. The sector generates \$180m in economic output per annum, which accounts for 8% of the City's total. The sector is also the second largest employer, behind retail, and has a regional export value in the order of \$136m per annum.

Furthermore, the Agriculture industry in the broader Wimmera Southern Mallee region generates an estimated \$866m in economic output per annum, employs 3,590 people and has a regional export value of \$671m.

There is an opportunity for Horsham Rural City to facilitate the diversification of the existing Agriculture sector by further developing sub-sectors and related activities to capitalise on the significant primary production activity.

There are opportunities for Horsham Rural City's Agriculture industry to facilitate diversification through encouraging the development of related activities such as value adding industry, new commodities, specialist services, research and education and improved transport connections to export markets.

Opportunities associated with agriculture include:

- Warehouse and storage (storage, cleaning, splitting, packaging);
- Transport and distribution (freight services, logistics);
- Retail and wholesale (farm gate, online, supermarkets);
- Primary production (intensive Agriculture);
- Agronomy (science & technology);
- Food manufacturing (cereals, protein powder, seeds and oils, abattoir); and
- Service industries (finance, insurance, IT, education, engineering).

WATER SECURITY

The Wimmera Mallee Pipeline, established in 2010, replaced 17,500 km of inefficient channels providing approximately 9,000 km of rural pipeline.

It is estimated that the pipeline saves an average of 103 billion litres of water per annum and provides a continuous water supply to approximately 7,000 rural customers and townships across the Wimmera and Mallee.

The Pipeline provides water security for the Agriculture sector and is of major benefit to the region. The Pipeline could be promoted to potential new agri-business that are looking to establish in the region.

MINERAL SANDS

The Wimmera region is home to a significant proportion of natural mineral deposits. Donald (Minyip), Avonbank, Drung South and Bungalally are the four key sites for mineral sands.

The Avonbank Project is projected to produce 488 million tonnes of Heavy Mineral Sands (HMS) and has a projected mine life of 32 years. Avonbank is forecast to commence mining in 2021.

The Bungalally HMS project incorporates over 20% Zircon. The project is located approximately 10 km south of Horsham.

Whilst these projects are either in pre-feasibility or feasibility stage, once construction commences and operations are underway, will generate significant economic benefits to Horsham including output, wages and salaries, and jobs.

The Wimmera Southern Mallee Mining Sector Plan (2012) considers the opportunities, constraints and key enabling factors required to further develop and grow the mining industry within the Wimmera Southern Mallee Region.

The Plan found that The Wimmera Southern Mallee region has significant competitive advantages that can enable the local industry to develop. These key advantages include:

- Accessible, large scale and high quality resource quantities;
- Secure water resources;
- High levels of liveability for the workforce, particularly compared to other mining regions;
- Established, experienced and responsive support industries;
- Experienced, stable and low cost workforce;
- Excellent transport linkages with an intermodal freight terminal at the heart of the region in Horsham, road and rail access to the Ports of Portland, Geelong, Melbourne, and Adelaide;
- Access to high quality research and training institutions;
- Competitively priced, reliable and accessible power and gas connections;
- Proactive State and Local Governments; and
- Regional social infrastructure - schools, health, sporting and cultural.

Growing the sector will have significant spill over benefits to the broader region. The sector is a high value adding activity and is therefore a driver of regional economic prosperity. Within the Wimmera Southern Mallee regional economy, mining produces the highest rates of return per job, and more than two times the value added benefits to the economy than any other sector from the same level of output growth.

Council in conjunction with the WDA should continue to encourage and facilitate the development of mineral sands mining and associated activity in an appropriate and sustainable manner.

RENEWABLE ENERGY

Horsham Rural City is well positioned to attract investment in large scale renewable projects, specifically solar and wind. Key advantages of establishing in Horsham include a large availability of land and long periods of sunlight.

In recent years, there has been lobbying with State Government to develop a third interconnector extending from Horsham into South Australia. The interconnector is required for energy storage and distribution.

The 4,250 ha Murra Warra Wind Farm, located approximately 25km north of Horsham has been approved and is expected to be operational by 2020. The farm will accommodate up to 116 turbines and a terminal station that will connect to the 220kV grid network.

The Murra Warra Wind Farm Economic Benefit Assessment (2016) identifies that the \$650 million investment will support 235 direct and 375 indirect FTE jobs during the construction phase. Once operational, the project will support 15 direct and 45 indirect FTE jobs.

Furthermore, the project has the capacity to supply sufficient clean energy to power approximately 250,000 homes and, in the process, reduce Co² emissions by an estimated 1.3 million tonnes per annum.

Biomass is another renewable energy opportunity that could be further explored and developed in the City. Biomass refers to the fuel that is developed from organic materials, a renewable and sustainable source of energy used to create electricity or other forms of power.

Some examples of materials that make up biomass fuels are scrap lumber, forest debris, certain crops, and manure. The use of these materials would create a significant opportunity in the supply chain.

Development in renewable energy and becoming energy efficient is a concept that is widely received and promoted by the Horsham community.

Natimuk Community Energy (NCE) is an organisation with a vision for the community to achieve self-sufficient energy production by 2030. To achieve this vision, NCE are in the process of introducing an energy buy-back scheme, which is dependent on solar energy production.

Whilst solar and wind farms generally support lower proportions of ongoing employment, they generate major capital expenditure and create employment opportunities throughout the planning, design and construction phases.

7.4. PRIMARY INDUSTRIES: STRATEGIES AND ACTIONS

| STRATEGY 4 Encourage and facilitate the diversification of the Agricultural base through value-adding, research and innovation, new commodities and related activities | | | |
|--|--|--|-------------|
| Actions | | Lead and Partners | Timeframe |
| ACTION 4.1 | Encourage the development of intensive farming practices. Work with the State Government Department of Economic Development, Jobs, Transport and Resources, Agriculture Victoria, WDA and the local education and agricultural research sectors to promote intensive farming in suitable locations (i.e. access to Wimmera Mallee Pipeline). | Planning & Economic Development / WDA / Agriculture Victoria / GWM Water | Medium term |
| ACTION 4.2 | Promote agri-tourism opportunities to industry. Establish an information kit which exposes primary industry to agri-tourism opportunities including case studies and information of the local market. | Planning & Economic Development / WDA / Agriculture Victoria / Grampians Tourism | Medium term |
| ACTION 4.3 | <p>Promote the competitive advantages of the region to attract and develop agricultural supply chain businesses such as:</p> <ul style="list-style-type: none"> - Warehouse and storage (storage cleaning, splitting, packaging); - Transport and distribution (freight services, logistics); - Food manufacturing (cereals, protein powder, seeds and oils, abattoir). <p>Develop a prospectus which identifies key opportunities and supporting information and make contact with businesses out of region to understand prerequisites for establishing businesses in Horsham Rural City.</p> | WDA / Agriculture Victoria / Planning & Economic Development / DEDJTR | Medium term |
| ACTION 4.4 | Promote the competitive strengths (e.g. Wimmera-Mallee Pipeline, WIFT) to encourage new agribusiness to establish in the region. | WDA/ Planning & Economic Development / Agriculture Victoria / DEDJTR | Medium term |

| STRATEGY 5 Engage and support the agricultural business community, and ensure the region remains the leader in grain production, research, education and innovation | | | |
|--|---|---------------------------------------|------------------|
| Actions | | Lead and Partners | Timeframe |
| ACTION 5.1 | Develop a business database of agri-business firms (this may be undertaken as part of Action 2.1) | Planning & Economic Development | Short term |
| ACTION 5.2 | <p>Ensure there is an experienced economic development officer responsible for engaging with the Agriculture sector. This includes developing strategic relationships with:</p> <ul style="list-style-type: none"> - Businesses; - Relevant State and Federal government personnel (e.g. Agriculture Victoria, GWM Water); - Industry groups; and - Education institutions (e.g. Longerenong College). <p>The nominated staff member should have a strong understanding of local agricultural conditions.</p> | Planning & Economic Development / WDA | Short term |
| ACTION 5.3 | <p>Participate in an annual roundtable event for the Agriculture industry representatives. Discussion points should include, but are not limited to the following:</p> <ul style="list-style-type: none"> - The current state of the industry (economic conditions); - Current challenges/barriers to industry growth; - Opportunities for industry growth; - The regulatory environment; and - Research and innovation. | Planning & Economic Development / WDA | Short term |
| ACTION 5.4 | Develop strategic relationships with key personnel of large businesses in the region, and encourage them to become active in the local industry to share their expertise. | Planning & Economic Development | Short term |

| | | | |
|---|--|---|----------------------------------|
| ACTION 5.5 | Advocate for the development of enabling infrastructure (e.g. upgrades to the WIFT precinct, road upgrades and Burnt Creek Estate) | WDA / Planning & Economic Development / DEDJTR | Ongoing |
| STRATEGY 6 Encourage and facilitate development in the renewable energy industry | | | |
| Actions | | Lead and Partners | Timeframe |
| ACTION 6.1 | Continue to lobby the State and Federal Government to establish a third electricity interconnector between Horsham and Keith. | WDA / Department of the Environment and Energy / RDV / DEDJTR | Short to medium term and ongoing |
| ACTION 6.2 | Seek to upgrade existing smaller capacity transmission lines. | | |
| ACTION 6.3 | Widely promote the advantages of establishing solar and wind farms in Horsham Rural City (e.g. land availability, long period of sunlight) and continue to facilitate investment in this area. | WDA / Planning & Economic Development / DEDJTR | Ongoing |
| ACTION 6.4 | Facilitate a series of electric vehicle charge points within the Horsham town centre. | WDA / Planning & Economic Development | Short to medium term |
| STRATEGY 7 Encourage and facilitate development in the mineral sands industry | | | |
| Actions | | Lead and Partners | Timeframe |
| ACTION 7.1 | Continue to work with industry stakeholders to facilitate mineral sands projects. | WDA / Planning & Economic Development / DEDJTR | Long term |

8. THEME 3: A VIBRANT CENTRAL ACTIVITY DISTRICT

8.1. OBJECTIVE

Horsham Central Activity District will continue to develop into a vibrant hub which supports services for Wimmera residents and visitors. The Central Activity District will become increasingly attractive for the services sector, professional and creative businesses, and entrepreneurs.

8.2. OVERVIEW

STRATEGIC CONSIDERATIONS

- Discourage out of centre development;
- Address challenges facing retailers (e.g. online retail, impact of seasonal agriculture production on retail expenditure, customer service & satisfaction);
- Improve CAD's connection to the Wimmera River;
- Encourage investment/redevelopment of key sites in the CAD;
- Capturing passing trade – attracting self-drive visitors into the CAD;
- Underrepresentation of professional, financial and creative services;
- Develop hospitality and entertainment in the CAD;

TARGETS AND MONITORING

- Increase retail turnover;
- Employment growth within the CAD;
- Reduction in vacancy rates for retail/commercial properties;
- Commercial development within the CAD;
- Deliver and implement CAD Revitalisation Strategy;
- Critical mass of day/night activity;
- Growth in professional and business services;
- Improved perceptions for customers and visitors.

8.3. CONSIDERATIONS

CAD REVITALISATION

Horsham's Central Activity District (CAD) is a vibrant hub of retail, commercial, entertainment, hospitality, cultural and community activity. The town centre services a catchment far greater than the Council area, attracting people from across the Wimmera for a range of retail, entertainment, health and medical, and professional and financial services.

It is estimated that Horsham's CAD services a resident catchment of 51,000 people. Horsham has a strong service role for the surrounding Local Government Areas of Northern Grampians, West Wimmera, Hindmarsh and Yarriambiack. Residents within the broader catchment travel to Horsham for higher order retail and commercial needs.

The Retail Trade industry is strong in terms of output and employment. Horsham offers a diverse range of retailers and includes majors such as three full-line supermarkets (Coles, Woolworths and Aldi), Harvey Norman, Kmart, Target, Bunnings Warehouse and Supercheap Auto.

Shoppers visit Horsham for higher order retail needs including apparel, homewares, leisure, clothing and apparel, retail services and bulky goods.

In addition to major retailers, Horsham provides boutique retail and food and beverage establishments, which highlights that the retail offer caters to a variety of needs.

There is an opportunity to revitalise certain areas of the CAD to improve access and connectivity, as well as providing areas of open space for people to passively recreate and engage.

UNDERREPRESENTATION OF PROFESSIONAL SERVICES

The Professional, Technical and Scientific Services sector generates \$74 million in economic output per annum, which accounts for 3% of total output for HRCC. This ranks lower than industries such as Accommodation and Food Services, Transport, Postal and Warehousing and Public Administration and Safety.

In 2016, there were an estimated 285 people employed in this sector, which accounts for 3% of total people employed. Employment in the sector decreased by 7% for the period 2006 to 2016.

Consultation with industry have suggested that this sector is underrepresented in terms of employment and therefore, is recognised as a growth opportunity for HRCC, particularly in digital and creative professional services such as marketing, advertising, design, software & IT, architecture and public relations.

There is an opportunity to work with existing professional businesses to attract new workers, and understand business needs.

SELF-DRIVE VISITORS

Horsham is located at the mid-point between Melbourne and Adelaide. According to Tourism Research Australia, approximately 800,000 self-drive visitors travel between the two cities each year.

There is an opportunity for Horsham to further capitalise on the significant number of passenger vehicles travelling through on a daily basis. Horsham should position itself as the ideal stopover town for self-drive visitors.

Further development initiatives should be explored in order to capture a proportion of passing trade. Examples may include:

- Improve wayfinding signage;
- Improve promotional signage for local attractions, entertainment and food and beverage;
- Continue to develop food and beverage product (e.g. cafes, restaurants, produce);
- Improve the major entrances of the town (e.g. beautification of the public realm, streetscape improvements, tree plantings); and
- Explore the potential to provide free camping in certain areas.

WIMMERA BUSINESS CENTRE

The Wimmera Business Centre is located in Horsham's town centre and is a small business incubator, offering tenancy to start up and home-based businesses, as well as offering business advice, support services and assistance to small and micro businesses.

The Centre accommodates a diverse range of businesses and currently there are five anchor tenants and seven incubator tenants. There are a small number of vacancies.

An opportunity exists to redevelop the Wimmera Business Centre to increase capacity, improve the facilities offered and encourage a critical mass of business activity in Horsham.

If redeveloped, the incubator should provide office floorspace, meeting rooms, hot desks, high-speed internet, as well as opportunities for professional development, training and networking.

In the interim, Council should continue to encourage existing businesses; including home-based business and micro businesses to utilise the Centre.

CREATIVE INDUSTRY

Analysis of the local business base highlights a significant gap in creative industry. This includes Architects, graphic designer, marketing and IT professionals.

Due to this gap, these services are sourced from outside the Wimmera.

Other creative industry such as writers, artists and performers may be encouraged to settle in Horsham Rural City. The Horsham Town Hall precinct is an outstanding creative industry space which should be promoted to attract creative industry to settle in the region.

Working with the community development team, a focus on promoting the creative sector will enhance liveability, attraction and the economy.

8.4. A VIBRANT CENTRAL ACTIVITY DISTRICT: STRATEGIES AND ACTIONS

| STRATEGY 8 Continue to develop Horsham's Central Activity District (CAD) into a vibrant hub of retail, commercial, entertainment, hospitality, cultural and community activity | | | |
|--|---|---|----------------------------------|
| Actions | | Lead and Partners | Timeframe |
| ACTION 8.1 | Deliver and implement the findings from the Horsham CAD Revitalisation project. | Technical Services / Planning & Economic Development | Short term |
| ACTION 8.2 | Investigate the establishment of a central public plaza or square as the focal point for Horsham. | Technical Services / Planning & Economic Development | Short term |
| ACTION 8.3 | Deliver the multi-use indoor sports facility at the preferred site (McBryde Street). | Technical Services / Community Services / Planning & Economic Development | Short term |
| ACTION 8.4 | Deliver and implement the findings from the Horsham Railway Corridor Master Plan. | Technical Services / Planning & Economic Development/ Community Services | Short to medium term |
| ACTION 8.5 | Ensure Horsham's CAD is considered the prime location for future development in retail, commercial office, entertainment and community land uses. Identify fringe areas to the South of the CAD as long term areas for commercial growth. Future CAD development should align with CAD Revitalisation Strategy. | Planning & Economic Development | Short to medium term and ongoing |
| ACTION 8.6 | Promote the CAD to potential hospitality operators to attract high quality food and beverage product such as: <ul style="list-style-type: none"> - Gastronomy pub; - Restaurants and cafés; - Provedores; and - Wine bar/microbrewery. | Planning & Economic Development | Ongoing |

| STRATEGY 9 Improve access, connectivity, appearance and functionality of Horsham's CAD | | | |
|---|---|--|----------------------|
| Actions | | Lead and Partners | Timeframe |
| ACTION 9.1 | Deliver and implement the findings from the Horsham Car Parking Strategy. | Technical Services / Planning & Economic Development | Short to medium term |
| ACTION 9.2 | Deliver and implement the findings from the Wimmera River Corridor Masterplan, ensuring the CAD's connection to the River is addressed | Technical Services / Planning & Economic Development | Short term |
| ACTION 9.3 | <p>Improve wayfinding and promotional signage at the town's main entrances to encourage the capture of passing trade. Promotional signage should refer to:</p> <ul style="list-style-type: none"> - Local attractions (e.g. Town Hall, Wimmera River, Botanical Gardens); - Visitor Information Centre; and - Popular hospitality precincts. | Technical Services / Planning & Economic Development | Short term |
| ACTION 9.4 | Improve the public realm at Horsham's main entrances. Streetscaping, tree plantings and road upgrades should be the areas of focus. | Technical Services / Planning & Economic Development | Medium term |

| STRATEGY 10 Encourage and facilitate growth in professional, financial and creative service industries | | | |
|---|---|--|------------------|
| Actions | | Lead and Partners | Timeframe |
| ACTION 10.1 | Engage with existing professional services businesses to understand labour force requirements and other business needs. | Planning & Economic Development / Local businesses | Short term |
| ACTION 10.2 | Establish a targeted marketing program to encourage qualified professionals to join Horsham professional service firms. | Planning & Economic Development / Local businesses | Short term |
| ACTION 10.3 | Encourage the development of office accommodation in the CAD. | Planning & Economic Development | Ongoing |
| ACTION 10.4 | Investigate the potential to redevelop and expand the Wimmera Business Centre to meet contemporary business needs. In the short term, encourage greater utilisation of the existing Wimmera Business Centre. | Planning & Economic Development | Medium term |
| ACTION 10.5 | Promote creative industry opportunities in Horsham through promotion and branding of Horsham as a cosmopolitan and progressive town. | Planning & Economic Development / Local businesses | Short term |
| ACTION 10.6 | Leverage greater benefit from the Horsham Town Hall precinct by exploring: <ul style="list-style-type: none"> - Establishing a pedestrian and performance zone opposite the Town Hall theatre in Ward Street; - Attraction of entertainment and dining businesses to the precinct; and - Business/conference market. | Community Services / Planning & Economic Development | Short term |

9. THEME 4: PUBLIC SECTOR INDUSTRY

9.1. OBJECTIVE

Horsham's health and education sector will continue to develop to meet the needs of the Wimmera Region and provide high quality services to the community.

9.2. OVERVIEW

STRATEGIC CONSIDERATIONS

- Horsham's resident population is forecast to age;
- Greater demand for health and medical services;
- Capacity constraints at the Wimmera Base Hospital;
- Student migration from Horsham to Ballarat and Melbourne for tertiary education;
- Foster strong pathways between tertiary institutions and the workforce.

TARGETS AND MONITORING

- Improvements and upgrades to Health precinct;
- Increase in public sector employment;
- Increase in tertiary education attainment;
- Improvements to Longerenong College facilities;
- Reduction in students travelling to Ballarat/Melbourne for education attainment.

9.3. CONSIDERATIONS

HEALTH CARE AND SOCIAL ASSISTANCE

Horsham and the broader Wimmera region's population is forecast to age significantly over the next 15 years. Between 2016 and 2031, the proportion of residents aged over 65 years is expected to increase significantly in HRCC. Residents aged between 70 and 74 years are forecast to increase by 41%, 75 to 79 years (35%), 80 to 84 years (32%) and over 85 years (20%).

The expected increase in older residents will generate greater demand for health care and medical services in Horsham.

Consulting with Wimmera Health Care Group, there is a short to medium term need for a redevelopment of the Hospital, specifically as a result of capacity constraints.

A recent contribution of state funding for the development of the Wimmera Cancer Centre will significantly bolster health services in the region. Once completed, the Centre will include nine new day chemotherapy chairs, a wellness service, six renal dialysis chairs and modern accommodation facilities for palliative care.

EDUCATION

The local community has indicated that secondary and tertiary educational institutions in Horsham are adequate, however, there are a proportion of students travelling to Ballarat and other areas to seek private secondary education.

Holy Trinity Lutheran School in Horsham is undergoing a significant expansion. When completed, the School will boast several new classrooms, a large collective learning area, 2D and 3D art rooms, staff rooms, a food technology centre, music and drama rooms, and a video and audio recording studio.

The School, which previously offered education from prep to year 10 only; is planned to cater to year 11 students from 2018, and year 12 students from 2019.

Horsham has a competitive advantage with its Agricultural College in Longerenong. Longerenong College is the only Agricultural education institution that offers an advanced diploma in Agribusiness Management.

Federation University's Horsham campus delivers TAFE programs and bachelor courses in Social Sciences, Business and as well as Masters programs and PhD Research.

According to Federation University, the highest proportion of students are enrolled in health services, community services, education and business services. The key gap in tertiary programs in the region is humanity based courses, in particular, history, politics and the arts.

9.4. PUBLIC SECTOR INDUSTRY: STRATEGIES AND ACTIONS

| STRATEGY 11 Develop Horsham into the leading education provider for Agribusiness and related industries | | | |
|---|---|---|------------|
| Actions | | Lead and Partners | Timeframe |
| ACTION 11.1 | Facilitate and encourage Longerenong College to attract international students. | Planning & Economic Development / Longerenong College / Skill Invest | Short term |
| ACTION 11.2 | Advocate for the redevelopment of Longerenong College's on-site infrastructure and facilities. (e.g. chemical training facility, internal campus roads, lecture/theatre rooms). Ongoing discussions with Longerenong College should be undertaken to prioritise infrastructure and service upgrade requirements. | Planning & Economic Development / Longerenong College / Skill Invest | Ongoing |
| STRATEGY 12 Ensure existing education institutions are meeting the needs of the resident and business community | | | |
| Actions | | Lead and Partners | Timeframe |
| ACTION 12.1 | Engage with Federation University to ensure suitable courses are being offered that meet local needs. Ensure there is adequate information which identifies skills gaps (e.g. apprenticeships/training programs) | Planning & Economic Development / local secondary and tertiary institutions | Short term |

| STRATEGY 13 Ensure Health Care and Medical Services are servicing the needs of Horsham and the broader region | | | |
|--|--|--|---------------------|
| Actions | | Lead and Partners | Timeframe |
| ACTION 13.1 | Continue to engage and develop a close relationship with the Wimmera Health and the community sector as one of Horsham's key employers. | Planning & Economic Development / Wimmera Health Care Group | Ongoing |
| ACTION 13.2 | Advocate for the preparation of a Master Plan for the Health and Medical Precinct on Bailie Street. This will investigate redevelopment of the Hospital to meet current and future need and also plan for other community and health services in the precinct. | Planning & Economic Development / Technical Services / Community Development / Wimmera Health Care Group | Medium to long term |

10. THEME 5: DESTINATION HORSHAM

10.1. OBJECTIVE

Horsham will become a strong recognisable brand in key markets and be renowned for its liveability, quality service sector, strong community values, food and creative industry. Tourism product and events will develop to drive visitors to the region to explore nature based assets and attend unique events and festivals.

10.2. OVERVIEW

STRATEGIC CONSIDERATIONS

- Improve awareness of Horsham throughout Victoria and South Australia;
- Lack of destination brand;
- Ensure there is a coordinated and collaborative approach to marketing and branding ;
- Need for marketing and promotional content for Horsham to attract visitors, residents, workers and businesses.
- Tourism product development;
- Provision of visitor services.

TARGETS AND MONITORING

- Develop a destination brand for Horsham.
- Increase in domestic and international visitation.
- Increase in average length of stay.
- Increase in visitor yield.
- Investment in tourism product development.

10.3. CONSIDERATIONS

AFFORDABLE HOUSING

Housing in Horsham and Natimuk is more affordable compared to other regional areas and the rest of the State.

According to A Guide to Property Values, the median house price in Horsham in 2015 was \$240,000, which is less when compared to Regional Victoria (\$307,500) and the rest of the State (\$490,000).

The median residential property value in Horsham is a competitive advantage that could be further promoted to prospective residents and businesses, buyers in the market who are looking to trade up, particularly from western Victorian towns such as Ballarat.

The quality affordable housing available in Horsham should be promoted to attract new residents.

LIVEABILITY

The liveability and lifestyle of Horsham as a rural city is considered a competitive advantage. A strong community, proximity to an abundance of natural assets, a favourable climate and reliable health and education services all contribute to Horsham's liveability.

Horsham is in close proximity to Mount Arapiles, the Grampians National Park and a significant number of waterways, which include Lake Toolondo, Lake Bellfield, Lake Wartook, Green Lake, Taylors Lake, Rocklands Reservoir, Lake Fyans and Natimuk Lake.

Horsham is an ideal location for people interested in recreational boating, fishing, outdoors and adventure.

SETTLEMENT SERVICES

HRCC should review the settlement service strategy for new residents, which provides information to support and assist new residents in the region. This could be particularly helpful for ethnic groups settling in the region.

BRAND AND AWARENESS

There is limited understanding of the way Horsham is perceived in Melbourne and the rest of Victoria.

A market research study should be conducted to understand the way Horsham is perceived including positive and negative aspects.

A new destination brand should then be tested which can be used for the visitor economy, resident and business attraction. An example of a prominent marketing campaign is the 'great things happen here' campaign for Shepparton. The campaign showcases a number of national brands and industries that are located in Shepparton, whilst also promoting the lifestyle advantages of the area.

Any branding recommendations should be prepared in conjunction with the CAD revitalisation study to ensure alignment.

TOURISM USES ALONG THE WIMMERA RIVER

The Wimmera River is a major natural asset in close proximity to Horsham's town centre.

Tourism uses should be further explored for the land surrounding the River. Potential uses include:

- Recreational boating infrastructure;
- Fishing infrastructure;
- Picnic/BBQ;
- Food and beverage;
- Accommodation;
- Public art installation;
- Artist in residence facility;
- Conference/function centre; and
- Recreational tracks and trails (walking and cycling).

It is noted that a Master Plan is currently underway for the Wimmera River to identify potential development opportunities.

FOOD AND BEVERAGE PRODUCT

The most common and popular activity for domestic overnight visitors in Regional Victoria is eating out at a restaurant and/or café, with 58% participating in the activity.

In order to further develop Horsham as a destination in its own right, the development and provision of high quality food and beverage product presents a key opportunity to achieve this. High quality dining options such as cafés, a gastronomic pub/hotel, provedore, microbrewery and/or wine bar should be considered for Horsham's CAD to contribute to a vibrant town centre and attract visitors.

The development of food and beverage offer in line with regional produce strengths such as regional pulse production could be a point of difference for Horsham.

FESTIVALS AND EVENTS

Between 2012 and 2016, an average of 4% of domestic overnight visitors to Horsham visited for the purpose of attending an event. This is marginally higher than the average for Regional Victoria (2%).

Tourism events are an effective method of attracting visitors from outside of the region that wouldn't ordinarily visit.

The annual event calendar in Horsham supports a proportion of visitation to the Council area. The existing event calendar predominantly consists of music, performing arts, motocross, and art and cultural events.

The Town Hall is a major asset for the region and has the potential to accommodate more events throughout the year. Further marketing and promotion of events held at the facility would expand its reach.

The Wimmera Event Centre is a modern purpose built large scale event venue, located on 23 hectares or land. The venue includes two large scale pavilions, a number of smaller pavilions, meeting rooms, facilities for on-site camping, catering areas, sheds and outbuildings.

The Centre can accommodate a range of large scale events, from music concerts and festivals to conferences, shows and exhibitions. The Centre can also accommodate smaller functions and events such as seminars, meetings, and social functions. An example of an existing major event held at the Centre is the Wimmera Machinery Field Days.

There is a proposal to establish a new indoor sports stadium in Horsham. A feasibility study was prepared in 2016, and a preferred site at McBryde Street has been agreed on. A funding strategy is underway for the project.

The proposed multi-use indoor sports stadium will significantly bolster the regions ability to attract and host regional and state sport and recreation events. The preferred site in McBryde Street is in close proximity to Horsham's CAD, which will promote economy activity within the CAD.

There is an opportunity to increase the provision of events in Horsham Rural City that align with the region's competitive strengths and may include:

- Fishing and boating;
- Food and wine;
- Outdoor and adventure (e.g. rock climbing);
- Arts and culture;
- Motorsport (go-cart track / Speedway);
- Motocross and 4WD;
- Agriculture / farm gate; and
- Sport and recreation.

NATURAL ASSETS

An abundance of natural assets including lakes, rivers, National & State parks are within a 50-kilometre radius of Horsham. Major assets such as the internationally renowned climbing destination; Mount Arapiles, as well as Mount Zero attract a significant level of annual visitation.

Mount Arapiles is located in Mount Arapiles-Tooan State Park. The Mountain caters to varying levels of climbing experience, from beginners to advanced, and attracts an abundance of visitors, both domestic and international.

This iconic natural asset does not have much of a presence in Horsham or Natimuk and could be improved to leverage further off the asset. Opportunities to be considered include:

- Tours to Mt Arapiles via Natimuk from Horsham (e.g. rock climbing, abseiling);
- Development of soft adventure tourism (bushwalking, mountain biking and road cycling tracks and trails);
- Accommodation – to be located in Natimuk (e.g. eco cabin/glamping);
- History/heritage and indigenous interpretation; and
- Cycling trail connection between Horsham, Natimuk and Mt Arapiles.

Horsham is in close proximity to a major network of waterways, which include Lake Toolondo, Lake Bellfield, Lake Wartook, Green Lake, Taylors Lake, Rocklands Reservoir, Lake Fyans and Natimuk Lake.

Lakes in the region provide opportunities for local and visitors to undertake water-based activities such as swimming, fishing, recreational boating and water-skiing.

Upgrading infrastructure and services at prominent water destinations to support existing visitors and encourage new visitors should be considered. This includes the provision of boat ramps, fishing jetties, picnic/BBQ, camping and toilet facilities should be considered.

ACCOMMODATION

Based on accommodation preferences for domestic overnight visitors, the existing accommodation supply in Horsham is predominantly hotel/motel accommodation with a star rating between 3 and 4. Much of the existing stock is considered outdated and in need of refurbishment.

The existing accommodation gap in Horsham is a high quality serviced apartment and/or hotel establishment.

THE GRAMPIANS

The Grampians presents a challenge and opportunity for tourism in Horsham. The Grampians itself is a major tourism asset and nature based destination in Victoria, however there appears to be very little connection between Horsham and the Grampians in the eye of the visitor. One of the reasons for this is that the majority of visitors to the Grampians travel from Melbourne and do not bypass Horsham.

A number of elements need to be considered with regard to this issue:

- How to create improved connectivity between the Grampians and Horsham;
- Is there a need to promote Horsham as a destination of its own right, drawing on its growing strengths in arts and food?
- How to encourage development and activity in the Western Grampians including the Wartook Valley and Mt Zero areas.

Once completed, The Grampians Peaks Trail will become one of Victoria's longest and iconic trail. The first section is now complete and offers a 36 km, 3 day/2 night circuit walk, commencing at Halls Gap.

Constructing the trail will continue until the end of 2019, and is expected to become a drawcard attraction for domestic and international visitation. Discussions should be undertaken with Grampians Tourism to determine how Horsham can leverage further off the Grampians, and the Peaks Trail.

INTERSTATE VISITOR MARKETS

An opportunity exists for Horsham to attract a greater proportion of visitors from South Australia. Horsham is located approximately 420 km from Adelaide, and is considered the approximate midpoint between Melbourne and Adelaide.

Marketing Horsham as a destination to visit, live and work should be extended into South Australia.

10.4. DESTINATION HORSHAM: STRATEGIES AND ACTIONS

| STRATEGY 14 Promote Horsham as a destination to live, work, invest and visit | | | |
|--|--|--|-------------|
| Actions | | Lead and Partners | Timeframe |
| ACTION 14.1 | Undertake a market research study throughout Victoria and South Australia to understand the public's awareness and perception of Horsham and other nature based assets in the Wimmera/Grampians. | Planning & Economic Development | Medium term |
| ACTION 14.2 | Develop a prospectus for Horsham Rural City, which promotes the area as a destination to live, work, invest and visit. The Prospectus could include the following elements: <ul style="list-style-type: none"> - Lifestyle advantages (e.g. proximity to nature based assets, strong community, favourable climate, strong health and education services); - Investment opportunities (e.g. Wimmera-Mallee Pipeline, WIFT, land availability and affordability); - Tourism product and attractions (e.g. Mount Arapiles Lakes and Waterways, Town Hall, food and beverage, festivals and events). | Planning & Economic Development | Short term |
| ACTION 14.3 | Review a New Residents Services Strategy in Horsham Rural City. | Community Services | Medium term |
| ACTION 14.4 | Develop a destination brand for Horsham. This should be prepared in conjunction with the CAD Revitalisation project and the community. | Planning & Economic Development / Technical Services | Medium term |

| STRATEGY 15 Promote and facilitate private and public sector tourism development opportunities | | | |
|--|---|--|------------|
| Actions | | Lead and Partners | Timeframe |
| ACTION 15.1 | <p>Investigate tourism product development opportunities, which will increase visitation to Mt Arapiles. Opportunities that should be considered include:</p> <ul style="list-style-type: none"> - Accommodation in Natimuk (e.g. eco cabin/glamping); - Soft adventure (e.g. bushwalking tracks/trails); - Indigenous interpretation; - Mountain biking; - Cycling trail connecting Horsham, Natimuk and Mt Arapiles; - Rock climbing/abseiling tours. | Planning & Economic Development | Ongoing |
| ACTION 15.2 | <p>Ensure the Wimmera River Corridor Master Plan considers tourism uses such as:</p> <ul style="list-style-type: none"> - Recreational boating infrastructure; - Fishing infrastructure; - Picnic/BBQ; - Food and beverage; - Accommodation; - Public art installation; - Conference/function centre; and - Recreational tracks and trails (walking and cycling). | Planning & Economic Development / Technical Services / CMA / GWM | Short term |

| | | | |
|--------------------|---|---|----------------------------|
| ACTION 15.3 | <p>Develop infrastructure at destination Lakes and waterways in Horsham Rural City to encourage greater visitation. This could include:</p> <ul style="list-style-type: none"> - Toilets; - Campgrounds; - Picnic/BBQ facilities; - Boat ramps/fishing jetties; and - Wayfinding signage. | <p>Planning & Economic Development / Technical Services / CMA / GWM</p> | <p>Medium to long term</p> |
| ACTION 15.4 | <p>Review the Grampians Destination Plan and undertake a tourism masterplan for the Western Grampians. This will investigate private and public-sector investment opportunities and marketing approach. This should consider:</p> <ul style="list-style-type: none"> - New food, beverage and accommodation opportunities in the scenic Mount Zero area. This will identify ways to leverage from the Peaks Trail; - Nature based and indigenous tourism opportunities in the Wartook Valley and Grampians National Park. This should explore accommodation investment, tour operators, indigenous interpretation and a gravel cycling loop; - Implementation of recommendations from the Grampians Ring Road Study; - Wimmera River Trail, linking Wartook with Horsham. | <p>Planning & Economic Development / Technical Services /</p> | <p>Medium to long term</p> |
| ACTION 15.5 | <p>Explore the establishment of the Wimmera River Art Trail. The Wimmera River Trail provides the opportunity to create a key destination experience in the Wimmera Region, linking the Grampians, Horsham, Natimuk and the Wimmera Art Silos. This project is currently being explored by the Grampians Cycling Masterplan.</p> | <p>Planning & Economic Development / Technical Services /</p> | <p>Short term</p> |

| STRATEGY 16 Promote the development of food and beverage tourism leveraging from regional produce strengths | | | |
|--|--|---------------------------------|------------------|
| Actions | | Lead and Partners | Timeframe |
| ACTION 16.1 | Attract experienced hospitality operators to Horsham to establish destination dining. | Planning & Economic Development | Medium term |
| ACTION 16.2 | Encourage the use of local produce in restaurants and cafes by: <ul style="list-style-type: none"> - Providing information to local producers in conjunction with local produce stores promoting opportunities to sell locally; - Develop a regional produce brand; and - Encourage the use of native ingredients. | Planning & Economic Development | Ongoing |
| STRATEGY 17 Develop Horsham’s calendar of festivals and events | | | |
| Actions | | Lead and Partners | Timeframe |
| ACTION 17.1 | Commission the preparation of a Horsham Events Strategy that includes the following: <ul style="list-style-type: none"> - Audit of existing festivals and events; - Audit of existing event venues; - Assessment criteria for new and existing events, which considers factors such as number of attendees, proportion of visitors, economic implications, and alignment with destination brand; and - Prioritisation for event procurement and development. | Planning & Economic Development | Medium term |
| ACTION 17.2 | Dedicate a staff member within the EDU who is responsible for managing existing events, as well as procuring new events. | Planning & Economic Development | Short term |

STRATEGY 18 Ensure the region is providing adequate visitor information services

| Actions | Lead and Partners | Timeframe |
|---|---------------------------------|-------------|
| <p>ACTION 18.1 Implement the recommendations from the review of Horsham’s Visitor Information Centre. This should address the following:</p> <ul style="list-style-type: none"> - The location and utilisation of the existing Visitor Information Centre (VIC); - Online / digital presence; and - Visitor information needs/requirements. | Planning & Economic Development | Medium term |

11. THEME 6: ECONOMIC INFRASTRUCTURE

11.1. OBJECTIVE

Horsham Rural City will work towards attracting investment in critical infrastructure projects that support the economy including passenger rail services, dual carriage highway and Horsham Bypass, WIFT, the Aerodrome and IT/telecommunications.

11.2. OVERVIEW

Delivering major infrastructure projects in the region would create significant economic development opportunities in the region.

STRATEGIC CONSIDERATIONS

- Barriers to attracting funding;
- Consideration of infrastructure priorities;
- Economic implications of projects (e.g. economic impact).

TARGETS AND MONITORING

- Major infrastructure project delivery;
- Construction and ongoing employment supported.

11.3. CONSIDERATIONS

WESTERN RAIL

Consultation with industry and the community identified that there is a significant opportunity to extend passenger rail services from Ararat to Horsham, creating a service from Melbourne to Horsham. This would enable greater connectivity through the provision of efficient public transportation, creating opportunities for local businesses and the community.

A Feasibility Study was prepared to determine the viability of establishing a passenger rail service throughout the Grampians and Barwon South West Region. Specifically, the Study assessed the cost to reinstate passenger rail services to Horsham and Hamilton.

Western Rail outlined that for stage 2 of the project, passenger services should be reinstated to Horsham and Hamilton by 2023, providing six daily return train services to Ararat, four to Horsham and three to Hamilton. These would connect at Ballarat with direct trains to and from Melbourne.

Whilst the capital expenditure estimated for this project is significant and stage two is beyond the scope of this Strategy, it remains a key infrastructure priority for local business and the community.

DUAL CARRIAGE HIGHWAY

The efficient transportation of freight in and out of the Wimmera is paramount. WIFT has created an alternative method of transporting freight out of Horsham, however many businesses are still very reliant on heavy vehicle transportation.

The Western Highway is single lane from Ararat to Horsham and continues into South Australia. The duplication of the Western Highway would increase capacity, reduce travel times and improve safety for freight and passenger transport.

The upgrade of the Western Highway would also encourage greater self-drive visitation between Melbourne and Adelaide.

HORSHAM BYPASS

In 2015, VicRoads prepared an amendment to the Horsham Planning Scheme (C72) which sought to introduce a Public Acquisition Overlay (PAO) to reserve land for a future Horsham bypass.

At some stage, a bypass is likely to proceed. A separate strategy will be required to manage the transition to the bypass, including strategies to encourage tourists to stop in Horsham for retail, accommodation and other services, and for the potential for development of highway related services on the new bypass alignment.

WIMMERA INTERMODAL FREIGHT TERMINAL (WIFT)

WIFT's establishment in 2012 has increased the region's use of rail as an efficient mechanism to transport grain.

The 2016 harvest was close to a record for the region, contributing to a significant increase in container throughput at the site. Container numbers increased from 900-1,200 twenty-foot equivalent units (TEU) per month, to 2,000-3,000 per month since harvest.

In 2016/17, The WIFT recorded a throughput of 23,567 TEU, which is above the 2020-21 projected activity for the site (22,900 TEU).¹

In 2017, throughput in January was close to the design capacity of the site, and February was marginally greater than the design capacity of the site of 105 TEU per day.

Due to the increase level of throughput activity on the site, the WIFT requires more infrastructure to expand operations. Specifically, land is required to increase the

¹ WIFT Business Case, 2006

storage capacity of empty containers, increase capacity and accommodate increasing throughput, and improve access and manoeuvrability.

The WIFT precinct will continue to be Council's major focus for industrial development over the next 10 years, developing and implementing strategies to further capitalise on the facility's operations.

AERODROME

Horsham Aerodrome is a CASA registered aerodrome owned and operated by Horsham Rural City Council.

The Aerodrome is located approximately 6 kilometres from the central business district of Horsham.

The Aerodrome comprises a total area of approximately 50 hectares (area inclusive of privately owned facilities of Horsham Aviation Services) and is generally 'L' shaped to encompass the two runways.

The current operations at the Aerodrome include a range of aeronautical activities including general aviation, flying training, gliding activities, joy flights, regular air ambulance services, emergency support during major emergency events such as bushfires and floods, and some limited RAAF operations.

A draft Masterplan is currently underway for the Aerodrome. Initial recommendations consider long term opportunities to improve and upgrade the Aerodrome in terms of extending the runway, utilities, aviation support facilities, painting and repairs, fuel, ground transport facilities and movement area facilities.

With potential upgrades and improvements to infrastructure and services at the Aerodrome, there is an opportunity to expand existing activities and operations. Similar to Mangalore Airport, the Horsham Aerodrome could support cadet pilot training, and capture cadets from existing airports that are at capacity, such as Moorabbin and Mangalore.

ACCESS TO ROAD AND RAIL

Horsham is well serviced for road and rail infrastructure, which could be further utilised for freight and passenger transport.

The Horsham township is located at the juncture of three major highways; The Western Highway, Wimmera Highway and Henty Highway. These highways provide vital links to Melbourne and Adelaide, as well as the regional cities of Ballarat and Bendigo.

The Wimmera Intermodal Freight Terminal (WIFT) located in Doon, transformed the efficient transportation of grain handling and storage in the Wimmera. With an increasing dependence on rail to transport grain, WIFT's role in the broader region is further affirmed. WIFT is a major drawcard for new agriculture businesses looking to establish in the Wimmera.

INDUSTRIAL LAND AVAILABILITY AND INFRASTRUCTURE REQUIREMENTS

There is ample industrial zoned land in the Council area, particularly in the Burnt Creek Industrial Estate to the south east, Enterprise Estate on Plumpton Road, and Golf Course Road to the south.

The Urban Development Program's (UDP) Regional Industrial Program concluded that there is adequate stock of zoned industrial land to meet historical trends of consumption, as well as accelerated rates of industrial land demand for 15+ years (as at 2011).

There is an opportunity to diversify the land parcels to suit a variety of businesses in terms of their land and infrastructure requirements.

Horsham is well positioned to attract industrial businesses that require larger land holdings. However, there is also an opportunity to provide smaller 'business' ready parcels.

11.4. ECONOMIC INFRASTRUCTURE: STRATEGIES AND ACTIONS

| STRATEGY 19 Lobby, advocate and attract funding for the delivery of priority infrastructure projects that will enable and encourage economic development | | | |
|--|---|---|-------------|
| Actions | | Lead and Partners | Timeframe |
| ACTION 19.1 | Lobby and advocate for passenger rail services from Melbourne to Horsham. | Technical Services / Planning & Economic Development / DEDJTR / WDA | Ongoing |
| ACTION 19.2 | Advocate for a preferred route for the Horsham bypass in consultation with the community. | Technical Services / Planning & Economic Development / DEDJTR | Ongoing |
| ACTION 19.3 | Complete the Horsham Aerodrome Master Plan. | Technical Services / Planning & Economic Development / DEDJTR | Medium term |
| ACTION 19.4 | Advocate for upgrades to major roads and highways. | Technical Services / Planning & Economic Development / DEDJTR | Ongoing |
| ACTION 19.5 | Advocate for dual carriageway on the Western Highway. | Technical Services / Planning & Economic Development / DEDJTR / WDA | Ongoing |

| STRATEGY 20 Ensure adequate delivery of land for employment to support industry growth | | | |
|--|--|--|-------------|
| Actions | | Lead and Partners | Timeframe |
| ACTION 20.1 | Commission the preparation of an Industrial Land Strategy, which includes the following: <ul style="list-style-type: none"> - Location of industrial zoned land; - Historical level of industrial land development activity; - Amount and location of available supply of industrial land (years of supply); - Assessment of the suitability of land; - Land and infrastructure requirements to attract investment. | Planning & Economic Development / Technical Services | Medium term |

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MUNICIPAL PARKING STRATEGY

FINAL REPORT
PREPARED BY **MRCAGNEY PTY LTD**
FOR **HORSHAM RURAL CITY COUNCIL**
5 OCTOBER 2017



MRCagney



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Executive Summary

MRCagney was engaged by Horsham Rural City Council to develop the Municipal Parking Strategy. This Strategy assists Council understand the complexities of the current parking environment and provides recommendations to manage car parking efficiently and sustainably in the Horsham CBD.

The Municipal Parking Strategy is centred on the recognition that car parking and the convenience of travel afforded by private vehicle travel, inevitably results in increased vehicular movements, which also poses irreversible impacts on land use patterns and development. Of primary interest to this strategy, is the detrimental impact that an oversupply of car parking can have on a town centre environment, like the Horsham CBD.

Development of the Municipal Parking Strategy has been informed by the following sources:

- Parking occupancy survey conducted in December 2016
- Community and stakeholder engagement workshops conducted by MRCagney in Horsham in June 2016
- Site visits to the Horsham CBD in June 2016
- Review of background strategic documents.

A summary of the key findings is provided below with greater detail available in the body of this report which have been used to inform recommendations for this strategy:

- There are 3,508 car parking spaces within the survey area, comprising 1,575 on-street spaces and 1,933 off-street spaces, but, unintentionally, the survey undertaken did not include the use of the Target car park (156 spaces) located on the north side of Wilson Street between Arthur Street and Park Drive
- Peak period occupancy is low. The peak parking accumulation of 2,273 vehicles was recorded for the surveys area as a whole which equated to a peak occupancy level of 62%, i.e. more than 1 of every 3 parking spaces was vacant at all times. This is significantly lower to the best practice benchmark level of 75% which is advised in regional settings, where 3 of 4 parking spaces are occupied at any given time
- Paid parking is operational at central CBD locations at a cost of \$1 for on-street parking (1P, 2P and 4P) while unrestricted parking is largely available at peripheral areas to the CBD
- Funds accrued from paid parking/fines totalled \$610,614 in 2015/16
- 4P parking experiences the highest occupancy of any time restriction, peaking at 9am, suggesting that there are not enough 4P spaces available and implying peripheral unrestricted parking is poorly utilised.
- Restricted parking experiences greater demand which infers motorists are not willing to park at unrestricted locations on the periphery of the CBD and then walk to their destination, because they are guaranteed a parking space at a central and conveniently located CBD location
- Parking occupancy has remained stagnant since 2012. While there has been an increase in supply, approximately 150 (including the Target car park) since 2012, parking demand has largely remained consistent during the same period
- Despite perceptions held by some local stakeholders, there are no current demand pressures for car parking in the Horsham CBD however it is appreciated that there are some 'hot spots' throughout the CBD that can experience demand pressures at certain times of the day.

The findings from the above activities conducted during various stages of this project have culminated in a set of recommendations for Council to consider. A summary of recommendations are provided here.

Recommendations

This strategy forms a basis for future considerations around parking and land use, providing support and guidance for Council through recommendations including:

- 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

1 Introduction

MRCagney has been commissioned by the Horsham Rural City Council to prepare a Municipal Parking Strategy. The strategy provides analysis and recommendations to assist Council to understand the complexities of the current parking environment and to ensure informed parking related decisions can be made in the future.

Development of the strategy has involved:

- Stakeholder engagement undertaken in June 2016
- Background review of available strategic documentation
- Analysis of occupancy data; and
- Review of statutory and parking management tools to support the provision of recommendations and ongoing advice.

More specifically, development of the Strategy aims to:

- Identify common parking related issues present in the study area and propose strategies to resolve them
- Identify options to manage on-street and off-street parking effectively in the CBD to ensure optimal utilisation and turnover
- Review occupancy surveys to provide analysis of parking activity and ensure recommendations are supported by accurate data and evidence
- Analyse current fee levels of ticketed parking and investigate the effectiveness of the current paid parking regime, including the EasyPark system
- Review effectiveness of the Horsham Parking Advisory and Consultative Committee and make recommendations
- Conduct background review of strategic documentation for Horsham with specific reference to the *Horsham Central Activities District Strategy* and the *Horsham Framework for Managing Growth*.

1.1 Background

Horsham is a vibrant and diverse regional centre situated some 300 kilometres north west of Melbourne. The town plays an important role as the largest centre in the Wimmera region with key community services, education, retail and business services supporting a residential population of approximately 19,691.

Parking management has been identified by the Horsham Rural City Council as an issue that continues to demand significant time and resources. Council requires informed guidance and a refreshed approach to parking management while there is a perception within the community that parking supply is relatively inadequate. Occupancy surveys conducted in December 2016 confirm quite the contrary, revealing an oversupply of car parking in prime locations throughout the CBD.

The Municipal Parking Strategy confirms Council's commitment to manage car parking with consideration to broader strategic goals while ensuring an adequate supply of parking that reflects that of a regional city. The approach to this strategy resonates with the objectives identified in previous planning studies that have been undertaken for Horsham including the *Horsham Framework for Managing growth* which "offers sustainable opportunities for growth and will develop as a distinctive regional city, renowned for its stunning natural landscapes, lifestyle and recreational attributes", and the *North Horsham Urban Design Framework* which aims to "encourage pedestrian movement to focus on key routes, to concentrate activity and movement". These visions are bold and exciting and are achievable, however not in isolation of an effective parking management regime and a modal shift to more sustainable modes of travel. Furthermore, the *Central*

Activities District Strategy details how traffic engineering interventions have impacted the city since the early 2000's suggesting approaches employed during this time are outdated and no longer best practice.

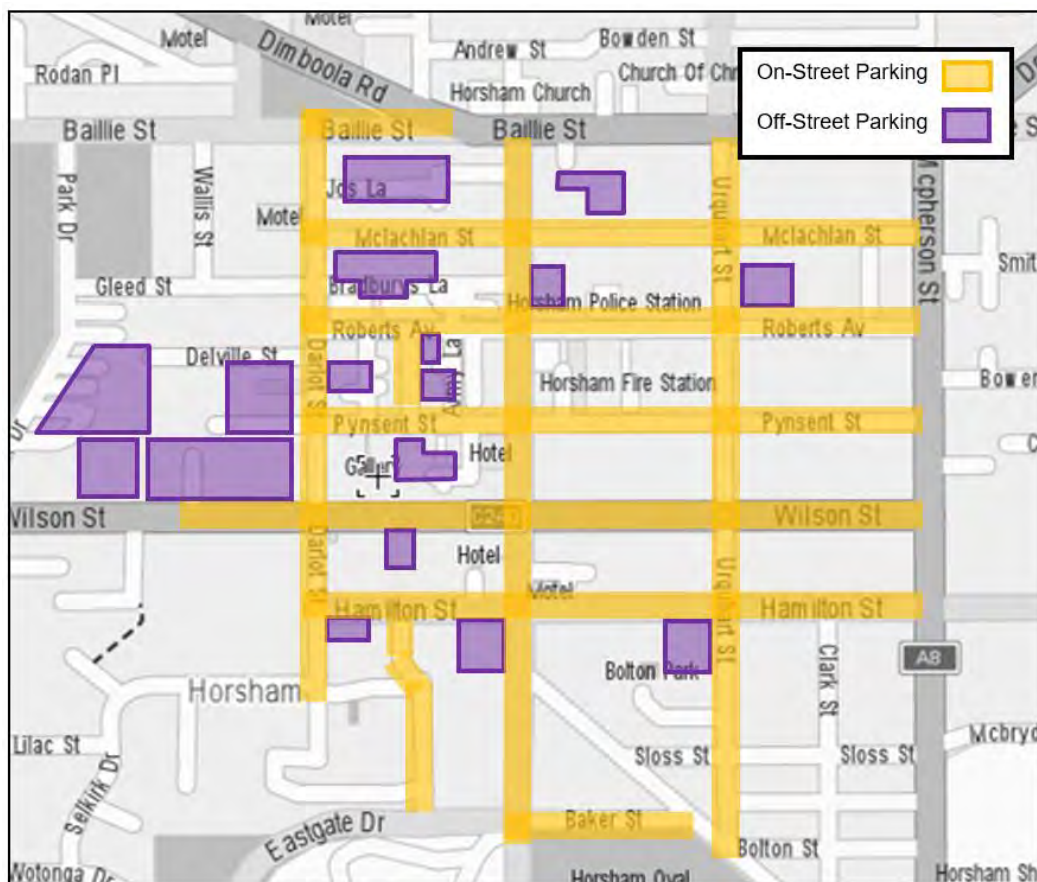
These interventions particularly relate to the change that appears to have occurred within the streets since the 2001 UDF. This includes the introduction of roundabouts at intersections, off-set pedestrian crossing points, and extensive centre-of-road and angle parking.

These changes have influenced the way people access the CBD as conditions have come to favour use of private vehicle over other modes. While the Municipal Parking Strategy primarily focusses on car parking, addressing issues in isolation of important movement and land use considerations would not provide an optimal outcome for this project. Council should use this Strategy as an opportunity to look more broadly at the bigger picture, to introduce a holistic framework to support decision-making around strategy development and to accelerate a shift in thinking about land use and transport initiatives. This approach will ensure coordination between important land use, economic and transport projects Horsham will embark on in the future.

1.2 Study Area

The parking study area is broader than the generally defined area of the Horsham Central Activity District (which is bounded by Darlot Street to the west, Hamilton Street to the south, Urquhart to the east and Baillie Street to the north). The parking study area is provided by Figure 1 below.

Figure 1: Study Area (source Cardno parking survey report)



1.3 How can car parking benefit the Horsham CBD?

Car parking can benefit the Horsham CBD in multiple ways if managed sustainably with broader objectives in mind. It is imperative that Council understands this now and acts accordingly. Regional towns that are private vehicle dependent and predominantly single-use, have resulted in their CBD's being immersed in a sea of free parking. This is a scenario that Horsham must avoid at all cost.

There is growing interest to make better use of central land in cities, both in urban and metropolitan contexts, internationally and throughout Australia. This approach comes from the recognition that cities that support people by providing amenable, welcoming and interesting places for a variety of activities and social exchange are places that generally become more prosperous. There are many examples in regional Victoria where this is the case including Bendigo, Kyneton, Beechworth and Metung, to name a few.

Horsham is no different to these places as the town offers its own unique attractions, boutique shopping and growing number of cafes. The CBD boasts a built form aesthetic that presents an interesting history and unique heritage. A relatively compact CBD grid makes for a welcoming and enjoyable walk, something that local business stands to benefit from. Walking distance to the Wimmera River also supports broader appeal to tourism markets.

Horsham is the largest town in the region and must continue to thrive in its own right. Car parking, while often perceived as being irrelevant in the broader land use context, must be identified as a core element to a successful town centre, therefore requires ongoing management and monitoring supported by a policy framework and strategic rationale.

If future planning activities in Horsham are planned around cars and traffic, then the outcome will be simply that: cars and traffic. If future planning activities are focussed on people and places, then the outcome will be people and places.

Horsham Rural City Council has recognised the relationship that exists between car parking and other land use objectives and has recently undertaken a CBD Revitalisation Strategy to guide future public realm interventions in the CBD with regard to transport, land use and infrastructure needs.

Parking management must be developed with broader needs in mind, which can involve Council's long-term strategic goals which may include proposed urban design upgrades to CBD areas, civic works, future mode shift, economic development and other plans identified to help support general revitalisation of the CBD. A car parking rationale should help support these options not hinder them, something that this car parking strategy aims to achieve.

Car parking in Horsham must be managed with a set of objectives in mind to ensure it serves optimal land use solutions, namely:

- On-street car parking is managed under time-restrictions that encourage turnover and utilisation, while ensuring visitors are afforded efficient time for users to fulfil their visit to the CBD
- Paid parking for on-street parking is correctly priced to encourage regular turnover and efficient utilisation
- Paid parking is applied in areas with high demand for kerb space while unpriced parking is located in more peripheral locations. This ensures that users pay an appropriate price for parking in convenient high-value locations
- On-street parking supports adjacent land uses and local business
- On-street parking is managed to avoid circumstances where visitors to the CBD can freely and easily make multiple trips throughout the CBD, passing by local retail and not adding to on-street pedestrian activity

- Parking supply should achieve a peak period occupancy level in a range between 75%-85%.

1.4 Horsham: A walkable rural city

The need to create a more sustainable movement network is becoming a key objective for not only major cities, but also small and medium sized regional and rural centres as the economic, social and environmental impacts of fossil fuels, traffic congestion and urban sprawl are increasingly some of our greatest challenges.

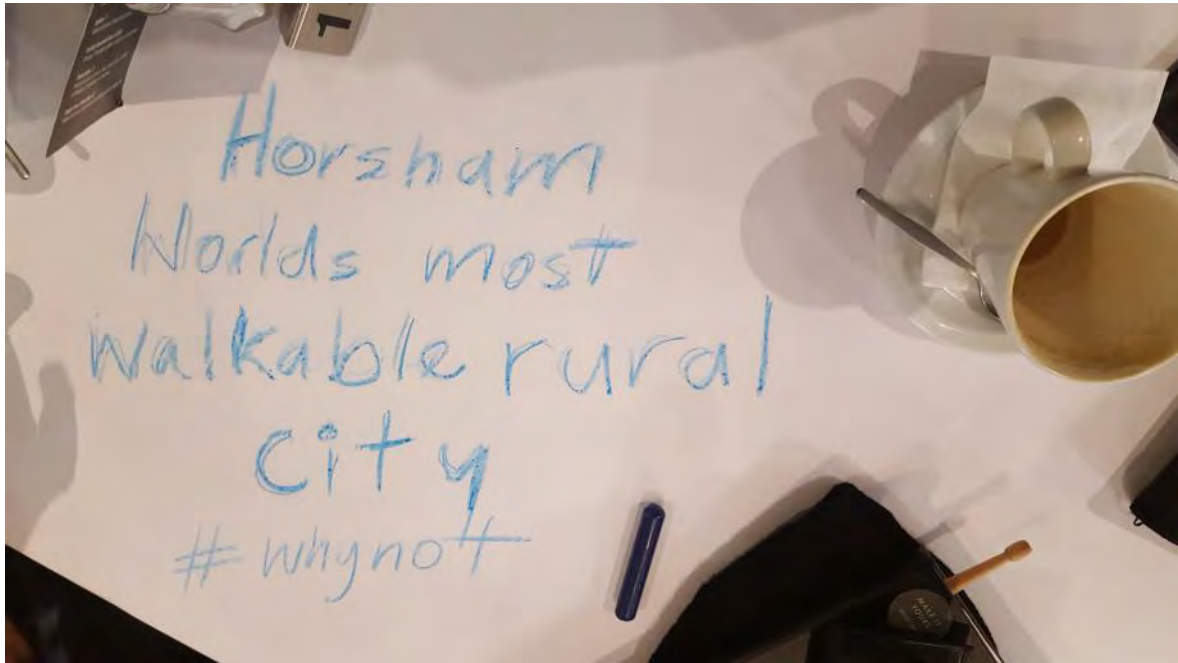
Horsham is endowed with a vibrant central-city grid network of streets and laneways with key attractions and services accessible easily through walking. The CBD is an activity hub and key meeting place with cafés and retailers lining Firebrace Street, Roberts Avenue and Pynsent Street. This mix naturally creates an amenable space that is active and interesting and importantly an environment that is best experienced on foot. A future Horsham CBD environment should optimise this great asset not threaten it inadvertently through poor parking management, particularly a regime that would lead to greater parking supply.

MRCagney facilitated stakeholder engagement workshops for this project in June 2016. During the workshops, naturally some other important land use and mobility issues arose on the topic of what sort of town could Horsham become and how this strategy could be a lever of change. After ongoing discussion with workshop attendees and particularly Council, Councillors and the Horsham Parking Consultative and Advisory Committee we began to look at additional ways to improve Horsham as a town and utilise its relatively compact inner residential core and CBD grid. Horsham's unique 4km walkable catchment is a remarkable asset that needs to be better utilised. There is a genuine opportunity to alter the way people choose to move around the town and importantly access the CBD, work, school or other daily engagements. Residents can easily access the destinations they need for their daily lives through walking or cycling but they opt to use private vehicle because they can, and in fact are encouraged to do so. It is difficult to alter the travel behaviour of an individual when their habits have become so engrained. This is even more so the case when there is a high degree of certainty for parking the CBD. That is, a resident is guaranteed an available parking space in the CBD, or at multiple locations throughout the CBD. This means that residents will travel by car without even considering other modes. This behaviour was echoed during all workshops as we worked through some of the ongoing issues and the inextricable link between travel behaviour and parking management.

The concept of 'Horsham: A walkable rural city' was born from conversations with local community and stakeholders and observations garnered from immersion in the town's walkable built form. 'Horsham: A walkable rural city' is an aspiration built on transitioning the way people perceive mobility throughout the town. It is an opportunity to exploit what is great about the town to become more prosperous and interesting. Horsham is endowed with the right attributes to achieve this: a walkable inner urban grid; a variety of built form; a residential walkable catchment; and a proud community. There is a genuine opportunity to achieve this, something that will make Horsham a leader in its own right, while opening up the town to further investment, development and innovation.

Walkable streets are the foundation of a great city or town and people will always form the central focus of an interesting, active and vibrant street. Council's all over Australia and indeed the world are making concerted efforts to reclaim vital inner urban and central streets for the primary use of pedestrian activity instead of vehicle movement. This approach continues to prove more valuable as the focus of people and the environment that human activity creates delivers a stronger economic and social return as opposed to roads that simply transport people from A to B.

Figure 1: Horsham: A walkable rural city



2 Strategic rationale for car parking and land use

A successful town centre can succeed by investing in its natural competitive advantage – its connection to the community, its sense of place, its authenticity, history, aesthetics, diversity, and unique local traders.

There is no stronger indication of a town centres ill health than if a resident can drive to the main street, park directly outside or very close to their destination, carry out their task and then drive and park very close to their next destination. Main street traders rely on foot traffic, inviting pedestrians through the door, and incidental sales, however when patrons drive between town centre destinations traders are stripped of the chance to engage potential customers with interesting, enticing shopfronts, and the town inevitably loses much of its vibrancy. The key for town centre prosperity is when people walk or bike to town, or park once on the periphery and walk around the centre to each of their destinations. This behaviour results in more activity and people spending more time (and hence money) in town. In fact, shopping centres rely on this same model for success – patrons park once and walk and footfall is generated past as many shopfronts as possible.

Parking surveys undertaken in December 2016 indicate that the supply of parking is so plentiful that the levels of pedestrian and bike riding activity in town will be minimal. Providing such an oversupply of parking is not only expensive for Council and developers, it is contributing to a decline in retail competitiveness and town centre activity.

The best way to correct this parking oversupply is to remove the minimum parking rates in the interim for development in the town centre, allowing the parking supply rate to gradually decline over time as development occurs. However it is understood that due to an oversupply of car parking in Horsham, Council has been approving development applications with reduced provision of car parking or simply waiving car parking requirements on an ad-hoc basis. While these practices are condoned, there needs to be a long-term strategy set in place to manage car parking through both policy settings and statutory tools to ensure the parking environment is managed effectively and sustainably as the CBD develops and evolves over time.

2.1.1 What do we want the Horsham City Centre to look like?

The Municipal Parking Strategy will be of value if it can effectively work towards creating the sort of city centre the community wants. It forms part of a planning framework that seeks to guide future development towards desired outcomes for Horsham and the region, and its purpose is to ensure that parking policy supports these broad visions for the area. The basis of this strategy is therefore, what do we want the Horsham City Centre to look like, and how can this Strategy most effectively help achieve this outcome?

To guide the preparation of this report, MRCagney have focused on the following broad aspirational targets for the Horsham City Centre:

- Create a compact and walkable urban form
- Fundamentally support and cultivate pedestrian traffic above other transport modes
- Strategically exploit the town's walking catchment – currently three quarters live in the urban area of Horsham
- Create an urban form that supports an interesting built form and public realm;
- Create streets for people
- Create a bicycle friendly city centre
- Invite the development of an eclectic mix of retail, commercial and residential uses
- Create a city centre that does not require multiple car trips throughout the precinct, instead allowing pedestrian flow through
- Provide parking based on industry best practice.

2.2 Car parking policy considerations

Understanding the myriad impacts posed by poorly managed car parking is a critical first step in development of effective parking policy and strategy development. To respond to these issues effectively, we begin by asking some simple questions about car parking and how it relates to the broader Horsham environment.

2.2.1 What is car parking?

Cities, towns and suburbs bring together a diverse range of different land uses which all generate and attract varying levels of access for patrons, customers, visitors, residents and staff. A bi-product of this access is created through a 'trip' which can be made by a variety of modes, most commonly through use of private vehicle, public transport, cycling or walking. Operating a private vehicle remains the most commonly used mode of transport in Australia, and it is also the most resource-intensive mode. The price of petrol and the impact of fossil fuels on the environment aside, the use of private vehicles demands vast space for operation and parking. Every trip that begins with a car, must end by using an end of trip facility and often the cost of developing and/or maintaining these facilities is overlooked.

Different land uses generate different amounts of trips therefore statutory standards are required to set the appropriate level of car parking supply to meet the respective demand for each land use. Certain land uses generate greater demand at different times of the day while other land uses benefit from location and can generate more trips from pedestrian trips and general foot traffic but provide very little car parking.

Standard parking provision involves:

- On-street parking
- Individually, on each development site
- Off-street parking facilities

Car parking is often considered free by users but the construction and maintenance costs are passed on through other means, for example through development costs (higher real estate prices), or the costs of goods and services. Additionally, the land that is set aside for the provision of abundant car parking is also something that is often overlooked by the common user. This land is invariably more valuable when used as community space or for commercial uses which generate jobs and economic development.

Best practice approaches to parking management refers to the policies and programs that support optimal and efficient use of existing parking resources. This approach assesses the built form and transport system holistically to ensure that car parking can *support* rather than detract from creating a vibrant, active and sustainable town centre or city environment.

2.2.2 Understanding parking policy

There is growing interest in the impacts of parking on transport and land use outcomes. Parking is clearly an essential component for supporting private vehicle travel, however it can also be expensive to provide, if only by virtue of the large amounts of space that it requires. Under-priced parking may also stimulate vehicle travel and contribute to growing congestion. Without a rational approach to car parking policy, other key strategic plans cannot be effectively utilised and land use objectives not achieved to their optimal net community benefit.

Parking policy in regional settings involves a different approach to metropolitan contexts however is still required to be managed sustainably and efficiently with full regard to broader considerations including modal shift, land use change and retail growth.

Council must therefore provide the correct supply of parking, correctly priced, consistent with the desired transport and land use objectives for the Horsham CBD.

2.2.3 The role of parking management in a sustainable transport system

Effective parking management is a critical policy tool for achieving sustainable transport objectives. There is growing international interest in the impacts of parking on transport and land use outcomes.

Parking policy reform can support broader objectives for a high quality urban realm, and when managed well, can deliver positive social and economic outcomes for the municipality, its people, and local business. An effective parking management regime typically:

- Focuses on achieving **efficient utilisation** of parking resources via a range of management tools such as hourly or daily pricing, permits, time limits, and parking enforcement;
- **Prioritises the needs of specific users**, such as people with disabilities, delivery vehicles or contractors;
- **Provides information** to users, eg through parking guidance on access roads and straightforward rules for users; and
- **Enables flexibility and sharing**, eg to adjust parking management or availability in response to changes in demand or special event requirements.

Efficient parking utilisation is an especially important contributor to support vibrant urban environments. An important aim for parking management is to keep parking occupancy at a high but not fully occupied level that ensures that:

- Parking spaces are well used, meaning that parking is supporting accessibility for users in a town centre environment;
- People can still easily find a space, reducing user frustration and the potential for parking spillover into adjacent areas.
- Parking is conveniently available within a town centre to an extent where a driver is encouraged to park once and walk, rather than carry out multiple trips throughout the centre with ease.

A common policy recommendation is to target a utilisation level of 75%-85%, meaning that around one in seven spaces is empty and available for users at any given time.¹ When parking occupancy rises significantly above this level it becomes difficult for users to find a space, requiring them to circle around to search for parking, time their trips earlier to avoid the rush, or park on nearby residential streets. Conversely, when occupancy sits at a range below 75%, it is considered that there is an oversupply of parking, suggesting that the space designated for parking could be better used for other purposes.

In Section 4 of this report we present the findings of the occupancy surveys in the Horsham CBD.

2.2.4 The role of paid parking

Paid parking is currently operational in selected locations in the Horsham CBD. Council should define its policy rationale for paid parking, detailing that paid parking:

- is used to assist in allocating scarce kerbside space or off-street parking spaces to higher-value users, particularly in locations with high demand for parking or high potential for alternative uses of space (eg for expanded footpaths or alternative land uses);

¹ For a discussion of the empirical rationale for this ratio, see Shoup, D. 2005. *The High Cost of Free Parking*. APA Planners Press. For an example of how it can be implemented in practice, see Auckland Transport. 2015. *Parking Strategy*.

- to increase turnover of users in areas near to retail and hospitality strips with potential benefits to traders from higher sales from an increased customer base;
- to reduce externality costs associated with over-provision of un-priced parking including traffic congestion from 'cruising' for parking spaces;
- to support broader transport policy objectives, including mode shift towards walking and cycling;
- to ensure the costs of providing facilities for drivers/ parking users are borne by these users;
- to recover costs of providing parking facilities and to provide a signal to users about the value of publicly-owned parking spaces in high-demand locations;
- to recoup costs and redistribute the funds to important CBD infrastructure and civic projects.

2.3 Land use considerations for Horsham

In this section, we look at important core attributes of town centre environments and other factors to consider that are associated with car parking and must be managed carefully. This includes considerations related to broader land use solutions that would benefit a town like Horsham.

2.3.1 Integrating land use

Appropriate land use is the key to creating a sustainable Horsham. Low density, single use development patterns are unsustainable because they place trip origins and destinations too far apart, necessitating car travel. Accommodating this type of travel behaviour is not only expensive, but it is incompatible with prosperous, vibrant, and walkable town centre environments.

If Horsham is to accommodate growth in a way that improves prosperity and the quality of life of its citizens, a more diverse mix of medium-density development needs to be permitted in the town centre. Accommodating such growth will require zoning for mixed-use development, removing or lowering minimum parking rates, and permitting appropriate medium density heights and building forms. The CAD report presented a set of objectives that are closely aligned to this approach including maintaining a compact and integrated CBD, supporting on-going growth and development of the retail and commercial sector in the Horsham CBD and ensuring that Firebrace Street remains the traditional 'main-street' in Horsham.

The Municipal Car Parking Strategy will support a move in this direction while other strategies aimed at rejuvenating and activating the CBD are taking shape concurrently, however to further support the gradual integration of land use through densification and regeneration, there will need to be further amendments of the Horsham Planning Scheme. Proposed Planning Scheme Amendments to introduce a Parking Overlay will be explored in conjunction with a review of the CAD Strategy.

2.3.2 Pedestrians

The way pedestrians are treated is the key predictor of a town's prosperity and liveliness. Regional town centres cannot be competitive without clearly inviting the most accessible, environmentally friendly, safest, and least subsidised way of moving around. Making pedestrians feel comfortable and welcome is an essential ingredient of all successful towns, and no other transport mode contributes as much to the health of a small community in terms of casual social interaction, retail visibility, passive surveillance, physical activity, and mental wellbeing.

However pedestrian activity is also the transport mode most reliant on good land use and transport planning. Pedestrian trips cannot occur when origins and destinations are too far apart, and complimentary land uses (e.g. residential and retail/commercial) are segregated; nor will people choose to be pedestrians, even when travel distances are feasible, if they are not provided an accessible, comfortable, safe, and accommodating environment. Furthermore, there are several roundabouts in the Horsham town centre which supports a

constant flow of vehicles further impeding on pedestrian amenity and safety. Some improved crossing opportunities would improve the ability for pedestrians to cross more freely and safely, something that should be considered in future town centre works.

Horsham, unlike many Australian communities that have typically supported the outwards expansion of their residential populations, has retained its traditional inner core, which can be attributed to some extent in the town's success in avoiding the lure of 'big box' fringe development. This outcome could have been fortuitous or achieved by chance or by lack of market interest, however Council still needs to applaud itself with its involvement in this outcome and should recognise the value associated with retaining commercial and retail activity in town centre environments as opposed to peripheral locations.

2.3.3 Bike Riding

Increasing the attractiveness of bike riding as a safe and practical mode of transport is a huge opportunity for Horsham given that a large part of the population live within close proximity to the CBD. Bike riding is the cheapest mode of transport other than walking to accommodate, both in terms of user and Council spend, and bike riders are typically a lucrative user group for main street retailers to engage in terms of dollars spent per user in a given time period. It is economically vital that all citizens get access to genuine bike riding facilities.

Riding a bike opens up a 4-5 km catchment within a 20 minute ride, which means the Horsham CBD is accessible via bicycle for the majority of Horsham residents. However, there are few safe and inviting routes for people to ride their bike unless they are confident and experienced riders. Wide roads enable unnecessarily high vehicle speeds for a town centre and roundabouts pose significant safety concerns for cyclists. This is reflected by findings in the *Horsham Bicycle and Shared Path Plan* which revealed just 174 individuals (2.7% of workers) cycle to work.

Future strategy development around sustainable transport needs to focus on cycling as a mode shift opportunity rather than a leisure or sport scope item. While long-distance cycling as a sport or leisure activity can serve regional benefits, a shift in focus to accommodate safe and accessible cycle routes to the CBD will return greater social, economic, and environmental benefits in the long term.

A network of generous protected on-street bike lanes provided between the kerb and the parking lane permeating throughout the town centre is an achievable way to turn Horsham into a genuinely bike-accessible town. This approach is recommended for a number of reasons:

- The streets of Horsham typically have ample space, allowing protected on-road bike paths to be retrofitted with relative ease without removing traffic or parking lanes (although some on-street parking may need to be reoriented to parallel bays); A trial could test options prior to a permanent network of cycling infrastructure;
- Furthermore, Horsham's wide streets would benefit from some width reduction to support slower traffic speeds and integrate better with the pedestrian realm, creating a dual benefit;
- Protected on-street bike lanes create a clear physical separation between not only cars and people riding bikes, but also pedestrians and bike riders;
- Locating the bike lane between the kerb and the parking lane rather than between the parking lane and the travel lane provides bike riders a real physical barrier to car traffic, forming a proper high quality bike facility suitable for unsupervised primary school aged children.

In addition, maximising accessibility of the bike network requires consideration of the following:

- **Street trees and shade:** introducing some shade through a street tree program will significantly improve the attractiveness of bike riding to a greater proportion of the community. The weather of Horsham, particularly the warm summer months and cold winters, was occasionally suggested to be a barrier to active travel during consultation, and while this is not a characteristic unique to Horsham and should by no means preclude Horsham from achieving an active, walkable and bikeable town centre, it does highlight the need for Council to recognise the role of street trees in cooling the town during the summer which is conducive to a welcoming and comfortable cycling environment.
- **Prioritising school trips:** if children cannot safely ride to school it reflects very poorly on the quality of the town. Retrofitting bike lanes should be prioritised within 2 km of schools in Horsham. Ride to school days could be another option to encourage school-aged children participate in the broader active travel network.
- **End of trip facilities:** some improved end of trip facilities will also make bike riding a more feasible mode of transport for more people in town. Simply providing some additional bike racks, water fountains, maintenance stations and perhaps showers would make riding bikes more a more visible and attractive option. Full provision of bicycle end of trip facilities should be adhered to via Clause 52.34 of the Horsham Planning Scheme.
- **Intersection treatments:** roundabouts are generally incompatible with safe and accessible pedestrian and bike routes, particularly for children, inexperienced or less confident riders. Other road design elements that encourage higher traffic speed, such as slip lanes, are similarly discouraged. Street design approaches typically reflecting dated traffic engineering ideologies have attributed to a poor pedestrian realm, according to the CAD Strategy, therefore now could be the right time to genuinely look at alternative approaches.
- **Surface Quality:** providing smooth, clean, and stable surface for bike lanes is important to make bike riders feel safe and welcome. Improper maintenance or poor construction that leaves bike lanes with an inconsistent surface or littered with loose stones are common faults in many towns that can discourage bike use.
- **Avoid unsuitable road elements:** Quality bike infrastructure needs to be free of roundabouts, slip lanes and other road geometry that reinforces high traffic speed and implicit priority of car traffic.

Figure 2 below was taken in Horsham in June 2016, however has likely been upgraded/removed yet remains a relevant image as it depicts cycling in Horsham as not a particularly well supported mode of transport. The bike rack is clearly tired and does little to encourage use. End of trip facilities, in the form of new and useable bike racks would need to be introduced to the CBD if cycling was to become a priority mode of transport.

Figure 2: bike parking facilities in central Horsham, 2016



2.3.4 Street design

Horsham is fortunate to have retained a vibrant grid network of CBD streets which is conducive for walking and general pedestrian activity, but this is also reduced by the large street block dimensions and the difficulty of safe pedestrian movement through wide intersections. The CAD Strategy identified changes to the pedestrian environment which have occurred over time revealing considerable change in approach to street design since 2001, including the introduction of roundabouts at intersections, off-set pedestrian crossing points, and extensive centre-of-road and angle parking. These traffic interventions do not foster an amenable pedestrian environment and reflect out of date traffic management approaches, which are largely responsible for the current oversupply of parking in Horsham and the ease of vehicular movements throughout the CBD.

However there have been some positive achievements of street design in Horsham recently. Roberts Avenue is a good example. Extension of the kerb and removal of car parking space have supported adjacent cafés/restaurants by providing extra space to expand their outdoor/dining arrangements while more broadly incorporating features that invite pedestrians to stay longer and linger.

2.3.5 Private Cars

Appropriately dealing with private cars in town will have a determining impact on the future viability of Horsham as a desirable place to live and visit. At present, the balance between road space and space for people to walk, meet and stay is adequate however could be improved. Roberts Avenue is a positive example

of the appropriate interventions that should be employed on a larger scale. The footpaths here have been widened resulting in the possibility of extending alfresco dining for the restaurants present in the street.

It is understandable that some residents of a regional centre such as Horsham cite the natural absence of traffic congestion as a positive characteristic of living where they do, and there is a temptation for Council to try to engineer a congestion-free future for the town as any new development happens. However, a quality destination returns more value to the community than an unimpeded journey, even more so for a regional town like Horsham where tourism plays a significant role. People visit towns to be pedestrians. They want to wander, browse, and take in everything their new surroundings have to offer. The better the town centre, the more time and money visitors will spend in town.

Council needs to invest in maximising the pedestrian experience in Horsham for the long-term benefit and viability of the town. This inevitably means that driving and parking in Horsham will need to be addressed in order to make rationale and evidence-backed decisions because it is not possible to create a high-quality town centre without taking some space away from cars to create a better pedestrian realm. If Horsham is ready to embark upon such a process, the town will be richer for it.

3 Review of current car parking practices in Victoria

3.1 Statutory practices

In this section we detail the statutory mechanisms that Council could consider in its management of parking through the Victorian Planning System as well as some management approaches that would support the management of on-street car parking in the Horsham CBD.

A range of parking solutions are available to Horsham through statutory measures via amendments to the Horsham Planning Scheme as well as some general parking management approaches that Council could consider to support optimal and sustainable parking practices. It is understood that Horsham Rural City Council will explore potential introduction of a parking overlay when it reviews and updates the *Horsham CAD Strategy*.

3.1.1 Minimum Parking Rates

Within the state of Victoria, the management of provision of parking is controlled through the Victoria Planning Provisions which is administered by the Department of Land, Water and Planning (DELWP). Applicable parking rates are set under Clause 52.06 in each planning scheme which is a consistent state-wide framework.

Clause 52.06 Car Parking sets out the minimum numbers of spaces which apply to a variety of different uses and must be provided, which can be viewed in Table 1 below.

Table 1: Parking rates for a variety of uses

| Use | Rate Column A Applies the standard rate to all zones | Rate Column B Only applies where specified to the Parking Overlay | Car Parking Measure Column C |
|---|--|---|---|
| Cinema based entertainment restaurant | 0.3 | 0.3 | To each patron permitted |
| Convenience Restaurant | 0.3 | | To each patron permitted |
| | | 3.5 | To each 100 sq m of leasable floor area |
| Food & drink premises other than listed in this table | 4 | 3.5 | To each 100 sq m of leasable floor area |
| Hotel | 0.4 | | To each patron permitted |
| | | 3.5 | To each 100 sq m of leasable floor |
| Medical Centre | 5 | | To the first person providing health services plus |

| | | | |
|---|-----|-----|---|
| | 3 | | To every other person providing health services |
| | | 3.5 | To each 100 sq m of leasable floor area |
| Motel | 1 | 1 | To each unit, and one to each manager dwelling, plus 50 per cent of the relevant requirement of any ancillary use |
| Office other than listed in this table | 3.5 | 3 | To each 100 sq m of net floor area |
| Restaurant | 0.4 | | To each patron permitted |
| | | 3.5 | To each 100 sq m of leasable floor area |
| Restricted retail premises | 3 | 2.5 | To each 100 sq m of leasable floor area |
| Supermarket | 5 | 5 | To each 100 sq m of leasable floor area |
| Dwelling | 1 | 1 | To each one or two bedroom dwelling, plus |
| | 2 | 2 | To each three or more bedroom dwelling (with studies or studios that are separate rooms counted as a bedrooms) plus |
| | 1 | 0 | For visitors to every 5 dwellings for developments of 5 or more dwellings |

3.1.2 Cash-in-lieu of parking

A cash-in-lieu of parking arrangement can be introduced to the Horsham Planning Scheme through a parking overlay. This would allow Horsham Rural City Council to tailor its parking provision requirement to the local context, taking into consideration the low parking occupancy that exists in the town due to an oversupply of car parking across the CBD.

A cash-in-lieu scheme allows financial contributions to be made where it is not possible to provide the required amount of car parking on-site. Requirements for a financial contribution must be justified and address the core principles of need, nexus, accountability and equity in the strategic assessment of the proposal before it is introduced. For example, Greater Bendigo and Colac Otway have cash in lieu rates of \$10,000 and \$13,000 respectively adopted in 2012.

Consideration of implementation of a Parking Overlay to set up a cash-in-lieu scheme will be considered with a future review of the Horsham CAD Strategy. A further study including justification will be required to determine if and how much a cash-in-lieu contribution would apply in Horsham.

3.1.3 Parking management tools

Effective parking management is a critical policy tool for achieving sustainable transport objectives. There is growing international interest in the impacts of parking on transport and land use outcomes. Parking is clearly an essential component for supporting private vehicle travel, however it can also be expensive to provide due to the large amounts of space that it requires. Under-priced parking may also stimulate vehicle travel and contribute to growing congestion.

The below table summarises parking management tools commonly used in on-street parking environments and suitable contexts for their application.

Table 3: Parking management tools and appropriate contexts for implementation

| | Description | Suitable context for implementation |
|--------------------------------|--|--|
| Unrestricted parking | Parking is made available to users for free, with no time restrictions or other limitations | Areas with low occupancy/ parking demand (e.g. low-density residential streets). |
| Time-restricted parking | Parking is made available to users for free, with a maximum time limit for stays | Areas with high demand and where higher parking turnover has benefits (e.g. shopping areas, commercial centres) |
| Reserved parking | Parking is reserved for specific types of users, such as loading zones, mobility card holders, taxis, or local residents | Locations where access to streetside destinations by particular users is important (e.g. loading bays) |
| Priced parking | Users must pay to park, with rates that may vary by length of stay or time of use. | Locations with high demand for parking and high occupancy or areas of high traffic congestion where there may be benefits from reducing cruising activity (e.g. dense commercial centres). |

3.1.4 Time restrictions

Time restrictions are effective management tools that aim to encourage turnover of parking spaces to ensure those who require parking bays to access the goods and services they require can do so conveniently.

3.1.5 Paid Parking vs Free Parking

The provision of paid parking spaces compared to free parking is often a contentious topic and one that naturally generates significant discussion from diverse segments of the business and resident community of any town. Most people favour free parking because they believe it is simply that, 'free', however free parking does not take into consideration the real cost that Council incurs including maintenance, construction and enforcement. Paid parking ensures Council has the revenue to recoup the operating cost of its parking supply and also assists in the enforcement of restrictions.

Paid parking is one of a range of parking management tools that Council can use to manage demand for on-street and off-street parking. Paid parking can be an effective tool, but is only appropriate in particular places.

While paid on-street parking may be an effective management tool in busy town centres or shopping strips, in other contexts, other tools may be more suitable.

Free parking can stimulate unnecessary demand and lead to poor parking outcomes including long-term stays. This outcome should be avoided through time restrictions or paid parking.

In the Horsham CBD, paid parking is available at a charge of \$1 per hour with varied time restrictions, however the car park located between Pynsent St & Roberts Avenue east of Darlot Street (Known as Forty Winks Car Park) is metered at a cost of 80 cents per hour with maximum of \$4.60 per day.

In financial year 2015/16 parking meters and fines in Horsham generated \$610,614 with an expenditure of \$190,565. Expenditure only relates to direct costs attributed to parking meters, and does not include ancillary costs, such as corporate overheads relating to the Community Safety Unit.

Parking revenue raised by Council is required to be used in a way that serves a net community benefit. This could be through tree planting, landscaping and other street beautification and revitalising works including associated design and planning. Importantly, Council is required to communicate clearly and transparently to ensure the community is fully aware and understands the difference between parking meter revenue and general rates. It is critical that Council can achieve this efficiently to avoid growing suspicion and angst towards Council within the community.

Funds derived from parking meters in Horsham are added to the CBD and Car Park Development Reserve Fund which is used for landscaping works throughout the CBD. Funds derived are not used for car park development but instead used broadly across the town centre for landscaping and infrastructure upgrades. Recent works completed using these funds include landscaping in Firebrace Street, Darlot Street, and Pynsent Street; footpath widening; laneway improvements; relocating power lines underground and developing car parks on the periphery. It is critical that these positive outcomes are effectively communicated to the community to emphasise the true value of parking meter revenue.

3.1.6 Long term parking versus short term parking

Parking restrictions are a vital management tool to ensure local business can adequately accommodate its clientele. When managed effectively through the setting of appropriate time restrictions, on-street parking can support adjacent land uses and contribute to the competitiveness of small-scale retail given the convenience associated with providing parking within an appropriate distance to local business and other attractions. Fundamentally, this outcome can only be fulfilled through the setting of appropriate time restrictions that encourage regular turnover whilst maintaining high occupancy throughout the day. As such, medium-term or all-day parking is not suited to main-street activity centres like Horsham because it restricts access and doesn't encourage turnover. Instead, longer term demands can be sufficiently satisfied in more peripheral locations, which there are ample of in Horsham.

4 Existing Car Parking Conditions

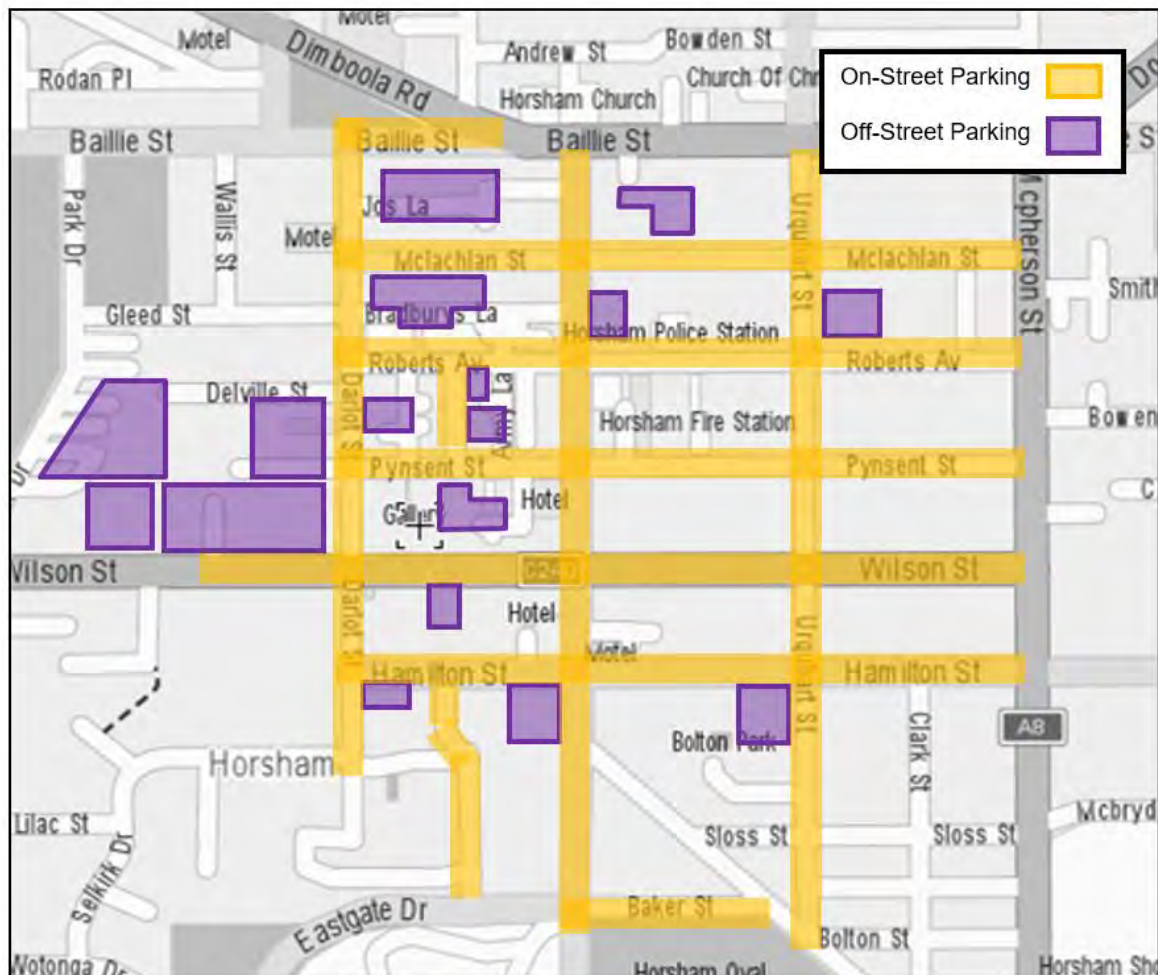
The demand for car parking throughout the Horsham CBD is generated from a variety of different activities and land use types. Residents, employees and visitors to the CBD have a wide range of parking choice through both on-street and off-street parking, paid on-street parking, time-restricted and unrestricted on-street parking.

4.1 Existing Parking Provisions

Cardno conducted an occupancy survey of the Horsham CBD in December 2016. The survey recorded the use of a total of 3,508 car parking spaces within the survey area, comprising 1,575 on-street spaces and 1,933 off-street spaces, but, unintentionally, did not include the use of the Target car park (156 spaces) located on the north side of Wilson Street between Arthur Street and Park Drive.

The below map displays the study area for the Strategy outlining parking inventory within the study area for on-street and off-street parking.

Figure 3: Study map area car parking inventory



4.2 Occupancy surveys

Occupancy surveys were completed on Friday 9 December 2016 by Nationwide Traffic Surveys under instructions from Cardno, to record the utilisation of car parking spaces available for public use, within the Horsham central business area.

The findings reveal that parking occupancy is relatively low throughout the study area and doesn't exceed 70% at any time of the day, instead sitting at a range between 45-65%. This level of occupancy is considered very low for a central activity centre like the Horsham CBD and confirms there is a significant oversupply of car parking in Horsham.

The below table illustrates parking occupancy for the study area on December 9 2016 revealing peak demand for CBD parking occurs at midday. There is no real defining peculiarity when comparing on and off-street parking which suggests paid parking is inelastic, or users do not comply to paid restrictions.

Notwithstanding the legitimacy of these assumptions, the overall level of occupancy is very low for a town of Horsham's size. This implies that parking is widely available and conveniently located for those who frequent the CBD providing the option to make multiple car trips throughout the CBD to access the goods and services required, rather than parking once then making those same trips solely on foot.

Figure 4: Occupancy rates in Horsham CBD

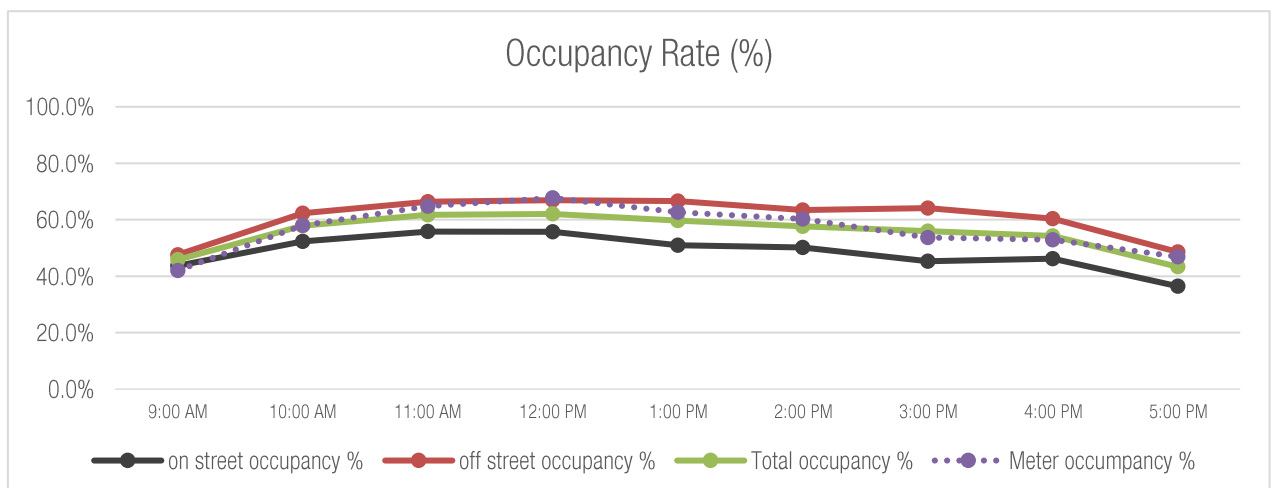
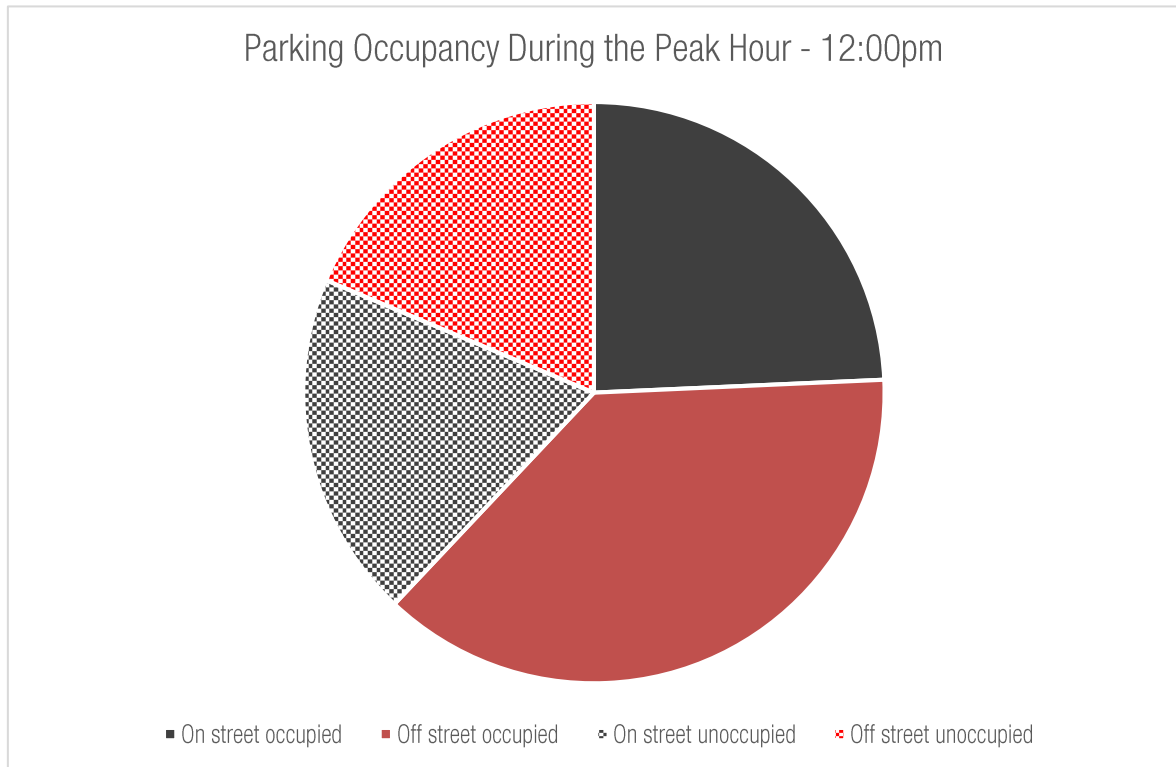


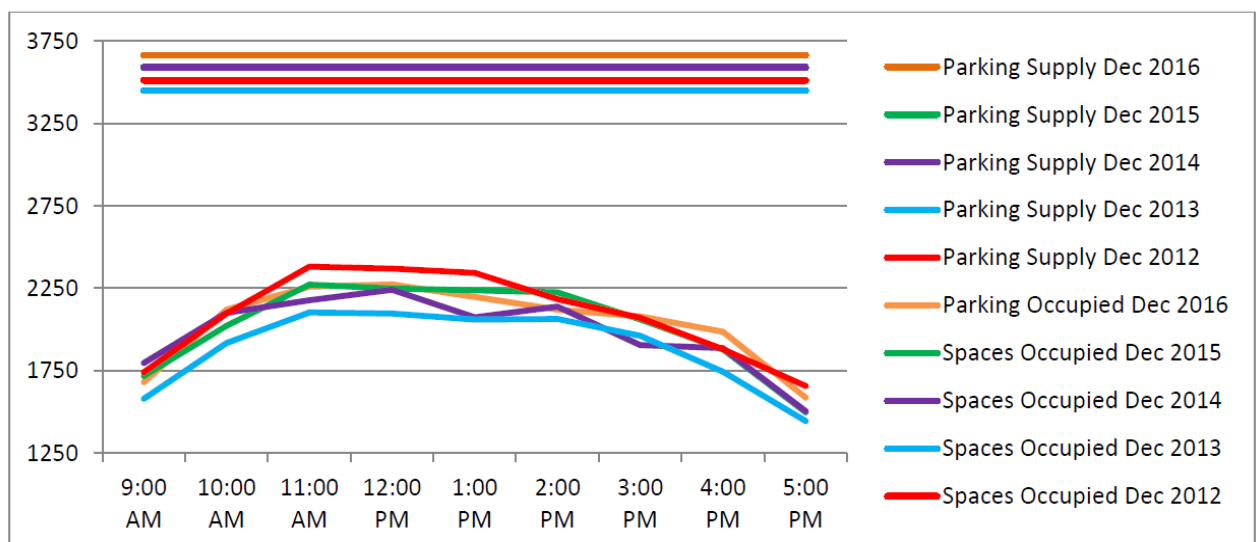
Figure 5: Peak hour occupancy pie chart



The above pie chart illustrates the parking conditions as they relate to occupancy during the peak demand period at 12pm. Revealed in this chart is strong evidence that demand for parking spaces in the CBD is very manageable with an abundant excess of available parking space during the peak demand period.

It is also noteworthy that fewer than 1,391 car parking spaces in the Horsham central business area, were vacant and therefore available for public use, at all times.

Figure 6: Parking Occupancy (on-street & off-street, total survey area)



Source: Cardno, 2016 car parking surveys and analysis

Figure 6 illustrates annual changes in total parking occupancy between the years 2012 and 2016. Parking occupancy was the highest in 2012 when parking supply totalled 3512. Since 2012, there has been an

increase in parking supply by approximately 150 (including the Target car park) while parking demand has largely remained consistent during the same period.

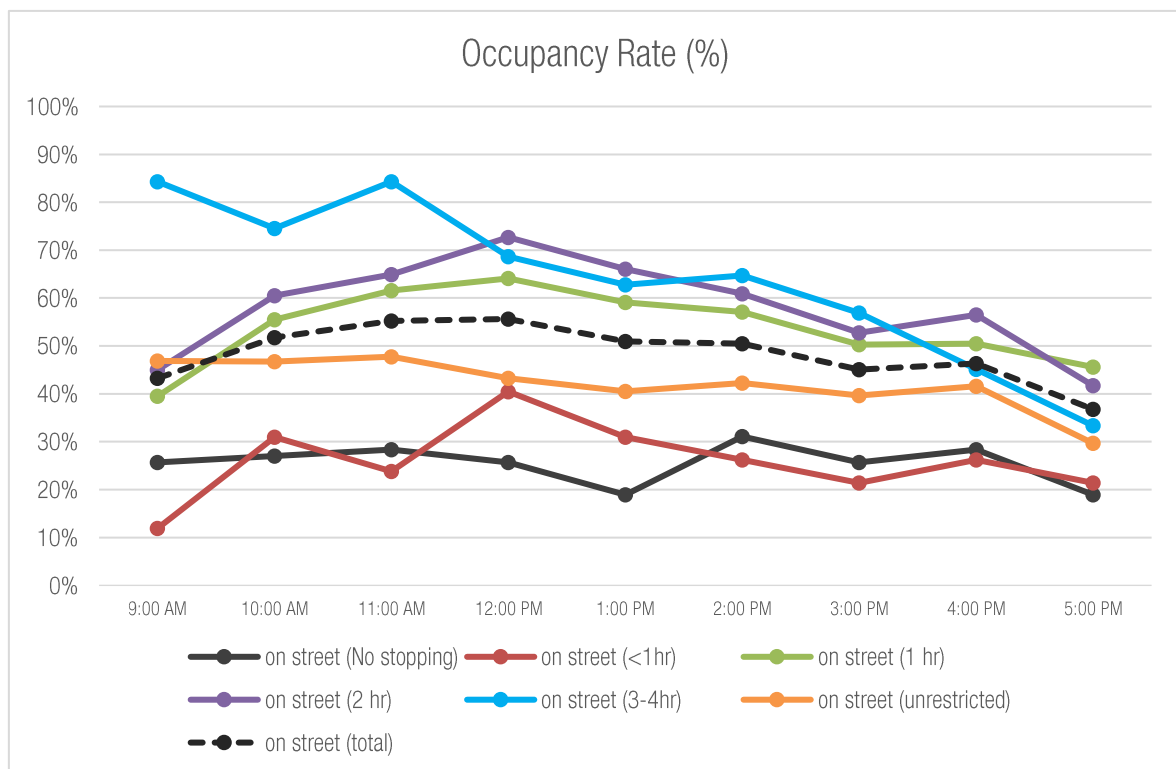
4.2.1 Total on-street occupancy

Figure 7 below illustrates the various occupancy levels of all on-street parking spaces across each time restriction. It identifies that, while general occupancy is low across the study area, each time restriction experiences different outcomes, which raises the question as to whether the time restrictions are serving their optimal purpose.

Interestingly, 4P parking experiences the highest occupancy of any time restriction suggesting that there are not enough 4P spaces available. Demand peaks at 9am, which could be a result of a 'first in best dressed' scenario where employees and other visitors secure 4P parking for the morning peak before switching to other options in the afternoon. Interestingly, 4P consists of both paid and un-paid options, which could imply the 'free' spaces are highly sought after.

1P is well utilised however there is greater demand for 2P which exceeds 70% at midday and sits above 60% between 10am and 2pm.

Figure 7: Total on street parking occupancy

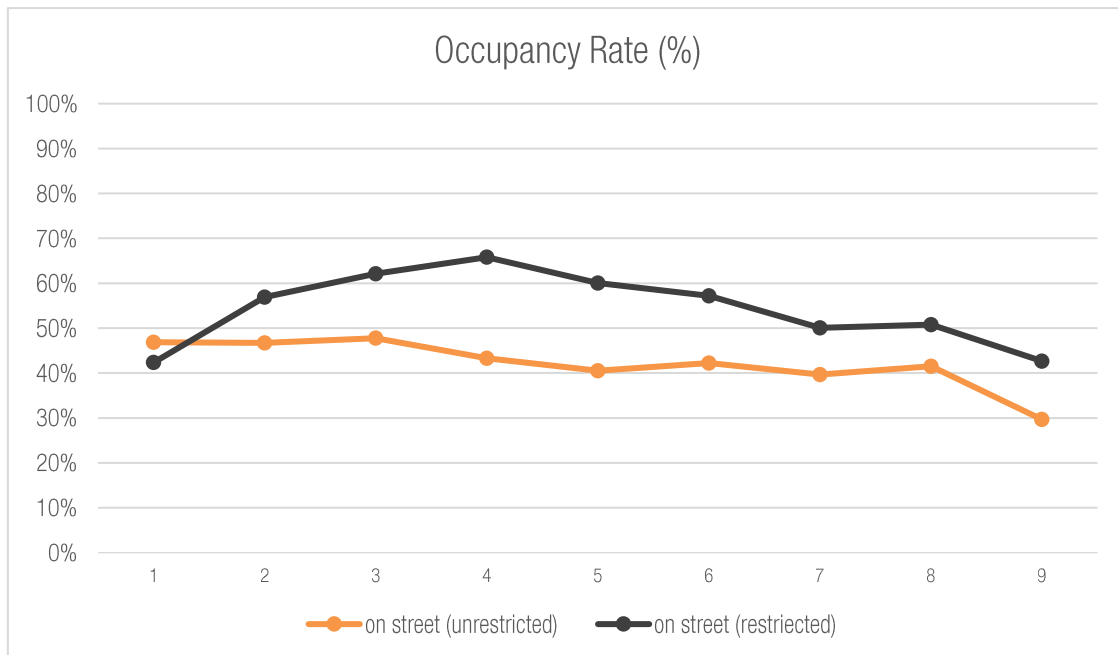


4.2.2 Restricted and un-restricted on-street car parking

Figure 8 below displays on-street parking occupancy in the study area, revealing restricted spaces experience greater demand than unrestricted spaces throughout the day. Unrestricted spaces do not exceed 50% occupancy at any stage of the day suggesting that the location of unrestricted car parking is not as highly sought after as restricted parking. Conversely, restricted parking experiences greater demand which infers motorists are not willing to park at unrestricted locations on the periphery of the CBD and then walk to their destination, because they are guaranteed a parking space at a central and conveniently located CBD location.

This also suggests that users are not averse to paying for parking, or alternatively, users do not comply to enforcement.

Figure 8: Restricted and un-restricted on street car parking



4.2.3 Special needs parking and short-term time restricted parking

Special needs parking including loading zones, disabled parking and taxi zones experience an appropriate level of occupancy in the Horsham CBD, as does short term parking (P10, P15 mins and P1/2P). The survey reveals there is no current demand pressure for each parking zone or restriction, suggesting that visitors to the CBD who require special needs or short-term parking are not inconvenienced.

4.2.4 Occupancy conclusion and key findings

Analysis of the results of the December 2016 Horsham CBD parking surveys reinforces the thinking that car parking in Horsham is plentiful, affirming a significant oversupply of parking. This study revealed that there has been no significant change to either the peak parking accumulation within the Horsham CBD, or the variations to the parking accumulation levels in the Horsham CBD during a typical (busy) day, from those recorded in December 2014 and December 2013.

The peak parking accumulation of 2,273 vehicles was recorded for the surveys area as a whole which equated to a peak occupancy level of 62%, i.e. more than 1 of every 3 parking spaces was vacant at all times. This is significantly lower to the best practice benchmark level of 75% which is advised in regional settings, where 3 of 4 parking spaces are occupied at any given time.

Results confirm that the total parking supply in the Horsham CBD is sufficient to accommodate all parking demands (subject to the suitability of the applicable parking restrictions for particular users) therefore it should be stressed that there is very little need or value in investing further in car parking infrastructure.

4.3 Other parking considerations

Here we look at other considerations as they relate to the parking environment of the study area which include some currently employed management approaches, previously flagged parking interventions and projects, and some other options.

4.3.1 Multi deck Car Park

Development of a stand-alone multi-decked car parking facility in central Horsham has been flagged in the past as a possible project to be undertaken by Council to increase parking supply in the CBD. It was anticipated that construction of a facility of this size would cost at least \$20,000 per space including land value with management and operational costs set at approximately \$400 per space each year. It was estimated that approximately \$2000 per bay over a 300-day cycle would be required for the facility to remain financially viable. With management, land and maintenance costs factored into the price, the required fee per car space would need to be set at \$9 per day, a rate that is uncompetitive against other rates in the study area.

Considering there is no current demand for additional CBD parking spaces, as evidenced by the occupancy surveys, there is no value in pursuing this project further simply because it represents a very poor economic return.

4.3.2 Horsham Town Hall

Concerns related to the removal of car parking at the new Town Hall site in central Horsham were voiced during stakeholder engagement seminars. Community members held concerns that the removal of car parking at this site would cause demand pressures in other CBD locations. Occupancy surveys undertaken in 2016 reveal that the availability of parking within 400 m of the Horsham Town Hall in December 2016, was comparable to that recorded during the 2015, 2014 and 2013 surveys with no fewer than 615 spaces (31%) vacant and available for a parking duration of 1 hour or longer, at all times.

It is therefore concluded that the current parking supply within the Horsham CBD and, more specifically, those available for parking durations of 1P or longer, within 400 metres of the site of the Horsham Performing Arts Centre, are more than sufficient to accommodate both existing peak parking demands and those likely to be generated by the future operations of the Horsham Performing Arts Centre.

A note to the Planning Permit for the development states that the applicant develops alternative parking options within the CAD over the next 5 years to 2018, prioritising improvements to parking and systems of parking from the CBD/Car parking reserve.

4.3.3 Horsham Parking Advisory Committee

The Horsham Parking Advisory and Consultative Committee provides non-binding strategic advice and oversight of parking management in Horsham. It's role as Committee is to provide review and recommendations on matters arising from car parking in Horsham including review of current practices, pricing, and dispute management.

The Committee provides important non-binding review of parking management practices, supported by broad representation of members from the community, Councillors and local traders. This ensures thorough review and decision-making processes that are committed to broad objectives as they relate the parking environment present in Horsham.

The Committee is expected to be fully abreast of parking issues present in Horsham and this strategy should be used to inform the group with a greater level of detail in relation to parking occupancy and recommended best practice approaches to car parking management. This will provide effective support to the Committee when it is to respond to parking matters as they arise, including perceived parking demand pressures in the CBD and ongoing pressure from the local business community. Furthermore, this report should solidify the importance of an effective and sustainable parking management regime in the broader CBD context with regard to Council's long-term transport mode shift and revitalisation goals.

4.3.4 Paid parking

Horsham has implemented a paid parking regime to manage on-street CBD parking. According to a Council meeting report from November 2015, parking meters were introduced to serve two objectives:

- To ensure road safety; and
- To maintain traffic flows and turnover.

Furthermore, the paid parking regime was introduced to encourage business activity and growth, improve the local economy and increase the opportunity of short term parking whilst being financially sustainable by encouraging regular turnover of cars, and therefore customers, in and around the Horsham CBD.

The below table provides a summary of parking income accrued since 2010 which indicates parking revenue has remained consistent over this period with very little fluctuation or growth. The parking revenue is also aligned to parking occupancy data which also illustrates very little movement or variation over the same period. While paid parking remains in Horsham, Council can be confident that it will accrue a relatively fixed revenue stream from paid parking into the future.

It is recommended that Council continue to use funds accrued through parking revenue for streetscape upgrades, public realm projects or active travel improvements. Monies accrued should not be used for the development of new car parks due to a general oversupply of parking across CBD locations.

Table 2: Parking revenue

| | 2015/2016 | 2014/15 | 2013/14 | 2012/13 | 2011/12 | 2010/11 |
|--------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Income | \$610,614 | \$617,669 | \$618,137 | \$635,032 | \$609,120 | \$545,716 |
| Expenditure | \$190,565 | \$202,689 | \$187,596 | \$182,749 | \$206,471 | \$161,923 |

Figure 9: Parking meter in Horsham CBD



4.3.5 EasyPark

The EasyPark service provides easy parking solutions for Horsham residents via use of a smart phone application allowing cashless parking transactions. It allows drivers to pay for their parking in a simple, cashless and efficient way through use of the EasyPark smartphone application. It delivers the following solutions in an integrated system:

- Cashless payment through phone parking;
- Virtual permits (for example residential permits); and
- Digital infringement notices and enforcement management.

Currently only 2.4% of meter income is accrued from the EasyPark system in comparison to 97.6% still being made with coin. While the system represents genuine value as an innovative tool to support efficient and effective parking management, poor utilisation of the system raises the question as to whether the system should remain in use, especially given many metropolitan councils are yet to trial such technology.

Stakeholders supported a widely-held view that utilisation of the system is poor. This follows a report by the Parking Advisory Committee which outlined three possible reasons for the poor performance of EasyPark:

- Need to promote app including only paying for time used;
- Registration requirements prior to use of the app; or
- Additional fees incurred by EasyPark that drivers are not subject to when making conventional on-street meter payments.

Given poor utilisation of this service, Council should reevaluate EasyPark as a management tool either to improve the level of use (through marketing or awareness) or phase the service out and recoup costs associated with operating it (if any).

5 Recommendations and next steps

Here we present a list of recommendations that Council should consider moving forward to improve the parking environment in the Horsham CBD in line with Council's broader strategic goals.

5.1 Statutory Recommendations

5.1.1 Parking overlay

It is recommended that Council consider implementation of a Parking Overlay as part of the next review of the CAD strategy of which this Strategy will provide context and guidance.

A Parking Overlay is used to facilitate cash-in-lieu payments to be paid in place of providing car parking spaces where it is not possible to provide parking. A future parking overlay should distinguish between applications that involve new development and applications that only involve the changing of uses using existing property/land.

Since the provision of parking in Horsham is oversupplied, it is advised that Council consider options to use funds accrued through a future cash-in-lieu scheme for purposes other than building new car parks, as the current supply adequately meets all demands. Future funds could potentially be used for sustainable transport initiatives or town centre streetscape works.

5.2 Car parking management recommendations

5.2.1 Additional car parking

This report has clearly confirmed that car parking is plentiful in the Horsham CBD which is supported by survey data revealing occupancy fails to reach an appropriate level during the four-hour peak demand period. This unequivocally affirms that there is no further discussion for Council to entertain relating to the need for greater parking supply in Horsham CBD, which may be contrary to some perceptions held by local traders and the wider community.

Parking interventions, which are broadly utilised in response to demand pressures through either paid parking or adjusting time restrictions, are effective tools and are often introduced when occupancy exceeds a certain rate, which varies across municipalities but usually in a range of 75-85%. Introducing new parking, whether that be through private off-street parking or council-operated parking is often the last resort, an option that should only be considered when such interventions have been exhausted. Current occupancy surveys provide a stark reminder that there is a significant oversupply of parking in Horsham and that any community and/or Council discussion regarding increasing supply of parking should be brought to an end as a matter of priority.

5.2.2 Paid parking

Council currently charges parking at a rate of \$1 per hour for on-street parking. This rate is acceptable in that it achieves the main objective of discouraging long-term stays and encouraging regular turnover.

In theory, the parking rate would incrementally shift upwards or downwards in alignment with parking demand. For example, parking precincts in high demand (above 85% occupancy) would charge a higher rate than areas where demand is lower. This puts a premium for highly sought after parking areas while less-demand areas are available at cheaper rates.

There are currently no circumstances present in the study area that should warrant a review of paid parking rates on the premise to increase hourly rates, therefore the current rate of \$1 per hour should remain.

5.2.3 Parking enforcement

Parking enforcement is recommended to continue on a regular basis throughout the study area. Expanding operations is another option to determine the true extent of parking offences common in the study area.

5.2.4 Horsham: A walkable rural city

This is a bold yet achievable aspiration for a town the size of Horsham which is endowed with the right conditions to support a positive mode shift towards a sustainable movement system. It is understood that Council is enthusiastic to progress with this concept further and is currently underway with some projects that will improve pedestrian conditions and active travel opportunities across the town centre. Both projects should improve the walking environment significantly which is vital to ensure walking can become a widely-utilised form of transport in Horsham. Furthermore, there are some other strategies and important initiatives that Council could consider to support this into the future. These could include:

- An updated sustainable transport strategy with an emphasis on integrating CBD land uses to a broader sustainable transport network, providing radial links into the CBD from the town's residential catchments. On-street safe and protected bike lanes would need to form a centre focus for this project.
- Public realm and urban design projects with a CBD focus could support this goal restoring important central space for people and gathering, while improving the pedestrian network.
- Walk to school programs for school children. Behaviour is formed early so if children begin walking to school from an early age, they will develop positive travel behaviours early. With more children walking, less car trips will be made by parents.
- Reducing supply, whether it be a Council developed initiative or a result from a public realm or infrastructure project, will affect travel behaviour in the future. Current occupancy is very low which is largely due to the oversupply of parking. If this changed incrementally over time, the Horsham mode split would too.

5.2.5 4P Parking

The occupancy survey revealed that there is adequate demand for 4P parking in Horsham. Given that there remains a significant supply of unrestricted parking already available, it is recommended that Council consider strategies to improve utilisation at these sites to satisfy 4P-plus demands. Another option could be to replace some 2P parking with 4P parking, however this is only recommended in side streets or more peripheral locations, not on the CBD's main streets.

5.2.6 Future Engagement

Another round of engagement with stakeholders and the community may well be warranted following adoption of this Strategy to measure its likely benefits and test the community's response, however it is important that Council can remain steadfast through the implementation of the strategy and not succumb to the loudest minorities of the community who may be opposed to some elements of the strategy. Engagement should be about building capacity with the community about how this Strategy can support long-term sustainable growth, not derail or stall progress.

APPENDIX A Review of Key Horsham Strategic Documents

The following documents have been reviewed in preparation of this Strategy for their relevance to Horsham's future car parking objectives and land use priorities. Summaries of each strategy will provide insight into how the Horsham Municipal Parking Strategy relates to other strategies undertaken for Horsham.

Integrated Transport Strategy Interim Report (2016)

Horsham Rural City Council has commenced work on an updated Integrated Transport Strategy which aims to address all common transport modes across the municipality, taking into consideration how transport systems will support the planned growth of the Horsham urban area.

Road Management Plan (2014)

The Horsham Rural City Council Road Management Plan provides guidance to the management of the town's road assets in accordance with the requirements of the Road Management Act 2004, and associated Codes of Practice. This Plan applies to Council's responsible road assets and establishes a framework for the management of the road network to facilitate the coordination of the various uses of road reserves for roadways, pathways, infrastructure and similar purposes.

Key functions of the Road Management Plan include:

- The management system that Council employs for the inspection, maintenance and repair of its roads.
- Inspection standards that document the nature and frequency of different type of inspections (i.e. reactive and proactive).
- Maintenance standards that document intervention level, maintenance response requirements, and maintenance response times.

How this strategy relates to car parking policy:

- The Plan supports a car-based transport system assuming road-based planning including the car parking required to support this approach will remain as a priority for future infrastructure investment and management.

Municipal Bicycle & Shared Path Plan (2012)

The Municipal Bicycle & Shared Path Plan was developed to support Council in the future planning of cycling and pedestrian infrastructure. The Plan makes some key recommendations in relation to upgrading key cycling routes and increase maintenance on existing routes as a way to promote cycling and walking as a more attractive and common mode of travel.

How this strategy relates to car parking policy:

- Improved cycling and walking conditions across Horsham following infrastructure upgrades and investment should make active travel a more attainable modal option therefor leading to a reduction in demand for car parking in Horsham.

Horsham North Urban Design Framework (2013)

The Urban Design Framework for Horsham North (UDF) is a guiding document to provide an integrated, strategic plan for urban design and development over the short, medium and longer terms in the urban area north of Horsham's rail line. The project identifies design interventions to improve streets and public spaces,

buildings and landscapes to support and facilitate social, economic and environmental outcomes for Horsham North.

How this strategy relates to car parking policy:

- The UDF proposed design-led solutions to improve the urban landscape of Horsham North, including physical improvements to the public realm (streetscape, public places and open space, can enhance the image and perception of an area, changing the scale and vastness, and improving the passive surveillance. These factors can change the profile of streets and are important in encouraging pedestrian movement and/or cycling, therefore reducing the need for car parking to some extent.

Horsham CBD Revitalisation Strategy (2017)

This project was undertaken in 2017 to inform Council about possible CBD interventions including public realm improvements and possible infrastructure upgrades.

This strategy document focuses on guidance for infrastructure and Council-asset improvements that will form the core of the CBD revitalisation programme. Alongside infrastructure improvements ('hardware'), a wider set of complementary 'software' interventions including events, promotional activities and community and business engagement were explored for further activating the Horsham CBD and reinforcing the impacts of improvements to physical assets.

Furthermore, the Strategy provides a set of principles to support Council decision making with regard to infrastructure, transport and public realm projects, with specific reference to:

- A Town Square
- Pavement modifications in areas with median parking areas to calm traffic and enhance pedestrian access
- Tree plantings and landscaping in median car parking areas, incorporating water harvesting and reuse
- Provision of shade and shelter to enhance shop fronts, and connecting parking areas to retail areas for pedestrian access, including intersection improvements to encourage safer pedestrian crossings.

How this strategy relates to car parking policy:

- The CBD Revitalisation Strategy focusses on strategies and recommendations aimed at retaining a compact CBD, promoting walking and providing for cycling, all of which require sensible and appropriate management of car parking. The Strategy recognises that Horsham is developing a new car parking strategy that is intended to set a sustainable and best practice path for the future management of car parking.

Horsham Rail Corridor Draft Masterplan (2015)

This Masterplan has been developed following the move to relocate freight operations from the centre of Horsham to the new Wimmera Intermodal Freight Terminal. This move presents an exciting opportunity to reinvigorate the rail corridor between Wawunna Road and McPherson Street. The masterplan is a blueprint for new infrastructure, investment and land uses along the rail corridor and will explore opportunities to connect Horsham North with the city centre.

How this strategy relates to car parking policy:

- A proposed future use of the rail corridor site includes new recreation facilities with passive open space and the construction of a new car park.

Horsham Framework for Managing Growth (2013)

The Framework Plan is a planning tool to help inform planning decisions and guide the long-term vision to support future urban growth and development of Horsham. The plan lays out the vision, themes, strategies, implementation and further strategic work for Horsham in order to guide future growth and development for the town. It is intended that the Framework Plan will be implemented through changes to Council's Municipal Strategic Statement in the Horsham Planning Scheme.

How this strategy relates to car parking policy:

- The Plan proposes the development of supporting strategies to manage land use and development throughout Horsham including the provision of infrastructure to support sustainable transport modes within the established urban area. A successful sustainable transport agenda for Horsham will influence the travel behaviour of local residents and lead to less demand for car parking.

Horsham Central Activities District Strategy (2013)

The Horsham Central Activities District Strategy provides a policy framework to ensure orderly and appropriate development and growth takes place across the Central Activities District (CAD) into the future. The Strategy provides an important social and economic context for Horsham to ensure informed decision making can be made in the future in relation to CAD land uses.

How this strategy relates to car parking policy:

- Ensures informed decision making in relation to retail, economic and social land uses across the CAD to guide future development. It provides a set of data in the wider CBD context relating to retail floor space and forecasted growth, which will affect the provision of car parking via the Horsham Planning Scheme.
- Supports a shift to high densities in the CBD and a compact built form supporting walking and cycling and placing less demand on existing car parking inventory
- Limits expansion of business areas where it would otherwise lead to a negative effect on the performance of existing areas and result in fringe developments and further catering for private vehicles on Horsham's transport system
- Confirms that the Horsham CAD has more than adequate vehicle access and parking provision
- Minimises and/or eliminate vehicle crossings on to private sites for car parking and service delivery so that the footpaths remain free of conflict with vehicles

Horsham CBD Parking and Management Strategy

The Horsham CBD Parking and Management Strategy is the most recent parking study for Horsham, conducted in 2010. The strategy primarily focusses on issues relating to the supply of car parking within the Horsham CBD with regard to the management of car parking on public streets, public car parks and the forecasted additional car parking required to serve the City's future growth. The strategy returns to the previous study undertaken in Horsham in 2001 and measures changes in parking demand throughout the CBD, changes in central land uses and likely changes to the Horsham Planning Scheme.

This plan identifies opportunities for additional parking including a multi-level car park which includes an estimate of parking rates to make the investment viable.

How this strategy relates to car parking policy:

- This strategy provided an occupancy survey which has been referenced in this report to inform parking management responses.

APPENDIX B Stakeholder Engagement

The MRCagney team facilitated an intensive series of stakeholder engagement workshops over a three-day period in June 2016. The workshops allowed members of the community, Councillors, Council staff, local traders and other stakeholder groups to discuss contemporary approaches to car parking management and gather a more in depth understanding of the influence car parking poses on urban environments and regional centres.

The workshops were aimed to develop capacity within the community about the complexities of car parking as well as develop an understanding of the local users perceptions of how parking is working in Horsham. Attendees were introduced to some key issues associated with standard approaches to car parking management including supply and demand, free vs paid parking, minimum statutory parking rates, cash-in-lieu of parking and driver behaviour. Additionally we expanded the scope of a conventional car parking workshop to include some other key issues and themes that are very influential in determining the success or failure of a town and its overall appeal and profile as a place to live, invest or visit.

Our aim was to open up a dialogue with the community about possible improvements to the CBD through reaching an appropriate level of car parking supply. This capacity building exercise encouraged attendees to envision a future Horsham that was appealing as a place to visit – one where it was easy to enjoy the town's cultural landscape, stay longer and importantly participate more in the local economy. Attendees were able to distinguish between a place that is enjoyable for people, making them want to stay and spend; and simply a place that is accessible conveniently by car, inducing short stays and small spends.

The team unpacked some important concepts that contribute to making urban areas function in the best way possible to balance the needs of both drivers and pedestrians. Returning road space to people-based activities is an effective way to ensure CBD land uses are used to maximise prosperity. This outcome is dependent on ensuring car parking supply is not at an unsustainable level and that 'streets' are prioritised over 'roads'. Simply put: streets are for people and return the greatest value, whereas roads are simply for vehicle movement and represent a cost, rather than a return. We need to evolve from a traditional approach to car parking and road hierarchies into street classifications that are systematically augmented to pedestrian needs above all other functions. This is achievable even on a small scale and examples exist in central Horsham of simple and elegant treatments to improve the pedestrian realm.

The workshops discussed foot traffic as one of the key factors driving an economically and socially successful main street, how having healthy numbers of people walking around creates a vital village atmosphere where people can spontaneously meet, and how this collectively can support a variety of businesses. Horsham is rich in amenity, bringing together a variety of interesting retail and dining attractions, service providers and other businesses enjoy a strong sense of community and a quality CBD environment. One of Horsham's greatest endowments is its excellent accessibility through a variety of travel modes, particularly walking and cycling, therefore the right elements are present for the town to genuinely address its future mobility concerns and movement patterns. Reduced reliance on cars and greater walkability within all urban areas leads to more foot traffic and better access to customers, something that can make a town 'come to life' especially in a unique environment like the Horsham CBD with an interesting built form and a legible grid network of central streets.

Who did we speak with?

Council developed an intensive consultation schedule for the dates Thursday 16th to Saturday the 18th of June with workshops and meetings taking place at Council.

Typically some of the workshops were only attended by a few people. Parking often doesn't leap off the page as an exciting topic for discussion. This is not a Horsham thing – it's just a thing. Possibly we could have reduced the amount of community workshops to just two or three to allow bigger turnouts and a more dynamic workshop environment. This is only speculation though, and the advantage of making so many time slots available was that we did maximise the opportunity for people to access the information and get to inform the process.

The following list details the stakeholders we engaged with during the three days:

- Inception meeting with Manager, Director and CEO
- Meeting with Councillors
- Parking staff consultation
- Business consultation Session (including Business Horsham)
- EMG consultation
- Horsham Parking Consultative and Advisory Committee
- Mobility and Special Needs
- Community sessions

What did they say?

A common response during the community engagement workshops was that Horsham residents enjoy the rural lifestyle and the convenience to everyday tasks that living in the country offers. That is, they enjoy being able to drive freely throughout the town unencumbered by traffic congestion with easy access to the goods and services they require for their daily lives. This behaviour, although completely acceptable to a large extent and understandable given the need to travel throughout the region, can actually have negative impacts on a town and stall its social and economic potential as a thriving, vibrant and interesting rural hub. Reducing the dependence of private vehicle use throughout central Horsham should become a priority for the town but first of all, people need to understand their own travel behaviour and develop capacity for positive change.

The team opened up a dialogue with workshop participants about their own travel needs throughout the town. This allowed a level of reflection on individual travel behaviour and subsequent questions followed about the best way to target entrenched travel behaviour and uncover some possible solutions that would be of benefit to both resident and the town itself.

The Horsham community is proud and dedicated to the preservation of liveability enjoyed through its unique rural and urban lifestyle. Residents and other stakeholders collectively shared a common vision for the town: they want to retain the lifestyle that they enjoy but see Horsham prosper for their future and their children's future. This vision was a running theme throughout the workshops and will support shaping the future of Horsham and the direction the town chooses to follow.

Liveability; movement and mobility; the economy, local business and industry; events, attractions and tourism were naturally identified as important areas of focus for the town moving forward. Importantly, the relationship and role of car parking management in allowing for these future opportunities to truly unfold is something that was tested with attendees understanding future trade-offs, challenges and options.

The overall success of the workshops was founded on a sense of optimism that was generated about the future of Horsham and how a parking strategy can contribute to a positive outcome for the town. The community is invested in their town and want Council to make the best decisions possible on behalf of community, industry and business needs. The review of the town's car parking management is just one project that is required to ensure the town is on track for a prosperous future.

Additionally, workshops proved to be an important opportunity to get the community talking about car parking and reflecting on their behaviour, something that is critical to achieving positive change. If the town wants to

attract future investment and modernise, development will be required and therefore strong community support is critical. Travel behaviour and car parking management are just two issues that the town is required to address moving forward and this strategy will set ambitious yet achievable benchmarks to achieve this.

Workshop activities

Each workshop involved a presentation about modern approaches to car parking management with ensuing Q & A sessions and some capacity building activities. The aim was to get stakeholders to think about what they value most about their town; how it could be improved; and what assets, attractions and qualities the town could not afford to lose in any case.

The following lists detail the responses to the two questions we asked during the community engagement workshops. The scope of the questions were intentionally broad to expand on car parking and allow attendees to draw links between parking and driving with more prosperous activities and land uses.

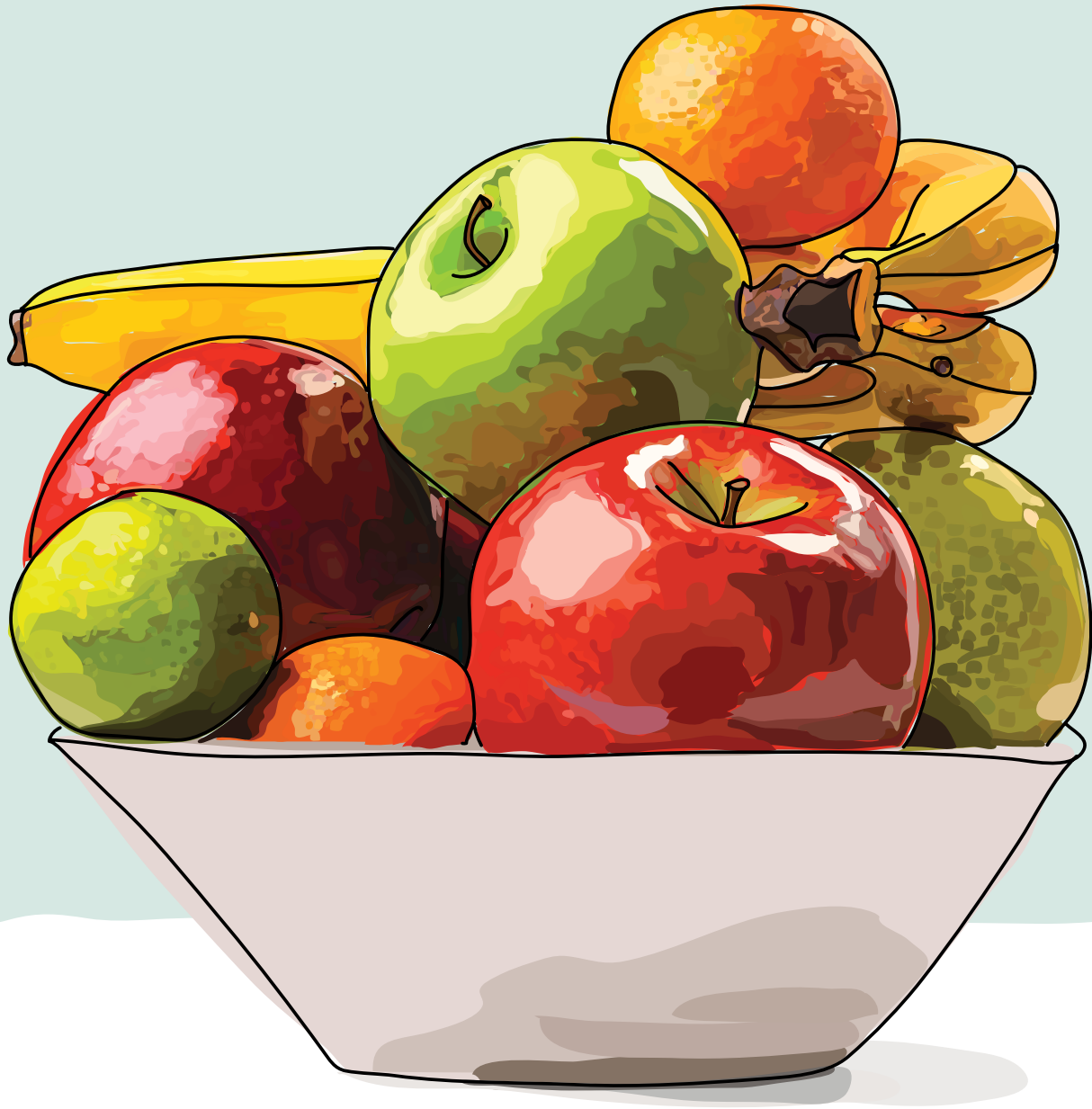
Things we can't lose

| |
|---|
| • Concern for elderly citizens |
| • The quality of main streets |
| • Human flow; could make it better |
| • The history of Horsham |
| • The heritage of buildings and facades |
| • The streetscape |
| • The country town "feel" and atmosphere |
| • The social connection and community feel |
| • Do not lose the quality/appearance of the main street |
| • Street cleaning |
| • Long parking bays for tourists |
| • Roberts Place trees |
| • Can't lose businesses on the main street/CBD |
| • Outdoor seating/appropriate seating |
| • Gathering spaces for diverse demographics |
| • Local developing food community |
| • The river |
| • Our green spaces |
| • Our compact CBD |
| • May Park |
| • Free traffic flow |
| • Shade from trees/shelter |
| • Speciality stores/shopping |
| • Heritage |
| • Kannamaroo Festival (must grow) |
| • Old police station |
| • 40 Winks carpark |
| • Town Hall development |

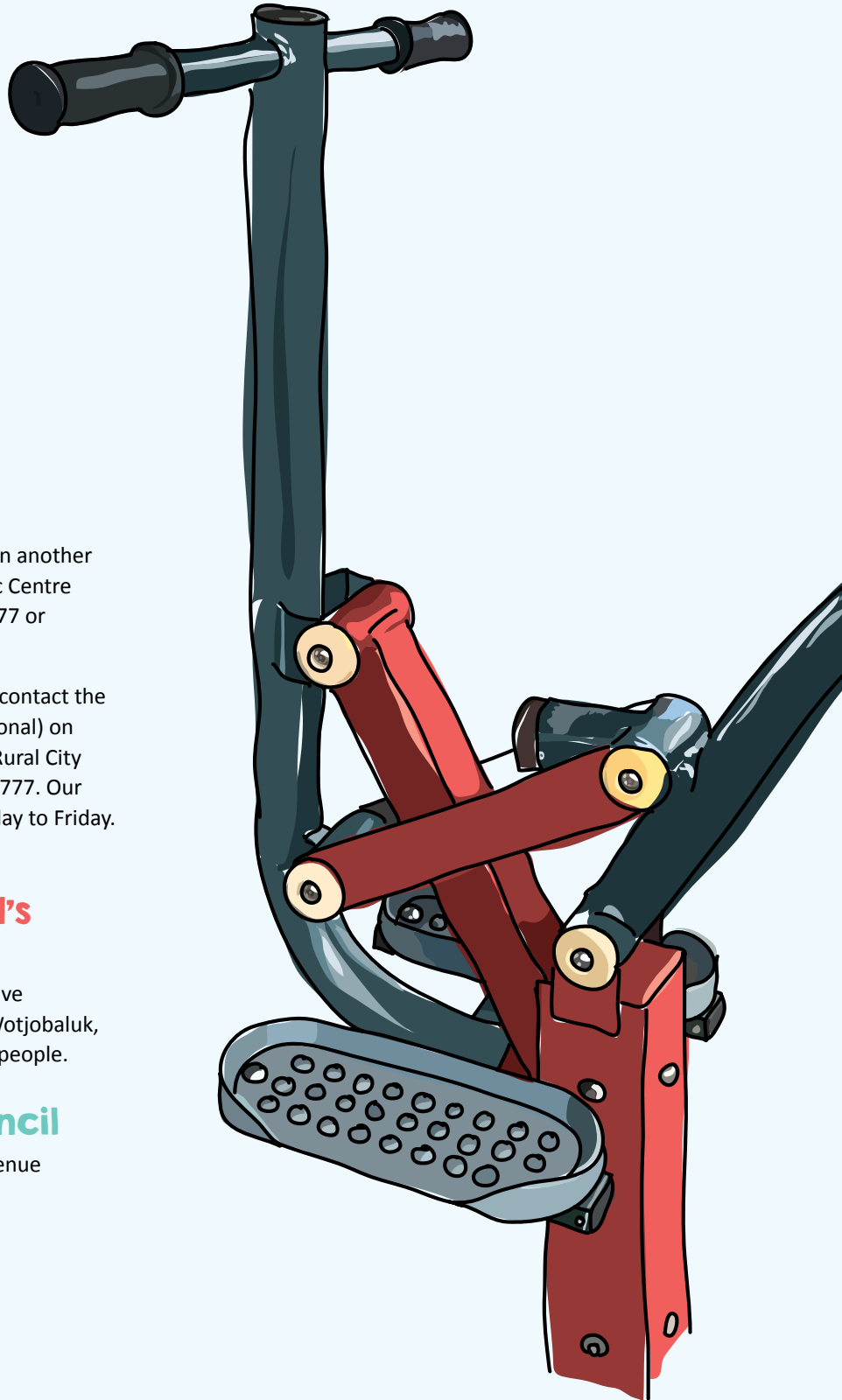
Big opportunities for Horsham

| |
|------------------------|
| • Equal access parking |
|------------------------|

| |
|---|
| • Long parking bay (Aldi) |
| • Integrate Plaza better with Firebrace St CBD |
| • Shade and spaces for parking |
| • Water fountains/features |
| • Introduce environmental features (Grampians) and cultural features to the CBD streets |
| • Youth art |
| • Utilise the river area more strategically |
| • Improve wayfinding |
| • Outside trading/events |
| • Encourage active travel/end of trip facilities |
| • Roundabout Wilson – Darlot Street (congestion) |
| • Hamilton St intersection (congestion) |
| • Susceptible to crashes on the bridge (what happens if it's closed?) |
| • Timeline for bypass |
| • Heavy vehicle breakdown |
| • App/map showing where all parking zones are including long vehicles |
| • Expand local food community |
| • More pedestrian friendly- cars too dominant |
| • Clean up planning scheme to incentivise development |
| • Better overall use of street width for both parking and shade |
| • Add to the town's great streets |
| • Better pedestrian connections/infrastructure |
| • Better walkways, pedestrian linkages (covered) |
| • Pedestrian thoroughfare opportunities at Wilson and Hamilton St (Harvey Norman) |
| • Park/meeting place in the centre to connect local paths |
| • Covered public spaces |
| • Music performance opportunities |
| • Educating rather than fine – EZ Park education |
| • Show visitors get a fine (EZ Park) |
| • Zone parking/consistent |
| • Greater tolerance re parking meters |
| • Make walking/pedestrian environment more appealing |
| • Cultural change/shift |
| • Infrastructure on the river |
| • Exploit the river as a real gateway to the town |
| • Cultural precinct at Pynsent St |
| • Water feature in the town/precinct |
| • Narrow streets |
| • Lighting features in the CBD to improve safety/vitality |
| • More public toilets (only 2 in town) |
| • More bike parking facilities |
| • Nice public and outdoor seating |
| • Shop-top housing in CBD using second storey buildings |



HEALTH AND WELLBEING PLAN



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

If you require an interpreter service, please contact the Translating and Interpreter Service (TIS National) on 131 450 and ask them to contact Horsham Rural City Council Reception on telephone (03) 5382 9777. Our business hours are 8.30am to 5.00pm Monday to Friday.

Recognition of Our Land's Traditional Owners

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

Horsham Rural City Council

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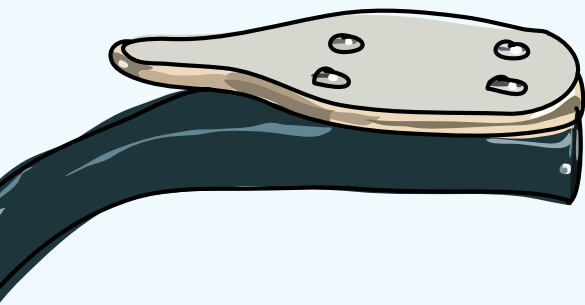
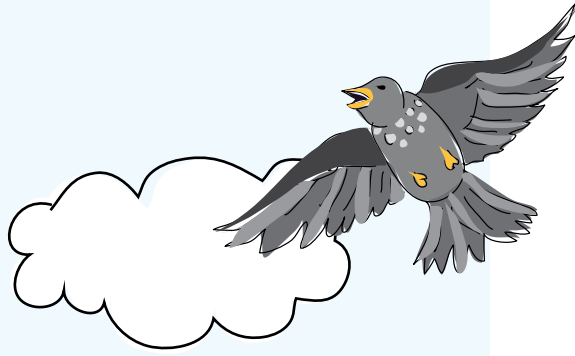


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MESSAGE FROM THE MAYOR

Council is committed to its vision of achieving a vibrant, inclusive community in which to live, work, play and invest.

Success in achieving this vision will require a multi-faceted approach and increasing the health and wellbeing outcomes of our community is one critical element.

Health and wellbeing is not purely our physical health but incorporates aspects of our social, built, natural and economic environment for, as we all know, our health is affected by our knowledge, employment, family life, where we live, how we get around, our access to services and a host of other things.

The connection between poor health behaviours and chronic illness is well established. Council is active, and will continue to be active, in advocating in the treatment space. However, prevention is where the largest gain can be achieved. This plan outlines key priority areas and the objectives and actions that sit underneath them.

The Health and Wellbeing Plan is a living document meaning the conversation doesn't end here. Council wants to hear what is important to the community from a health and wellbeing perspective and will continue to actively seek input from the community as needs change over time.

I look forward to seeing the positive changes this plan will deliver for our community and the ongoing conversation with you around health and wellbeing.

Cr Pam Clarke
Mayor



EXECUTIVE SUMMARY

The purpose of the Municipal Health and Wellbeing Plan is to protect, improve and promote public health and wellbeing within Horsham Rural City (Horsham RC). In doing so, the plan identifies health and wellbeing issues and needs of the Horsham community, based on a range of data sources. A plan of action has been developed in response to the identified needs, to be implemented over the next four years.

Findings from surveys that examined the health and wellbeing of communities across Victoria showed Horsham RC residents to have a greater sense of general wellbeing and life satisfaction than the state average. Horsham RC residents were also more likely to be involved in the community through volunteering or citizen engagement and reported higher levels of trust and a willingness to help each other than the Victorian averages.

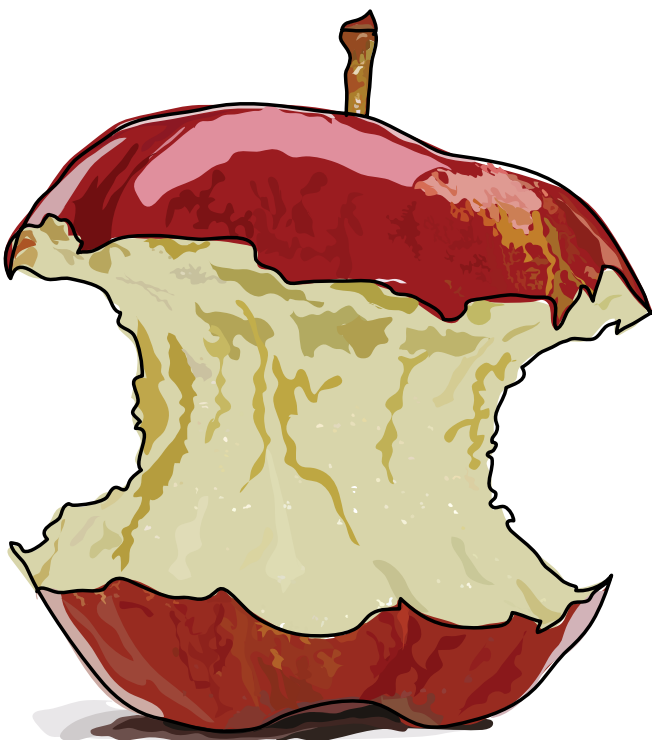
Horsham, however, does not fare as well in a range of other areas. Within the Grampians region, Horsham RC consistently had the highest rate of family violence incidents (between 2011 and 2016) and the municipality is ranked the third highest local government area in the state for teenage births. Data also showed Horsham RC to have the second highest rate of drug and alcohol clients in the state and treatment episodes for care rates was eight times higher for the 0-14 year age group than the Victorian average.

As a result of: data analysis; input gathered at Wimmera PCP health workshops; findings from the 2015-2019 Victorian Public Health and Wellbeing Plan; and consultation with external stakeholders, the following health and wellbeing priorities were identified (in no particular order):

- Increasing healthy eating and active living
- Reducing harmful alcohol and drug use
- Improving mental health
- Preventing family violence
- Improving sexual and reproductive health
- Improving early years outcomes
- Strengthening education and economic development

This plan contains specific objectives and actions for each priority that Council will undertake to improve the health and wellbeing of our community over the next four years. Each action has Council's role defined as often Council will advocate for the change or partner with other agencies to deliver the action, thus ensuring the most effective and sustainable outcome.

This is a living document and will be reviewed annually and updated as required.



PART I: BACKGROUND TO THE HORSHAM HEALTH & WELLBEING PLAN

What is the Municipal Public Health and Wellbeing Plan?

The purpose of this plan is to demonstrate how Horsham Rural City Council (HRCC) will work towards creating a community in which people can achieve maximum health and wellbeing over the next four years. The Plan is required under Section 26 of the Victorian *Public Health and Wellbeing Act 2008*.

The plan fulfils the requirements under the Act, which states a Municipal Public Health and Wellbeing Plan (MPHWP) must:

- Include an examination of data about health status and health determinants in the municipal district.
- Identify goals and strategies based on available evidence for creating a local community in which people can achieve maximum health and wellbeing.
- Provide for the involvement of people in the local community in the development, implementation and evaluation of the public Health and Wellbeing Plan.
- Specify how the Council will work in partnership with the Department and other agencies undertaking public health initiatives, projects and programs to accomplish the goals and strategies identified in the public Health and Wellbeing Plan.

The MPHWP can be incorporated into the Council Plan or remain a separate document. HRCC elected to maintain the MPHWP as a separate document to ensure the correct degree of focus is maintained on such an important area.

This Plan also meets the requirements of the Climate Change Act 2010, by 'having regard to climate change'. Examples include emergency management and recovery work conducted by Council (Part 3, Action 3.18) and actions involving provision of water (Part 4, Action 2) and shade (Part 4, Action 6).

The Plan is also aligned with the Royal Commission into Family Violence, Recommendation 94 stipulating that, "councils report on the measures they propose to take to reduce family violence and respond to the needs of victims in preparing their municipal public health and wellbeing plans."

Council recognises family violence as a key priority in its Health and Wellbeing Plan and have outlined a number of objectives, actions and evaluation measures (Part 4; 3. Preventing Family Violence).

Determinants of Health - What makes us healthy?

Health and wellbeing is influenced by a series of factors. In this Plan, a systems approach to health and wellbeing has been used which "*considers the impact of factors originating across any or all of four environmental dimensions – built, social, economic and natural.*"

Our social and economic environment is probably the most important influence on our health. Contributors to good health are a decent income, good education, a safe environment, secure housing, social support and access to transport. Contributors to poor health include unemployment, poor housing, isolation/social exclusion, lack of public transport, income inequality and poverty.² Certain demographic characteristics also have a significant impact on the health outcomes, such as: gender, age and disability. As such, Council has adopted a life course approach to the development of this plan (recognising that health outcomes will change across a person's life) and has ensured a gender analysis was conducted (by Women's Health Grampians) and included in data breakdown in Part 2.

The natural environment has positive influences on health by providing clean air, open spaces, rain and climate conditions and natural features such as mountains, rivers, sunrises etc. In times of fire, flood, drought and other natural disasters, health can be adversely affected.

The built and urban environment influences health in providing such things as safe footpaths for pedestrians, lighting, access to appropriate services and places for people to sit. Inadequate footpaths, lack of lighting and inaccessibility can all contribute to poorer health.

'Health is a state of complete physical, mental and social wellbeing, not merely the absence of disease or infirmity'

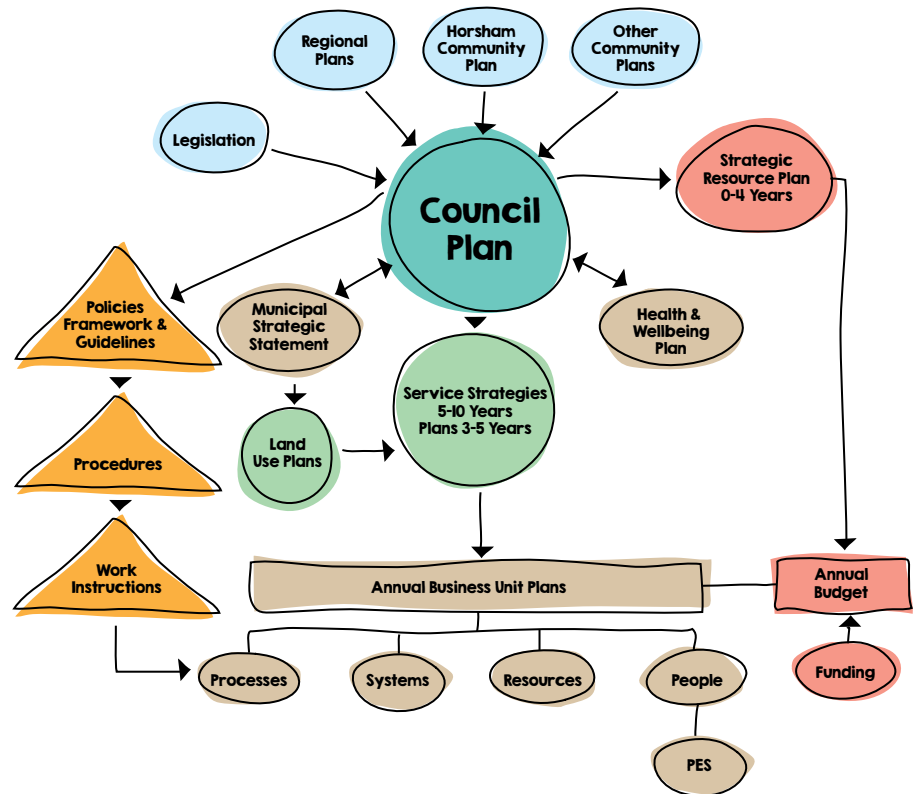
- World Health Organisation, 1948

How does this link with other Council plans?

The MPHWP is one of Council's key strategic plans and is consistent with the Council Plan and the Municipal Strategic Statement (MSS). Links to these plans are shown in the adjacent diagram.

The MSS is awaiting approval at the time of writing this MPHWP. The reviewed MSS has a health and wellbeing section that is aligned with this plan – with objectives around social connection, physical activity, the importance of the built environment in supporting these elements and increasing education and employment opportunities. The MSS has influenced the objective and action development of this Plan.

Given this direct link, the MPHWP influences all Council policies, service plans and annual business unit plans.



The Council Plan creates the context for the HRCC Health and Wellbeing Plan as it works towards creating a community in which people can achieve maximum health and wellbeing.

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.

Below is a selection of Council's key strategies, master plans, advisory groups and initiatives that will assist in the delivery of health and wellbeing outcomes:

- CBD Revitalisation
- Parking Strategy
- Road Management Plan
- Horsham North Urban Framework
- Horsham Railway Corridor Masterplan
- Municipal Early Years Strategy
- Aquatic Centre Masterplan
- Public Art Plan
- Tourism and Events Masterplan
- Community Action Plans
- Disability Access and Action Plan
- Arts and Cultural Plan
- Wimmera River Corridor Masterplan
- Wimmera River Improvement Plan
- Economic Development Strategy
- Sport and Recreation Strategy
 - Multi-use Indoor Sports Stadium Project

Advisory Groups

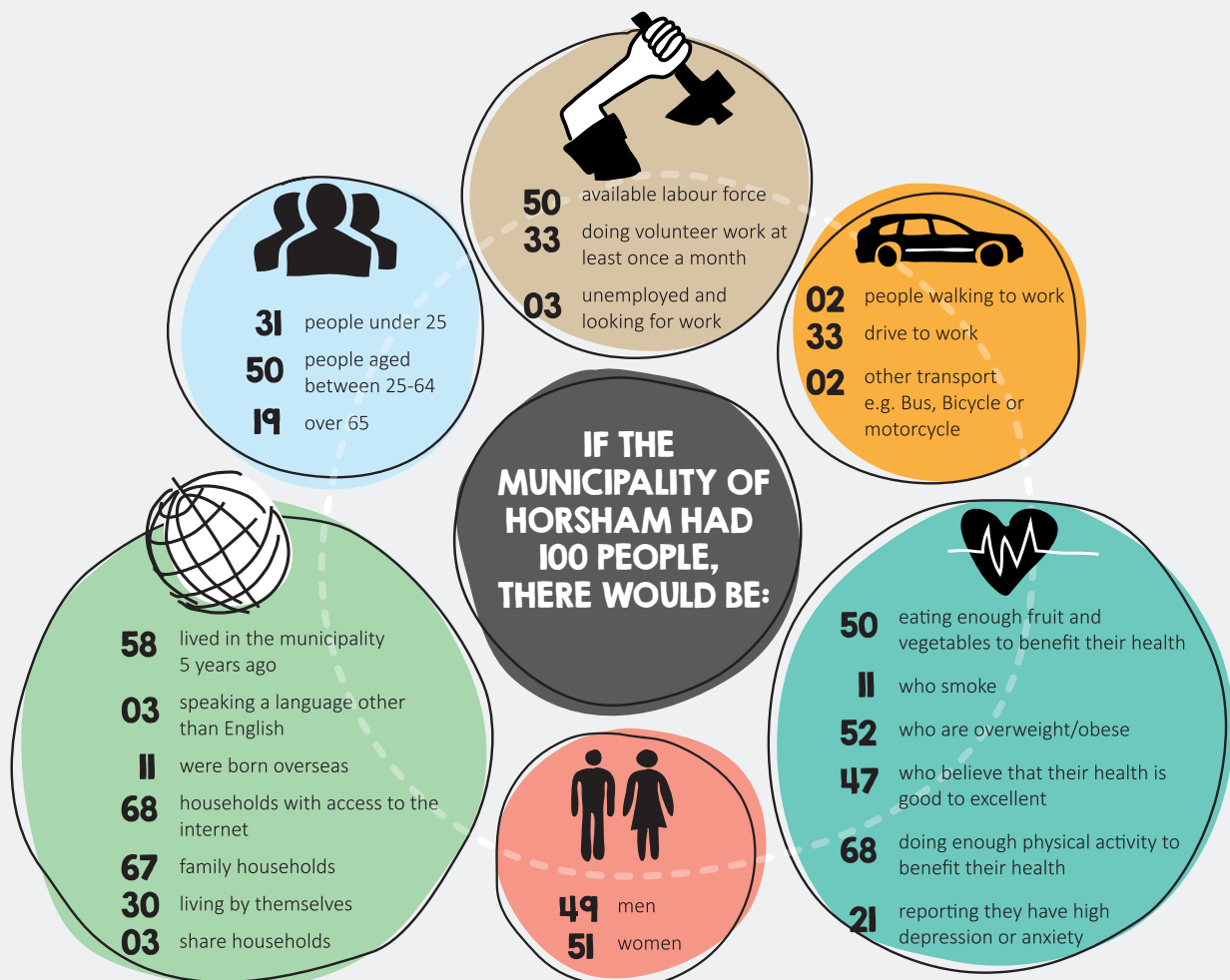
- Tourism Advisory Committee
- Bike Advisory Committee
- Early Years Committee
- Aboriginal Advisory Committee
- Public Art Committee

PART 2: THE PROCESS AND PRIORITY SETTING

The development of the MPHWP, including the process of priority setting, was multi-faceted, involving both data analysis and engagement with stakeholders and the community.

The first step in setting health and wellbeing priorities involved interpreting available data. This has ensured that the plan, and its priorities, is backed by statistical evidence. To ground-truth this data, a range of qualitative elements were examined and stakeholder and community engagement was undertaken.

Data Analysis - Profile of Horsham Rural City



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

Demographics

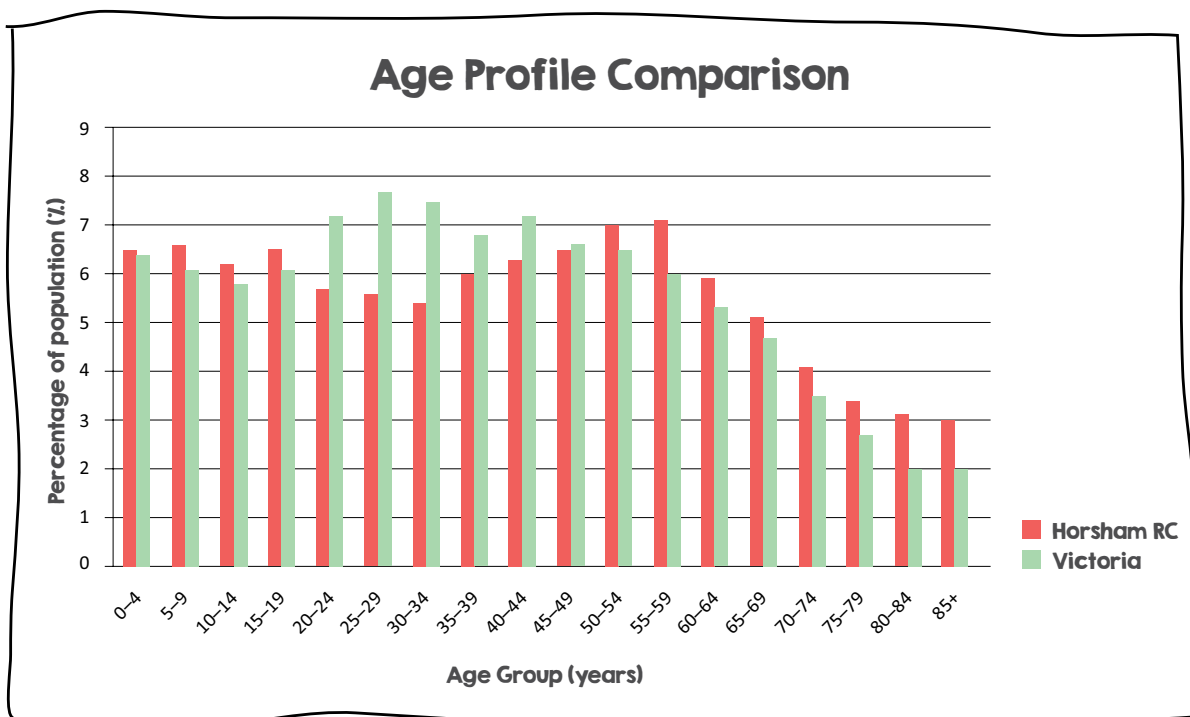
Population – In 2015 Horsham RC had a population of 19,774³; and increase of 251 people since 2011. Nearly 60 per cent of residents live in the central urban area of Horsham which has a population of 15,262.⁴ Horsham population increased the most in the Wimmera Primary Care Partnership region where it rose by eight per cent between 2006 -2011. The greatest decrease in Goroke (down 13.2% during this time).⁵ The Victorian Government has projected Horsham’s population to increase by 11.8 per cent to 22,223 by 2031.⁶

Employment – The Health Care and Social Assistance sector remains the largest employment sector in the municipality employing 16 per cent of the workforce. This is an important statistic when examined in terms of training and attracting skilled professionals to the region. Retail trade (13%) and Agriculture, Forestry and Fishing (10%), are the second highest employers within the municipality.⁷

The unemployment rate across the municipality increased significantly in comparison to Victoria from 2012-2016. Horsham RC remains below the Victoria rate of 5.8 at 4.9 – despite an increase in unemployment five times that of the increase for Victoria.⁸

Education – In 2011, the percentage of persons aged 20-64 that had completed Year 12 or equivalent was lower (41.9%) than the Victoria figure of 58.2 per cent.⁹ However, the percentage increase across 2006-2011 was similar to that of Victoria. Females were more likely than males to complete Year 12. In 2014, Horsham fell below the state average for numeracy in all year levels measured except Year 3 (Year 3, 5, 7 and 9 measured). It fell below the state average in all year levels for literacy.¹⁰ Labour force participation (employed or looking for employment) for the population aged 15 to 64 years was similar to the Victorian average with a figure of 75 per cent compared to 72 per cent. It is likely that this reflects the large proportion of young people who leave school early to pursue a trade.¹¹

Age – The age profile of the municipality compared to other parts of the State can be seen in Figure 1. There are a high number of children below 19 years living in the municipality, emphasising the importance of early childhood services and services for school aged children. Conversely, there are fewer young adults in the municipality (compared to the State average). This is a consequence of school leavers moving to Melbourne or larger regional centres for employment and tertiary education, and is reflected regionally. The municipality also has a higher percentage of people aged over 50 compared to Victoria highlighting the need for services that cater for an ageing population. Consequently, a life course approach is particularly important in Horsham RC given health and wellbeing will be experienced differently across the span of a life-time.



Technology – In 2011, 70.5 per cent of dwellings across the municipality had internet connection at home, compared to 73.6 per cent in the Grampians Region and the Victorian state average of 79.6 per cent.¹² While Horsham remains below the state average, 2011 saw a significant increase from the 2006 figure of 43 per cent.¹³

SEIFA Index – In the 2011 Census, as it was in the 2006 Census, the area of Horsham bounded by Kalkee Road, Dooen Road and north of the railway line had the highest level of disadvantage in the municipality, in the most disadvantaged decile on the SEIFA Index. Other areas that are high on the SEIFA index of disadvantage include Horsham West, the Sunnyside area and the area around Jung and Natimuk. The SEIFA Index can be used to show relative socio-economic disadvantage in terms of people's access to material and social resources, and their ability to participate in society. This is of relevance to this plan as socio economic status can have an effect on health.

Indigenous – Aboriginal and Torres Strait Islander people make up 1.9 per cent of the population.¹⁴ This is similar to the regional Victoria figure of 1.8 per cent but double that of Victoria's average of 0.9 per cent. Of the clients who attend the medical clinic at Horsham's Goolum Goolum Aboriginal Co-Operative, 30 per cent identify as smokers; 69.9 per cent suffer one or more chronic illness and 23.4 per cent have a diagnosed mental illness.

Cultural Diversity – While still a small percentage, the municipalities' cultural diversity is growing. In 2011, 10.5 per cent of the total population in Horsham RC were born overseas with the largest number (2.2%) born in north-west Europe. This is lower than the Regional Victoria figure of 15.7 per cent. The percentage of the population that speak a language other than English at home is 6.5 per cent¹⁵ compared to 27.6 per cent in Victoria.

According to the 2011 Department of Health & Human Services survey, 46.4 per cent of Horsham respondents either agreed or strongly agreed that "it is a good thing for a society to be made up of people from different

cultures". This is compared to 43.1 per cent in the Grampians Region and the Victorian State average of 51 per cent.¹⁶

Religion – According to 2011 Census data, 79.5 per cent of the Horsham residents identify as belonging to some form of religion. The Census highlighted 19.1 per cent belonged to the Uniting Church (approximately four times that of the Victoria figure - 4.7%) and 10.5 per cent belonged to the Lutheran Church (this was 10 times the Victorian figure of 0.8%).¹⁷ Within the municipality many church and faith based organisations run programs and initiatives that support community connectedness, skills development and education. Churches contribute significantly to the health and wellbeing of our community through social welfare support, emergency accommodation and homelessness support, refuge facilities and other activities that support families and individuals in times of need.

Early Years – Mothers in the Horsham municipality are more likely to breastfeed than the average Victorian mother, with 40.3 per cent of babies being fully breastfed at six months compared to the Victorian average of 34 per cent.¹⁸ Horsham RC also has strong immunisation rates with 95 per cent of children in Horsham fully immunised at 24-27 months, which is higher than the state average.¹⁹

Interestingly, Maternal and Child Health Centre visits for key age/stage assessments saw Horsham below the state average for visits at eight months and below but above average for 12 months and over.²⁰

The Australian Early Development Census (AEDC) provides a national measurement to monitor children's development. The AEDC states that where children live can have an impact on their development. From 2009-2016, the AEDC findings for Horsham highlight a significant increase across all developmentally vulnerable areas of physical, social, emotional, language and communication. In 2015 Horsham was above the state average for percentage of children developmentally vulnerable on one or more domains (25.1% vs 19.9%) and on two or more domains (18% vs 9.9%).²¹





Health & Wellbeing Data

This section provides a municipal snapshot of some lifestyle behaviours and other community health indicators which have a direct effect on health and wellbeing. As outlined on Page 5, health and wellbeing is more than just the physical health and is influenced by a host of social and economic determinants.

Smoking – In Horsham RC 9.2 per cent of residents report they are current smokers with smoking more prevalent in males than females. This is below the Victorian estimate of 13.1 per cent.²²

Drugs and alcohol – The number of alcohol and other drug clients per 1,000 in Horsham is estimated to be 14.1 which is substantially higher than the Victorian measure at 5.1, and indicates that HRCC has the second highest rate of drug and alcohol clients in the state.²³

The Horsham adult population has a greater 'increased lifetime risk' of alcohol related harm than their Victorian counterparts (62.3% vs 59.2%).²⁴ The rates of emergency department presentations and ambulance attendance rates are also considerably higher than Victoria's. (27 vs 13.8 and 56.9 vs 34.4 respectively).²⁵ Alcohol can be key contributor in men's violence against women. Women whose partners drink excessively are more than twice as likely as other women to experience physical abuse, and more than one-and-a-half times as likely to experience psychological abuse.²⁶

The ambulance attendance rate per age group is close to double that of Victoria's average for the age groups 15-64 year olds.²⁷ Treatment episodes for care rates for alcohol are over 2.5 times that for Victoria (and predominantly comprise of males). It is higher for each age group and eight times higher for 0-14 years than Victoria's figure.

The number of Emergency Department (ED) presentations for illicit drug-related harm episodes in Horsham RC was slightly higher at 2.2 per 10,000 people, compared with the Victorian average of 2.5. However, for pharmaceutical drug-related harm episodes Horsham RC was nearly four times higher than the state average (43.8 v. 12.6 per 10,000 population). This trend continued for females within the 15-24 age group.²⁸

Mental Health – There is now strong evidence of the relationship between social isolation and health, including mental health.²⁹ The estimated population with mental and behavioural problems in Horsham is similar to Victorian figures for both males and females.³⁰ The percentage of people with lifetime prevalence of depression and anxiety is slightly higher for females than the Victorian average – 33.4 per cent versus 25 per cent.³¹

Physical Activity – Horsham residents presented similar physical activity trends to that of the Victorian average for both inactivity (0 days per week) – 22.2 per cent (Horsham) versus 18.9 per cent (Vic average) and high activity (four days or more per week) – 41 per cent versus 41.3 per cent.³² It was noted that 42.1 per cent of females and 56.9 per cent of males within HRCC engage in sufficient physical activity. This was comparable to the Victorian average of 39.8 per cent for females and 43 per cent for males.³³

It is important to understand that men and women can face different barriers to being physically active. For example, women are more likely to face barriers such as caring responsibilities, body image and perceptions of safety. Inadequate levels of physical activity in women and girls are linked to obesity which can contribute to a number of interrelated health issues such as earlier onset of puberty, polycystic ovary syndrome (PCOS), gestational diabetes and type 2 diabetes.³⁴

Healthy eating – The 2013 Australian guidelines recommend five or more serves of vegetables and two serves of fruit per day. While, on average, Horsham people eat 2.5 serves of vegetables per day (which is more than the Victorian average of 2.2 serves), it is well below the five recommended serves.³⁵ The recommended two serves of fruit is consumed by 47.5 per cent of Horsham RC residents which is similar to the state average of 47.8 per cent. Less than 30 per cent of females report eating the recommended intake of fruit, vegetables, legumes and fish³⁶ and persons aged 65 years and older were more likely to than younger people to meet the fruit consumption guidelines.³⁷

More Horsham RC residents consume sugar-sweetened beverages than the Victorian average, at 14.4 per cent versus 11.2 per cent³⁸

More Horsham RC residents than the state average said affordability was the reason for not consuming the food they wanted.³⁹ Horsham was similar to the state average with responses around quality and variety. No data was provided to gauge if culturally appropriate food availability or accessibility (with public transport) were factors. Approximately three per cent of Horsham residents had ran out of food in the previous 12 months which is lower than the Victoria average of 4.6 per cent.⁴⁰

Asthma – Asthma rates are slightly higher at 12.5 per cent than the regional (11.6%) and state (10.9%) averages.⁴¹

Cholesterol – Horsham recorded the same rate as Victoria for population with high blood cholesterol at 33.4 per 100 persons.⁴²

Diabetes – Horsham has a higher percentage of the population (5.5%) with diabetes than the Victorian average (5%). In this population, 86.2 per cent have Type 2 and 10.3 per cent have Type 1 versus the state figure of 86.8 per cent and 9.5 per cent respectively. In 2009-2013, the rate of avoidable deaths caused by diabetes was higher in Horsham RC than the regional Victoria and Victoria average.⁴³

Cancer – In 2011-2012 residents of Horsham (8.4%) were more likely to report having been diagnosed with cancer in their life-time compared to the regional and state Victoria average (7% and 7.2%, respectively).⁴⁴ The total average of malignant cancers diagnosed each year was greater for females than males. Between 2007 and 2011, Horsham was more likely to report new cases of bowel (22%) and prostate (18.6%) cancers compared to the state average (15.5% and 13.1%, respectively).⁴⁵

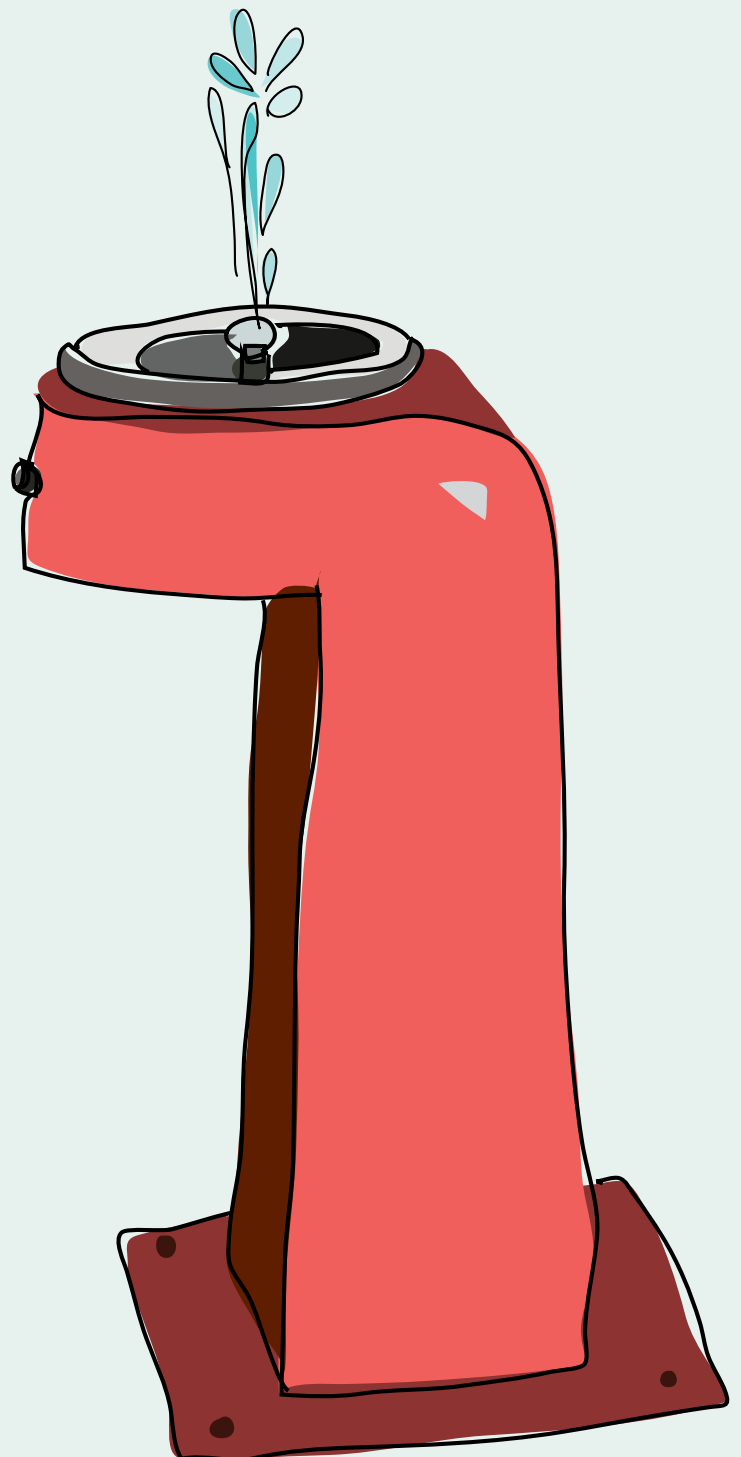
Obesity – 21.4 per cent of the population is obese (versus the Victorian average of 17.3%). Females were more likely to be obese than their male counterparts.

Circulatory system diseases - Over the 2009-2013 period the rate of avoidable deaths from circulatory system diseases was higher than the state average of 33.8 per cent, at 49.6 per cent.⁴⁶

Oral health – Horsham residents were more likely to report they had visited a dental professional in the last one to two years than the Victoria average (23.9% v. 18.2%). However, for both adult and young people (0-14 years) hospital admission rates for dental conditions were higher than the state average in 2013/2014. However, rates for young people reduced significantly from 2008/2009 to 2013/2014 from 19.2 to 6.5. This is believed to be due to the addition of fluoride to Horsham's water supply since 2006. While this remains higher than the state average it has closed the gap significantly.⁴⁷ General dental waiting times at Wimmera Health Care Group were the highest in the Grampians region at almost twice the state average.

Sexual and reproductive health – With a teenage birth rate of 27.1, Horsham is ranked the third highest local government area in the state, the Victorian average being 14.3.⁴⁸ Being a rural area, privacy and availability of services are barriers impacting people's access to contraception, emergency contraception and abortion services. With girls and women often referred to Melbourne, the knowledge base of service providers or individuals about what services are available and how to access them is essential and can be a possible gap. Horsham has significantly higher rates of chlamydia than the state average. Females are over double the state average (44.1 per 10,000 v. 19.4) and males

are roughly the same as the state average (13.97 per 10,000 v. 13.1).⁴⁹ Sexual and reproductive health covers areas such as safe sex and contraception, unplanned pregnancy and sexually transmitted infections. Although some of these factors impact both men and women, it is still traditionally women and girls who bear the overwhelming burden of sexual and reproductive morbidity.⁵⁰



Other community health indicators

Many factors influence positive health and wellbeing. Below is some data on how Horsham RC is performing when compared to the rest of the state.

The 2015 Vic Health Survey results indicate 83.5 per cent of Horsham residents feel people are willing to help each other (higher than the Vic average of 74.1%) and 84.6 per cent agreed people can be trusted (again higher than the Vic average of 71.9%).⁵¹

The 2011 Vic Health Survey results indicated that 51 per cent of Horsham residents volunteer at least once a month – a rate that is significantly more favourable than the Victorian average of 33.9 per cent.⁵²

Some form of citizen engagement was undertaken by 66.8 per cent of Horsham residents in the previous 12 months which is higher than the Victorian average of 50.1 per cent.⁵³

In 2015, residents reported greater wellbeing and satisfaction with life than the Victorian average. Residents gave their wellbeing an average score of 80.6 out of 100 and life satisfaction 8.2/10 compared to the state average of 77.3 and 7.8 respectively.⁵⁴ In the 2011 Community Indicators Victoria Survey, the average Personal Wellbeing Index score for persons living in Horsham was 81.2⁵⁵ displaying a gradual decrease.

Only 49.9 per cent of Horsham residents reported an adequate work-life balance which is lower than the Victorian average of 57.3 per cent.⁵⁶

In the previous year, transport limitations were experienced by 32 per cent of people living in Horsham, compared to 24.6 per cent of people living in the Grampians Region and the Victorian State average of 23.7 per cent.⁵⁷

Safety – Most Horsham residents said they felt safe walking alone during the day (92.2%) which was similar to the state average (92.5%). Conversely, only 54.4 per cent of people felt safe walking alone at night, which is slightly lower than the Victorian average of 55.1%.⁵⁸ It is important to note there can be significant differences between male and female perceptions regarding safety and this can influence use of space including open space and participation in physical activity. Men generally feel significantly safer than women walking alone at night with 87.1 per cent of males (vs state average of 87.5%) within HRCC area feeling safe when walking alone at night compared to 62.1 per cent of females (vs state average of 63.1%).⁵⁹

Crime – The number of young people (12-18 years) on community based supervision orders (2012-2013) was over nine times that of the state average (22.5 v. 2.4).⁶⁰ In 2014-2015, the crime rate was more than three times the state average for both crimes where the offender was a child or young person and crimes where the victim was a child or young person.⁶¹

Family violence – The family violence incident rate in Horsham per 100,000 of population (Oct 2015-Sept 2016) was more than double the Victorian average (2730.6 v. 1,302.1).⁶² Horsham has consistently had the highest rate of family violence incidents in the Grampians Region (2011 to 2016). Since 2012, Horsham has been among the top 10 worst performing Local Government Areas across the state.

While most victims are aged 35 years and over, more than 27 per cent of Horsham RC victims were aged less than 25 years. Comparison of per population rates of victims aged less than 25 years indicate that Horsham RC population in this age group are much more likely to be victims compared to the regional Victoria average.⁶³

The risk of violence is worse for Aboriginal and Torres Strait Islander women, rural/regional women, culturally and linguistically diverse women, women with disabilities and the elderly because they already face other systems of oppression and discrimination which compound their experience of violence.⁶⁴



Stakeholder Engagement

Stakeholder engagement was another critical element of priority setting for the MPHWP. Council participated in a series of health workshops coordinated by Wimmera Primary Care Partnership (Wimmera PCP), of which Council is a member. These workshops have fed into the Wimmera PCP Health & Wellbeing Plan with the following identified priorities:

- Physical Activity
- Healthy Eating
- Social Connection

These regional priorities, actions and evaluation measures have fed into this plan.

A Steering Committee was formed to provide input and direction onto the development process, including priority setting. This Committee comprised Goolum Goolum Aboriginal Co-operative (GGAC), Wimmera PCP, Wimmera Health Care Group (WHCG),

Uniting Wimmera (formerly Wimmera Uniting Care), the Department of Health and Human Services (DHHS), Grampians Community Health and internal HRCC stakeholders from the Community Development, Community Services and Recreation and Sustainability teams.

One-to-one consultations were held with a series of internal and external stakeholders and a workshop was held to access objectives and to begin brainstorming actions. External stakeholders included: Wimmera Regional Library Corporation, Wimmera Drug Action Taskforce, Wimmera Regional Sports Assembly, YMCA, Headspace, Women's Health Grampians, Western Victoria Primary Health Network, Vic Police, LLEN, WDA, Wimmera Pride, Centre for Participation, Barwon CASA, HDKA.

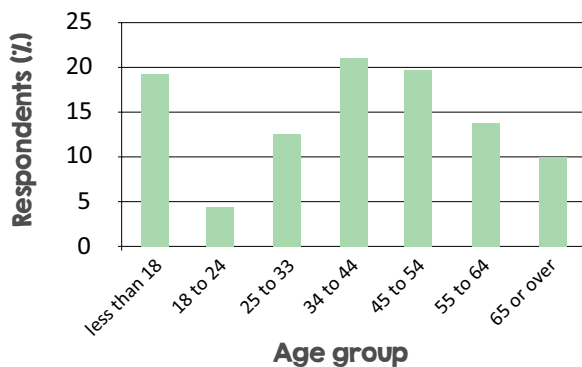


Community Engagement

Community engagement was conducted throughout the development process via a survey (17 July to 31 July 2017), listening post (29 July 2017) in Horsham Plaza and then a 28-day public review of the document (23 August to 19 September).

A total of 240 responses were collected to the survey (both electronic and hard copy). Of these, 231 gave details on gender and age which allows for analysis of how representative the responses are of the community. The age profile is representative, as it follows a similar trend to that of the Horsham age profile (graph below), however more women (70% of respondents) responded than males.

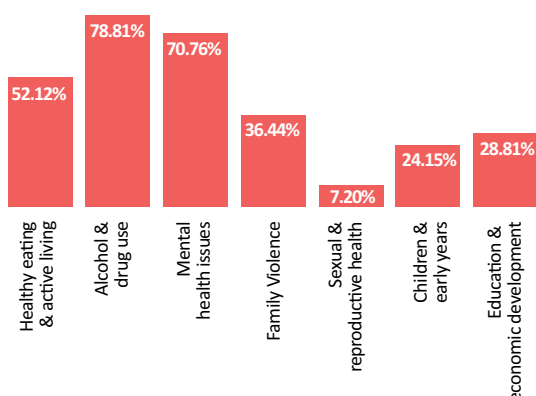
What is your age? (optional)



Of the respondents assessed, 71.4 per cent rated the overall health and wellbeing of our community as 'average', while 31 per cent and 30 per cent rated it low and high, respectively.

Respondents identified the top three priorities as alcohol and drug use, mental health issues and healthy eating and active living.

What do you think are the top three health and wellbeing priorities within the Horsham municipality?



General themes in the survey comments, in order of most comments, were:

1. Healthy Eating/Active Living – This area received the most comments; 50 per cent more than the next category of Education and Economic Development. Key themes were:

- Develop/maximise our natural environment to promote active living (including bike/walking trails for connectivity, focus on infrastructure such as shade, water taps, lighting).
- Increase the number of activities available to all (i.e. elderly, youth, differing abilities etc) that promotes physical activity.
- Increase promotion of activities and healthy food options available.
- Increase healthy food options available in community (including canteens and council events).

2. General Communications – There were 37 comments that referred to the need to increase the communication from Council around the promotion of activities and services available, general awareness about health and wellbeing and promoting what Council is doing in the community.

3. Education and Economic Development – The spread of comments in this category was greater with key themes covering the need for improvement on public transport and “things to do” in the community along with general statements that Economic Development needs to be a key focus.

4. Services – Over 40 comments referred to the need for more medical services and promotion of what was available.

5. Mental Health – A key theme emerging was encouraging more community activities (not based around sport but common interests). Particularly for the youth.

Themes for other areas included: Alcohol and Drugs – general comments that action was critical in this area; Family Violence – address gender equity; Early Years – increase education and support services for parents; Sexual and Reproductive Health – promote awareness of services.

This community feedback was directly fed into the Plan development and influenced the wording and setting of actions.

Partnerships

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

Achieving items in Part 3 and Part 4 of the Plan will rely on effective partnerships. The actions in Part 4 specify the relevant partners, however, it should be noted this is not a comprehensive list and the actual partners involved will likely be far greater.

To ensure the MPHWP remains on track and actions are proving effective, the Steering Committee will meet quarterly to track progress.

PART 3: WHAT IS HRCC ALREADY DOING?

HRCC is already active in improving health and wellbeing across the community. There are some areas where Council has primary responsibility, such as infrastructure provision, maintenance of public space and regulatory services. Community health and wellbeing initiatives are incorporated into the decision-making process in these areas. In other areas, Council may partner with other agencies to deliver services or support initiatives. This support may take the form of advocacy, provision of venues, publicity or resources such as staff or financial support.

Some of Council's ongoing commitments in this space include:

3.1 Delivering diversity in its actions to ensure inclusivity and accessibility for all. Council recognises inequities faced by different community members potentially resulting in poorer health outcomes for certain groups such as the aging population, those with a disability, Indigenous people and the LGBTIQ community. As such, programs/activities delivered require an equity lens to truly ensure there is diversity in actions delivered to ensure inclusivity and accessibility.

3.2 Communicating through a variety of mediums, thereby increasing the reach of messages to the community.

3.3 Implementing the Community Grants Program in line with health and wellbeing priorities such as supporting local community groups to increase organised indoor and outdoor sport opportunities.

3.4 Effective partnership and collaboration with local agencies whose work has an impact on public health and wellbeing. This includes ongoing membership and active participation in groups such as: Wimmera Primary Care Partnership, Wimmera Drug Action Taskforce and the Communities of Respect and Equality (CORE) group and Horsham Aquatic Centre.

3.5 Continuing to build partnerships and projects that support greater participation and acceptance in community life.

3.6 Recognition of the importance and ongoing place that all Indigenous people hold in our community and continued commitment to the role of the Aboriginal Advisory Group.

3.7 Developing and maintaining facilities and open spaces (eg. sporting grounds, parks and gardens) which support social connection and physical activity opportunities for individuals and community groups. Along with ongoing support of open space Advisory Committees. (Links with Council Plan – Actions 1.1.03, 1.1.04, 1.1.09, 1.2.03, 1.2.04)

3.8 Development and maintenance of roads, footpaths and walking and bike trails with particular focus on key precinct linkages (e.g. home to schools) to promote active living options and supporting infrastructure such as seats, signage, water, lighting and shade; (Links with Council Plan – Actions 1.2.09, 1.2.10, 1.2.11)

3.9 Undertaking urban planning that considers health and wellbeing implications such as social connectivity, safety and active living.

3.10 Consideration of safety and surveillance when undertaking development and maintenance of venues and open spaces.

3.11 Provision of facilities and services such as the Horsham Regional Art Gallery, Horsham Town Hall, Horsham Library and local halls. These venues provide places for people to meet and connect and also have regular programmed activities for groups and the community providing for social connection.

3.12 Maintaining a strong health and wellbeing focus internally at the Horsham Rural City Council through initiatives such as staff health checks and health programs.

3.13 Community Development and Support – working with and strengthening communities, supporting festivals, events and the Arts. Support of cultural activities enhances the vibrancy of the community and builds social connection and physical activity opportunities through dance, music, theatre etc.

3.14 Early Years Services – provision of Maternal Child and Health Services, co-ordinating and providing immunisation services, playgroups, new parent groups and implementation of child safe standards.

3.15 Aged & Disability Services to over 600 clients – funded through the Commonwealth Home Support Program, Victorian HACC program for younger people and private works to provide: domestic assistance, personal care, meals-on-wheels and home handyman services (eg. shopping, cleaning, showering, preparing for bed, meals) for elderly and disabled people. Also, the provision of disabled parking permits to eligible people and Senior Citizens Clubs in Horsham and Natimuk.

3.16 Environmental Health Services such as food premises registration, waste water permits, tobacco control and public safety.

3.17 Developing and enforcing up-to-date public health standards and intervening if the health of people within the municipal district is affected.

3.18 Emergency Management Planning for Resource Support, Emergency Relief and Recovery – Planning for the provision of resources, emergency relief and recovery services in accordance with adopted plans, policies and procedures. The aim is to coordinate resources to support the community in partnership with stakeholders from non-government organisations and emergency service agencies before, during and after emergencies such as bushfires and floods.

3.19 Work with community groups and other agencies to strengthen the governance and enhance the sustainability of volunteer groups throughout the municipality.

3.20 Waste Management – waste collection and recycling services.

3.21 Economic development – building relationships with local businesses and proactively seeking opportunities to enhance the vibrancy and liveability of our municipality.

3.22 Sustainability and Recreation Environmental programs – e.g. landcare, urban wetlands.

3.23 Advocacy – for improved public transport and other key issues in the community.

PART 4: WHAT DOES HRCC PLAN TO DO?

The key priorities for this Horsham Rural City Council Health and Wellbeing Plan were a product of data analysis specific to Horsham Rural City. They are (in no particular order):

- Increasing healthy eating and active living
- Reducing harmful alcohol and drug use
- Improving mental health
- Preventing family violence
- Improving sexual and reproductive health
- Improving early years outcomes
- Strengthening education and economic development

These seven priorities are data driven using data specific to Horsham Rural City and reinforced by the Wimmera Primary Care Partnership Health and Wellbeing Plan, the 2015-2019 Victorian Public Health and Wellbeing

Plan and consultations with partner agencies and the community.

Council undertakes many functions that contribute to the health and wellbeing of the community. This plan highlights a number of specific objectives and key actions underneath each priority area along with evaluation measures.

The indicators outlined for the evaluation measures will be used to assess the overall success of the actions at the end of the four-year period. When reviewing the plan annually, specific action updates will be used to assess if the action is on track. Targets (in ranges of 5% increments) have been allocated to each evaluation measure and these targets will be reviewed continuously.

I. Increasing healthy eating and active living

Why is this a priority?

What the data says...

- 21.4 per cent of the Horsham RC population is obese (versus the Victorian average of 17.3%).⁶⁵
- Unhealthy eating and low physical activity can contribute to chronic diseases. The proportion of people in Horsham RC who have diabetes, chronic obstructive pulmonary disease and high blood pressure is above the Victorian average.⁶⁶
- More Horsham RC residents consume sugar sweetened beverages than the Victorian average at 14.4 per cent v. 11.2 per cent.⁶⁷

What our community says...⁶⁸

- 43 per cent agree there are adequate opportunities for healthy eating.
- 61 per cent agree there are adequate opportunities for physical activity.

Objective 1: To increase healthy eating options (food and beverage) in the community

| Action | Role of Council | Responsibility within Council | Partners | Timeline |
|--|-----------------|--|--|----------|
| 1 Develop and promote a Healthy Eating Charter (linking, where appropriate, with existing programs such as the Heat Health Project). | Deliver | Corporate Services | YMCA, WHCG, Wimmera PCP, DHHS, GGAC, Parks Victoria, GCH | 2018 |
| 2 Install and promote bottle filling stations as water fountains are replaced. | Deliver | Recreation & Sustainability / Technical Services | GWM Water, WRSA, VicHealth, Wimmera PCP, YMCA, GGAC, WHCG, DEDJTR, GCH | Ongoing |

Objective 2: To increase opportunities for participation in physical activity.

| Action | Role of Council | Responsibility within Council | Partners | Timeline |
|---|--------------------|--|--|----------|
| 3 Support and promote active living programs and ensure diversity in offerings to cater for all needs and groups. | Advocate / Partner | Community Services | YMCA, WRSA, Oasis Wimmera, Wimmera Pride, Nexus, WHCG, GCH, GGAC, Community groups, U3A, schools | Ongoing |
| 4 Finalise the Open Space Strategy for the municipality (Phase 1 being the implementation of the Wimmera River Corridor Masterplan). | Deliver | Recreation & Sustainability / HRCC Strategic Planner | Community | Ongoing |
| 5 Advocate for public transport connections to allow community to access facilities and open spaces. | Advocate | Community Services | Regional Transport Group | Ongoing |
| 6 Develop and maintain footpaths and walking and bike trails with particular focus on key precinct linkages to promote active living options and supporting infrastructure such as seats, signage, water, lighting and shade. | Deliver / Partner | Technical Services / Recreation & Sustainability | VicRoads, HRCC Bike Advisory Group Committee / DHHS | Ongoing |
| 7 Support recreation activities in natural environment spaces including rivers, lakes and major trails across municipality (eg. Grampians Peak Trail) | Deliver / Partner | Recreation & Sustainability | Parks Victoria, DEWLP | Ongoing |

Develop and maintain footpaths and walking and bike trails with particular focus on key precinct linkages to promote active living options and supporting infrastructure such as seats, signage, water, lighting and shade.

Evaluation Measures

| Relevant Objective | Indicator | Current Figure | Target | 2021 Figure |
|--------------------|---|----------------|----------------|-------------|
| Objective 1 | The number of people meeting the vegetable consumption guidelines.* | 9.2% | 1-5% increase | |
| | The number of people meeting the fruit consumption guidelines.* | 47.5% | 1-5% increase | |
| | Proportion of people who consume sugar-sweetened soft drink daily.* | 14.4% | 5-10% decrease | |
| Objective 2 | Proportion of people participating in organised physical activity.* | 24.5% | 1-5% increase | |
| | Proportion of people who are sufficiently physically active.* | 48.5% | 1-5% increase | |
| | Proportion of people who are overweight/pre-obese.* | 26.6% | 1-5% decrease | |

* (Above measures are aligned with Victorian Public Health and Wellbeing Outcomes Framework measure 1.3 and/or Wimmera PCP Health and Wellbeing Plan measures)

Links with Council Plan: Action 1.209, 1.2.10, 1.2.11, 3.1.05, 3.4.01, 3.4.03

2. Reducing harmful alcohol and drug use

Why is this a priority?

What the data says...

- Treatment episodes for care rates for alcohol are over 2.5 times that for Victoria (predominantly males). It is higher for each age group and eight times higher for people in the 0-14 years age bracket than Victoria's figure.
- The ambulance attendance rate per age group is close to double that of Victoria's average for the age groups 15-64 year olds.⁶⁹

What the community says...

- 39.5 per cent of respondents believed that drug and alcohol issues were not being addressed in the community.

Objective: To reduce alcohol consumption and minimise harm associated with the misuse of alcohol and other drugs.

| Action # | Action | Role of Council | Responsibility within Council | Partners | Timeline |
|----------|--|-----------------|---|--|----------|
| 8 | Deliver Stage 2 of the Alcohol Culture Change Program. | Deliver | Community Development | VicHealth, Project Partners, Victoria Police | 2019 |
| 9 | Partner with programs to promote a family-friendly culture at events (eg. sporting events). | Partner | Community Services | Wimmera Drug Action Taskforce, WRSA, community groups, WHCG, Victoria Police | Ongoing |
| 10 | Create new, and renew, license agreements with a focus on a positive alcohol culture (eg. time allowed in facility at night, cost of alcohol) and provide a reward program in agreements where applicable for organisations that target a positive alcohol culture (eg. decrease in fees). | Deliver | Community Services / Corporate Services | Community groups, WRSA, Wimmera Drug Action Taskforce, Victoria Police | Ongoing |
| 11 | Advocate for an alcohol and drug rehabilitation clinic in Horsham. | Advocate | Community Services | Wimmera Drug Action Taskforce, Uniting Wimmera, Victoria Police, WHCG, GCH | Ongoing |

Evaluation Measures

| Indicator | Current Figure | Target | 2021 Figure |
|--|----------------------------|----------------|-------------|
| Proportion of adults who consume alcohol at increased lifetime risk of harm* | 62.3% | 1-5% decrease | |
| Treatment episodes of care rates (per 10,000 population) for alcohol for 0-14 yrs and 15-24 yrs age groups | 0-14: 26.4 15-24: 125.3 | 5-10% decrease | |
| Rate of prescription drug-related ambulance attendances (per 10,000 population)* | 23.3 | 5-10% decrease | |
| Rate of illicit drug-related ambulance attendances (per 10,000 population)* | 10.7 | 1-5% decrease | |

* (Above measures are aligned with Victorian Public Health and Wellbeing Outcomes Framework measure 1.3)

3. Improving mental health

Why is this a priority?

What the data says...

- Approximately one fifth of the Horsham RC population have a lifetime prevalence of depression and anxiety.⁷⁰
- There is now strong evidence of the relationship between social isolation and health, including mental health.⁷¹
- Horsham RC consistently displays a higher average number of people participating in the community

than the Victorian average in groups such as; sports, religious, other community/action groups and also volunteering.⁷²

- Interaction with nature in Victoria's parks and open spaces and participation in sport and recreation make an important contribution to reducing chronic disease risk factors, increasing social inclusion and building strong communities.

What the community says...

- 48 per cent agree they know how to access services if they have a mental health issue.

Objective: To increase social cohesion and resilience in the community.

| Action # | Action | Role of Council | Responsibility within Council | Partners | Timeline |
|----------|---|--------------------|---|---|----------|
| 12 | Support and promote activities and events that build community resilience and social networks for all groups. | Partner / Advocate | Community Services | WHCG, Wimmera PCP, community groups, GGAC, GCH | Ongoing |
| 13 | Deliver the My Community Directory | Deliver | Community Services | Centre for Participation, Wimmera PCP, GGAC | 2018 |
| 14 | Deliver the age friendly Community Project | Deliver | Community Services | Community groups, Centre for Participation, Wimmera PCP, GCH | 2018 |
| 15 | Review Welcome Packs to ensure they are inclusive. | Deliver | Economic Development | Community groups, BGLC, Wimmera Pride, Aboriginal Advisory Group, WHCG, Wimmera PCP | 2018 |
| 16 | Develop, maintain and promote facilities and open spaces as a venue for social connection for all including delivering on the CBD revitalisation project. | Partner | Community Development / Media & Comms, Technical Services | Community, community groups, GCH | Ongoing |
| 17 | Develop the Youth Strategy. | Partner | Community Services | Young People, Youth Services | 2018 |

Evaluation Measures

| Indicator | Current Figure | Target | 2021 Figure |
|--|---------------------|----------------|-------------|
| People with lifetime prevalence of depression and/or anxiety | 19.8% ⁷³ | 1-5% decrease | |
| Perceptions of Neighbourhood – proportion of people who agree people are willing to help each other* | 83.5% ⁷⁴ | 1-5% increase | |
| Proportion of people who can definitely get help from friend, family and/or neighbours when needed.* | 89.6% ⁷⁵ | 1-5% increase | |
| Community acceptance of diverse cultures* | 42.4% ⁷⁶ | 5-10% increase | |

* (Above measures are aligned with Victorian Public Health and Wellbeing Outcomes Framework measure 1.3 and/or Wimmera PCP Health and Wellbeing Plan measures)

4. Preventing family violence

Why is this a priority?

What the data says...

- Between 2013 and 2015 the number of females in Horsham RC who reported a family violence incident is more than double the Victorian average (2873.6 per 100,000 v. 1285 per 100,000).⁷⁷
- Horsham has consistently had the highest rate of family violence incidents in the Grampians Region between 2011 and 2016.⁷⁸

- Intimate partner violence is “the leading preventable contributor to death, disability and illness of Victorian women aged 15-44.”⁷⁹

What the community says...

- 47 per cent agreed that gender equality was important in their community, 22.6 per cent were unsure or had no opinion and 14 per cent disagreed.

Objective 1: Improve awareness and knowledge of violence against women.

| Action # | Action | Role of Council | Responsibility within Council | Partners | Timeline |
|----------|--|--------------------|---|--|----------|
| 18 | Implement the Act@Work program within Council and support the ‘Communities of Respect and Equality’ (CORE) plan. | Deliver | Community Services | CORE members | Ongoing |
| 19 | Lead and partner on public initiatives | Partner / Advocate | Community Services / Executive Management Group | Women’s Health Grampians, Victoria Police, WHCG, Uniting Wimmera, GCH | Ongoing |
| 20 | Advocate for a family violence support and safety hub in Horsham | Advocate | Community Services | Victoria Police, Uniting Wimmera, Women’s Health Grampians, Grampians Community Health, WHCG | Ongoing |

Objective 2: Address key drivers of gender inequality leading to violence against women.

| Action # | Action | Role of Council | Responsibility within Council | Partners | Timeline |
|----------|---|-----------------|--|-------------------------------------|----------|
| 21 | Develop and implement council gender equity strategy, policy and procedures. | Deliver | Corporate Services | Women’s Health Grampians | 2021 |
| 22 | Ensure the design of council facilities and open spaces considers access, lighting, entrapment points and passive surveillance so they are family friendly and meet the needs of different genders. | Deliver | Recreation & Sustainability / Technical Services | Community, Women’s Health Grampians | Ongoing |

Evaluation Measures

| Indicator | Current Figure | Target | 2021 Figure |
|---|----------------|-----------------|-------------|
| Family Violence Incident rate per 10,000 population | 2,730.6 | 10-15% decrease | |
| Perceptions of Safety – Proportion of people who feel safe walking alone during the day | 92.2% | 1-5% increase | |
| Perceptions of safety – Proportion of people who feel safe walking alone after dark* | 54.4% | 5-10% increase | |

* (Above measure aligns with Victorian Public Health and Wellbeing Outcomes Framework measure 2.1)

Links with Council Plan Actions 1.2.15, 1.2.16

5. Improving sexual and reproductive health

Why is this a priority?

What the data says...

- Horsham is ranked third highest local government area in the state for its rate of teenage births.⁸⁰
- Horsham has over double the rates of chlamydia in females than the state average.⁸¹

What the community says...

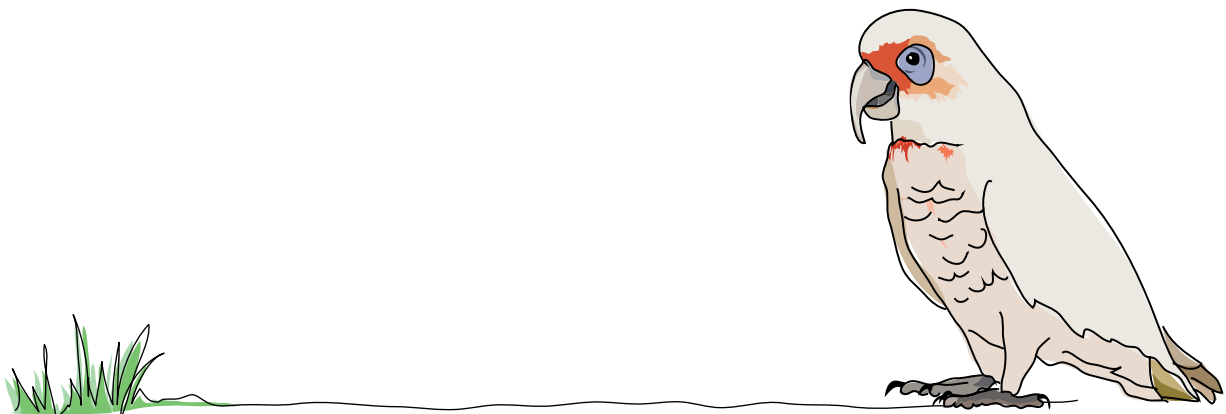
- 48 per cent were unsure or had no opinion on whether the community had a good understanding of safe sexual practices and services available.

Objective: To improve access to information and increase awareness and knowledge around safe sexual practices and services.

| Action # | Action | Role of Council | Responsibility within Council | Partners | Timeline |
|----------|---|------------------|-------------------------------|--|----------|
| 23 | Conduct focus groups with diverse participants to investigate root cause of statistics. | Partner | Community Services | Women's Grampians Health (Lead), Uniting Care, WHCG, Nexus, GGAC | 2018 |
| 24 | Advocate for the provision of locally based sexual health services and outreach programs. | Advocate | Community Services | WHG, WHCG, Uniting Wimmera, Wimmera Pride, Headspace, GCH | Ongoing |
| 25 | Inform the community about sexual health services available and how to access them. | Deliver/ Partner | Community Services | WHG, WHCG, Uniting Wimmera, Wimmera Pride, Headspace, GCH | Ongoing |

Evaluation Measures

| Indicator | Current Figure | Target | 2021 Figure |
|---|----------------------|-----------------|-------------|
| The number of live births to women aged under 19 years (per 1,000 women in this age group) | 27.1 ⁸² | 10-15% decrease | |
| The number of females and males who were diagnosed with Chlamydia per 10,000 persons. ⁸³ | F: 44.09 M: 12.97 | 10-15% decrease | |



6. Improving early years outcomes

Why is this a priority?

What the data says...

- From 2009-2016, Horsham RC had a significant increase across all developmentally vulnerable areas of physical, social, emotional, language and communication.⁸⁴
- In 2015 Horsham was above the state average for percentage of children developmentally vulnerable on one or more domains (25.1% vs 19.9%) and on two or more domains (18% vs 9.9%).⁸⁵

What the community says...

- 42 per cent agreed that the needs for children aged 0-6 years were adequately catered for in the community.

Objective 1: Improve opportunities for participation and connection with services for parents.

| Action # | Action | Role of Council | Responsibility within Council | Partners | Timeline |
|----------|--|-------------------|-------------------------------|---|----------|
| 26 | Deliver the Kalkee Rd Children's and Community Hub (KRCCH). | Deliver | Community Services | Early childhood providers, HDKA, local agencies | Dec 2017 |
| 27 | Utilise the KRCCH to strengthen links between Maternal Child and Health Nurses (MCHN) with other service providers and to support transition between service providers | Deliver / Partner | Community Services | MCHN, Hub service providers, WHCG, GGAC | Ongoing |
| 28 | Provide and promote a range of spaces for parents to meet and provide info that supports and connects parents (HUB and open spaces) | Deliver / Partner | Community Services | Uniting Wimmera, Early Years Planning Committee | Ongoing |

Objective 2: Improve learning and development of young children aged 0-6 years.

| Action # | Action | Role of Council | Responsibility within Council | Partners | Timeline |
|----------|--|-----------------|-------------------------------|--------------------------------|----------|
| 29 | Develop principles of 0-6 years programs within council operated areas (eg. KRCCH, Town Hall, Aquatic Centre, Indoor Stadium and Library) including programs that focus on promoting connection with nature. | Partner | Community Services | HDKA, DET, Uniting Wimmera | 2019 |
| 30 | Partner with organisations to conduct a review of outcomes, benefits and relevance of current services. | Partner | Community Services | Early Years Planning Committee | 2020 |

Evaluation Measures

| Indicator | Current Figure | Target | 2021 Figure |
|--|---------------------|---------------|-------------|
| Percentage of children developmentally vulnerable on one or more domains | 25.1% ⁸⁶ | 1-5% decrease | |
| Percentage of children developmentally vulnerable on two or more domains | 18.0% ⁸⁷ | 1-5% decrease | |

7. Strengthening education and economic development

Why is this a priority?

What the data says...

- Horsham has an unemployment rate of 4.9, which is lower than the Victoria's figure of 5.8. From 2012 to 2016, Horsham's unemployment rate has increased by 1.6, while the Victoria rate has increased by 0.3.⁸⁸

What the community says...

- 38 per cent agree the community has a strong focus on education and economic development, whilst 28.6 per cent disagree.

Objective: To profile Horsham as a place to do business and generate new business opportunities.

| Action # | Action | Role of Council | Responsibility within Council | Partners | Timeline |
|----------|---|--------------------|---|--|----------|
| 31 | Implement HRCC Economic Development strategy and ensure health and wellbeing priorities are reflected. | Deliver | Economic Development | Business Horsham, WDA, community | Ongoing |
| 32 | Develop and promote the municipality's key tourism and events attractions with particular focus on unique natural and cultural offerings. | Deliver / Partner | Economic Development / Community Development | Parks Victoria, RDV, Sports and Recreation Victoria, WDA, Tourism Advisory Committee | Ongoing |
| 33 | Advocate for supporting infrastructure (rail, road, internet, bus routes) | Advocate | Economic Development, Community Services / Technical Services | Public Transport Victoria | Ongoing |
| 34 | Develop relationships with businesses (new and current) to ensure business retention and attraction to the area. | Advocate / Partner | Economic Development | Business Horsham, WDA, community | Ongoing |
| 35 | Prepare a Healthy Design Local Planning Policy for inclusion into Clause 22 of the Horsham Planning Scheme; require new developments to meet healthy design guidelines. | Deliver | Planning | WDA, Business Horsham, community | Ongoing |
| 36 | Education: Advocate for, and support organisations to promote, lifelong learning. | Advocate / Partner | Economic Development, Community Services | U3A, Centre for Participation, Fed Uni, LLEN, Neighbourhood House | Ongoing |
| 37 | Education: Support mentoring programs and continue traineeships and work placements within HRCC | Deliver / Partner | Organisational Development | WDA, Skillinvest, Centre for Participation, LLEN, Leadership Wimmera | Ongoing |

Evaluation Measures

| Indicator | Current Figure | Target | 2021 Figure |
|---|-------------------|----------------|-------------|
| Number of new businesses opening in Horsham | N/A* | 1-5% increase | |
| Number of new full time jobs created | N/A* | 1-5% increase | |
| Proportion of young people (15-19 years) engaged in full time education and/or work** | 76% ⁸⁹ | 5-10% increase | |

*Not Applicable – count will begin upon implementation date of this plan. ** (Above measure aligns with Victorian Public Health and Wellbeing Outcomes Framework measure 3.2)

8. Review

An annual review of this plan is a requirement under the *Public Health and Wellbeing Act 2008*. However, a more frequent review will be conducted with quarterly Steering Committee meetings held. Feeding into these meetings will be consultations with both internal and external stakeholders of the different actions under this plan.

The review process will include an action status update for each action item (including measurement against a specified target for each action) and then discussion on any items/additional actions that need to be updated for the Plan.

The review process will also link with the development of Council's annual budget to ensure funding discussions are held.

Surveys may also be conducted to gain community feedback on the success of action measures taken. The review process should include feedback to the community about the progress of actions via media releases, public notices and social media posts.

The Wimmera Information Portal (WIP) and HRCC's My Community Directory will also be used as a key data source to track progress on changes in the community.

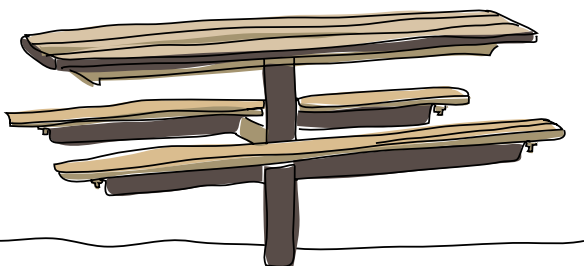
The evaluation measures outlined in this document will be used to determine success at the close of the four-year period (the evaluation measures are made up of indicators where the source data is generally only available every four years eg. Census data, Wimmera PCP Health and Wellbeing Profile and the VicHealth Survey). The targets for these measures will be reviewed annually (and updated if required) and data collected as it is made available.

These evaluation measures have been aligned where possible with the Victorian Public Health and Wellbeing Outcomes Framework and the Wimmera PCP Health and Wellbeing Plan however, there may be additional reporting measures required as part of the review process given the Framework has more indicators than those included in this Plan.

Where available, evaluation measures will include breakdown into different demographics such as gender and age to allow for deeper analysis. These considerations will be taken into account when implementing actions and developing new actions.

As a key Council plan, the review of this plan should be linked with, and feed into, the annual Council Plan review.





ACRONYMS AND ABBREVIATIONS

ABS – Australian Bureau of Statistics

BGLC (Barengi Gadjin Land Council) – an organisation involved in cultural heritage and indigenous land management. This is the only body in the region with the legislative authority to make legal decisions on cultural heritage.

Business Horsham – a collective voice for local businesses aiming to retain rural youth in the area and create a unified business group within the community.

Centre for Participation – an organisation focused on enhancing the community through local opportunities in community support, volunteering, learning and partnerships.

CFA – Country Fire Authority

CCTV – closed-circuit television

Decile – one of the values of a statistical variable that divides the distribution of the variable into ten groups having equal frequencies

DEDJTR – Department of Economic Development, Jobs, Transport and Resources

DET – Department of Education and Training

DHHS (Victorian Department of Health and Human Services) – A department aiming to achieve the best health and wellbeing for all Victorians through planning, policy development, funding and regulation of health service providers and activities.

EBA – Enterprise Bargaining Agreement

GCH (Grampians Community Health) – delivers a broad range of primary health care and community services for individuals and families in the Grampians region aiming to promote healthy living whilst improving the standard of living

GGAC (Goolum Goolum Aboriginal Co-operative) – a community controlled Aboriginal organisation delivering Health and Community Services to the local Koori community in the Wimmera and Western Grampians regions of Victoria

GWM Water – Grampians Wimmera Mallee Water

HDKA – Horsham District Kindergarten Association - the Cluster Manager and licensee of seven kindergartens in the Horsham district.

Healthy Sporting Environments – a VicHealth initiative to support sports clubs to become healthier, welcoming and more inclusive.

Horsham Balance – a statistical category covering the Horsham Rural City excluding those in the urban area of Horsham.

Horsham Central – a statistical category covering the entire urban area of Horsham excluding Haven

HRCC – Horsham Rural City Council

KRCCH – Kalkee Road Children's Community Hub – new early years Hub under construction on Kalkee Road.

NeXus – a youth centre located in Horsham which provides and promotes education, safety and recreation opportunities for young people throughout the Wimmera.

Oasis Wimmera – a group supporting and assisting overseas migrants to integrate into Australian society.

QUIT – a quit smoking organisation dedicated to eliminating the pain, suffering and costs caused by tobacco.

RDV – Regional Development Victoria - Victorian Government's lead agency in developing rural and regional Victoria

SEIFA – Socio-Economic Indexes for Areas - a product developed by the ABS that ranks areas in Australia according to relative socio-economic advantage and disadvantage. The indexes are based on information from the Census.

SES – State Emergency Service

U3A – University of the Third Age- a volunteer learning organisation for mature adults

Uniting Wimmera – formerly Wimmera Uniting Care - a not for profit organisation that supports and strengthens individuals, families and communities in the Wimmera.

Vic Health Indicators Survey – a Victorian community wellbeing survey which focuses on the social determinants of health. The survey is based on core questions related to individual and community health and wellbeing, critical to inform decisions about public health priorities.

WDA (Wimmera Development Association) – the peak economic development organisation for the Wimmera Southern Mallee region

WDAF (Wimmera Disability Access Forum) – an independent group of individuals and organisations promoting the wellbeing of the citizens of Horsham and the Wimmera who have a disability.

WHCG – Wimmera Health Care Group

WHG (Women’s Health Grampians) – is one of nine regional and two state-wide women’s health services funded by the Department of Health and Human Services. Their focus is at the population level, working to achieve healthy public policy, improved service provision for women, and cultural change that supports gender equality.

White Ribbon Initiative – aims to raise awareness about the issue of violence against women

WIP – Wimmera Information Portal – an online data portal summarising community statistics. This is a project implemented by HRCC, Wimmera PCP and Victoria Police.

Wimmera CMA – Wimmera Catchment Management Authority – responsible for creating a healthier and more sustainable environment.

Wimmera Primary Care Partnership (Wimmera PCP) – a state government funded organisation set up to improve access to services and continuity of care for people through improved service coordination, as well as chronic disease prevention, integrated health promotion and partnership development. The catchment includes the shires of West Wimmera, Yarriambiack, Hindmarsh and Horsham Rural City.

Wimmera Settlement Program – a program which helps migrants settle into life in Australia

Wimmera Southern Mallee Region – involves six municipalities in western Victoria including Horsham Rural City, Hindmarsh, Northern Grampians, West Wimmera, Yarriambiack and Buloke

WSM LLEN – Wimmera Southern Mallee Local Learning and Employment Network

WRSA (Wimmera Regional Sports Assembly) – a volunteer based organisation supporting the growth, development and promotion of sports and recreation at the grass roots level.



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Council Offices

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E: council@hrcc.vic.gov.au

W: www.hrcc.vic.gov.au

Monday to Friday – 8.30am to 5pm

Postal Address:

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DEPOT:

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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



COMMENTS RECEIVED DURING PUBLIC COMMENT PHASE**23 AUGUST TO 19 SEPTEMBER 2017**

- Two formal submission received from Women's Health Grampians and Grampians Community Health.

| Women's Health Grampians | | |
|---|---|---|
| Submission Comment | Council Response | Change to MPHWP |
| Consider adding supplied gender analysis to data section | Council requested a gender analysis of the draft Plan at the beginning of the development phase | Updates to Part 2: The Process and Priority Setting |
| Action 21: Broaden action to: Ensure design of Council facilities and open spaces include consideration of family friendly spaces and access to these spaces; lighting; access; entrapment points; passive surveillance and design of facilities to meet the needs of different genders. | This broadens the action to ensure more aspects are considered. | Action 21 updated |
| Evaluation measure of this priority (Feel safe working at night) to include gender split as provided | Agree – allows for greater analysis | Evaluation measure updated. |
| Action 23: Suggest this is 2 separate actions: e.g. 1. Advocate for provision of locally based sexual health services and outreach programs 2. Inform the community about sexual health services available and how to access them | Agree – Council will play different role in these two actions e.g. Advocate in the first and then Deliver/Partner in the second | Action split and updated in Plan. |
| Glossary - Suggest changing description of WHG | Agree | Wording updated in Plan on pg. 37 |
| Evaluation Measures – suggest when gathering evaluation measures to use gendered breakdown of data where available. | Agree. Can liaise with Women's Health Grampians Health to collect such data if needed. | "Review" section of Plan updated. |
| Grampians Community Health (member of Steering Committee) | | |
| Submission Comment | Council Response | Change to MPHWP |
| Expressed interest in being part of following actions: Action 1, 2, 3, 10, 11, 13, 15 and 18 | Already have GCH flagged as a key partner in delivering this health and wellbeing plan. Will update the Partners list for these specific actions. | Partner lists updated for these actions. |

COMMENTS RECEIVED DURING PUBLIC COMMENT PHASE**23 AUGUST TO 19 SEPTEMBER 2017**

- Three verbal discussions during public comment phase with Parks Victoria, LLEN and Sunnyside Advisory Committee member.

| PARKS VICTORIA | | |
|---|--|--|
| Submission Comment | Council Response | Change to MPHWP |
| Consider adding in reference to Heat Health Project (run by DHHS and Parks Victoria which encourages visitors of a community to drink more water and educates community re. water consumption in natural areas) | Links clearly with Action 1 | Action 1 updated and Partner list updated to include Parks Victoria. |
| Consider adding reference to Grampians Peak Trail in actions under Active Living priority | Current actions look at 'in town' infrastructure and use of open spaces but not greater municipality | Add new Action 7: "Support recreation activities in natural environment spaces including rivers, lakes and major trails across municipality e.g. Grampians Peak Trail" |
| Consider adding action around rivers and lakes to Active Living Priority | Incorporated in action above | No change |
| Consider adding an action around tourism of natural areas to economic development priority | Agree that this is missing in the Strengthening education and economic development priority | Add new Action 32: Develop and promote municipality's key tourism and events attractions with particular focus on unique natural and cultural offerings. |
| Consider adding an action around bush kinder program into early years priority | Linked with Action 29 | Updated Action 29 to incorporate nature based activities as well. |
| Consider adding a statement around mental health and connections with open spaces. | Agree – this is a key element as to why it appears in the mental health priority | Data section underneath Priority 3 – Improving mental health updated. |
| Consider adding a statement around connections with open space and how this can support a decrease in family violence (reduce stress etc) | Incorporated in statement above | No change |

| LLEN | | |
|---|--|---|
| Submission Comment | Council Response | Change to MPHWP |
| Action 37: Consider updating to reference volunteering of council staff to be mentors, buddies etc and adjust wording to include work placements as well as traineeships. | Agree | Action 37 wording updated. |
| Consider using Immunisation rates and/or key ages and stages visits as evaluation measures. | Agreement these are important measures. Data analysis will continue to track these but as no specific actions in Part 4 will not include in evaluation measure | No change |
| Consider updated evaluation measure in Priority 7: Education and Economic Development to include something around education. | Agree as there is an action around life-long learning. Will include measure that is aligned with Victorian Framework <i>Proportion of young people (15-19 years) engaged in full time education and/or work.</i> | Evaluation measure updated. |
| Part 3 – include reference to engagement with vulnerable families | Have strengthened this statement as an outcome of DHHS comments as well. | No change |
| Consider including action around Let's Read program | Part of Council's ongoing commitment in Part 3 – (items 3.4 and 3.14) however do not reference the program specifically. | No change |
| Sunnyside Advisory Committee Member | | |
| Submission Comment | Council Response | Change to MPHWP |
| Consider referencing development work around Sunnyside directly in the Plan. | Council Actions are set at the strategic level e.g. Open Space Strategy of which Sunnyside Park will be a key element and item 3.7 under Part 3. | Included comment referencing open space advisory committees in Part 3 Item 3.7. |

COMMENTS RECEIVED SINCE COUNCIL BRIEFING MONDAY 14 AUGUST 2017**(but not formal public comment submission)**

| DHHS (MEMBER OF STEERING COMMITTEE) | | |
|---|---|---|
| Submission Comment | Council Response | Change to MPHWP |
| <p>Consider putting the majority of the health and wellbeing data in an appendix</p> <p>Consider strengthening the statement regarding interconnections between many of the health/social determinants you've identified and health and wellbeing.</p> | <p>Having data in main body assists community in understanding the context as to why priorities were set.</p> <p>Agree</p> | <p>No change.</p> <p>General statements included in "Determinants of what makes us healthy" and Part 2.</p> |
| <p>Consider including other groups who generally have poorer health outcomes and/or require tailoring of programs/interventions such as people with disabilities, older people etc on pg. 10.</p> <p>This could include a section or statement on HRCC applying a 'life course approach' and 'equity lens' right across all strategies and action areas.</p> | <p>Agree</p> | <p>Updated p. 5 "Determinants of what makes us healthy"</p> |
| <p>Expand on the statement regarding how the MSS guided the plan development and will influence health and wellbeing goals.</p> | <p>Agree</p> | <p>Plan updated – pg. 5 under "How does this link with other Council plans".</p> <p>Action 35 also added to align more with MSS.</p> |
| <p>Include a specific section on priority setting (p.14) which references data, community engagement, Vic Public Health and Wellbeing Plan and partner engagement in the setting of priorities.</p> <p>Expand on the collaboration and partnerships with regional planning and selection of priorities for Council (as a PCP member) and partners (not Wimmera PCP health and wellbeing plan).</p> <p>Consider explicitly detailing and aligning the regional goals, objectives and relevant strategies (see attached) for the 3 regional priorities. It would also be great to ensure evaluation measures are aligned to the regional indicators and/or Outcomes Framework</p> | <p>Agree</p> <p>Agree</p> <p>The Plan's priorities, objectives and strategies have been developed with reference to the regional priorities and the Victoria Health and Wellbeing Plan.</p> | <p>Updated Part 2: The Process to also include Priority Setting as a heading and updated intro/wording and referenced throughout document more.</p> <p>Added Partnerships section to Pg. 17</p> <p>Updated each evaluation measure to reference if aligned with Wimmera PCP evaluation measures or Victoria Outcomes Framework.</p> |

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| | <p>However, as this Plan's priorities and objectives are data driven along with actions which have been directly influenced by stakeholders including the community no update will be made.</p> <p>Reference to evaluation measure – agree - makes it more visible that alignment has occurred.</p> | |
| Consider swapping the order of 'Part 3' and 'Part 4' (p.16-18) i.e. might be good to highlight what the priorities are prior to identifying what Council is already doing | Structure of plan is to take the community member chronologically through the development process. | No change. |
| Statistics for family violence on p.14 are highlighted however in light of Recommendation 94 of the Royal Commission into Family Violence, please include a statement towards the front of the document (p.4?) regarding the Recommendation and HRCC response to this (can then reference p.25) | Agree this should be added | Pg 4 updated. |
| Consider including the Climate Change Act (p.4?) as one of the legislative requirements for Council to consider implications of climate change on your community. This may include actions regarding disaster recovery, heat wave plans etc | Agree this should be added | Pg 4 updated. |
| Partners have been identified on pg. 14 regarding stakeholder engagement however it would be great to section specifically for partnerships detailing how HRCC will work in partnership with DHHS and other organisations and what mechanisms will be used to accomplish health and wellbeing goals i.e. convening the HRCC health and wellbeing working group once a X (quarter? bi-yearly?) etc. | Agree reference to partnerships could be more explicit. | Added Partnerships section to Pg. 17. "Review" section also updated to reference ongoing Steering Committee meetings. |
| Include an overall statement on evaluation mechanisms in Review (p.32) - this should also make note of the VPHWP Outcomes Framework, where relevant | Agree | Updated "Review" section of Plan. |

| | | |
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| <p>Preventing Family Violence - in the health and wellbeing data profiles older adults are recognised as a key group that may experience family violence. Can they be reflected in the strategies? i.e. prevention of Elder Abuse. A strategy could include - "Educate Commonwealth Home Support Program staff how to recognise and respond to possible cases of elder abuse" (online training is available) and the measure may be how many HRCC staff have completed the training.</p> | <p>Recognise this is a key issue. This has been forwarded to the Age Friendly Project Lead as it does not fit specifically under the objectives for Family Violence</p> | <p>No change.</p> |
| <p>Include the Age Friendly Community Project on p.g 6 as a key strategy that will assist in delivering health and wellbeing outcomes</p> | <p>Age Friendly Project is a key action (Action 13) of this plan. Plans that are in development have not been included on pg 6 but will be referenced once complete</p> | <p>No change</p> |
| <p>Consider and/or reference where relevant (p.27), the Victoria Women's Sexual and Reproductive Health Priorities 2017-2020 to help guide strategies in this priority</p> | <p>Other source materials were used however this has been logged as a good reference moving forward</p> | <p>No change</p> |

Grampians Community Health- received via email

Subject: HRCC Health and Wellbeing Plan comments

Attention

Mr PF Brown, Chief Executive

Peter

Our Health Promotion Team at GCH have come together and viewed HRCC plan and considered that we might be able to partner in the following Actions for the next 12 months, but also wanting to discuss for further involvement in the future.

Action #1 - Develop promote a Health Eating Charter – interested in this action, but would like to discuss further with you around the charter

Action #2 – Interested in this action – is there an advisory group for this action?

Action #3 – GCH already partnered with this one

Action #10 - Advocate for AOD rehab – GCH would like to be involved in this(WDAT is not part of GCH as such but we are on the committee)

Action #11 Support and promote activities and events that build community resilience and social networks for all groups – this is something we could assist with eg Northfest

Action #13 GCH could look at this maybe in the next year.

Action #15 – GCH could look at this maybe in the next year

Action #18 – HFV public initiatives – possibly a good one for our HFV team

In suggesting the above we have considered these but may look at contacting you in the future when we are into our plan a little further.

If you have any queries please contact myself on the number below

Launa Schilling
Administration Officer/
Health Promotion Worker
Grampians Community Health



**Submission to Horsham Rural City Council in response to
the Health and Wellbeing Plan 2017-2021.**

19 September 2017

Mr PF Brown
Chief Executive Officer
Horsham Rural City Council
PO Box 511
HORSHAM VIC 3402

Dear Peter,

Women's Health Grampians is a regional leader in women's health advocacy with the aim of improving women's equality, as the most significant way of enhancing their health and wellbeing. Our role is to support a range of organisations including local government, to apply a gender lens to achieve healthy public policy and improve service provision for women.

Women's Health Grampians supports the inclusion of Sexual and Reproductive Health and Family Violence as priority areas in the 2017 – 2021 Health and Wellbeing Plan. Women's Health Grampians can partner with Council in implementation of initiatives in these areas.

It is positive to see inclusion of gendered data in the demographic overview of the Plan. The attached table includes some additional data that can be used, in the few instances where the draft Plan doesn't include gendered data. The table also includes a gender analysis of some of the priority areas of the Health and Wellbeing Plan as outlined as an action in the Act@Work Action Plan – this highlights the different experiences women face with respect to the priority areas of the Plan. In implementing the actions in the Plan gender should be included as a consideration in developing programs and plans, in designing physical infrastructure and in community engagement.

Women's Health Grampians looks forward to seeing the implementation of the Health and Wellbeing Plan and working in partnership with Horsham Rural City Council to improve the health and wellbeing of the municipality. Please contact Melissa Morris, Regional Consultant on 0419 185 777 if you need any further information or melissa@whg.org.au

Regards,

A handwritten signature in black ink, appearing to read 'Marianne Hendron', is written over a light purple background.

Marianne Hendron
Chief Executive Officer
Women's Health Grampians

Some specific feedback on the Plan:

| | |
|------------|---|
| Pg 5 | <p>Determinants of Health</p> <p>It would be good to include gender as a determinant of health. We know that men and women suffer from different types of diseases at different ages. As stated in Victoria’s Gender Equality Strategy (2016) <i>“Gender is one of the most powerful determinants of health outcomes. All Victorians – men, women, trans and gender diverse people – are affected by gendered health inequalities.”</i></p> <p>In implementing the actions in the Plan gender should be included as a consideration in developing programs and plans, in designing physical infrastructure and in community engagement.</p> |
| Pg 12 | <p>Physical Activity – it would be good to include gendered data on physical activity. The Victorian Women’s Health Atlas indicates that 42.1% of females and 56.9% of males within HRCC engage in sufficient physical activity - this is compared to a state average of 39.8% for females and 43% for men.</p> |
| Pg 14 | <p>Safety - There is a considerable difference in male and female perceptions of safety, and this can influence use of space including open space, participation in physical activity etc. The Victorian Women’s Health Atlas (using Community Indicator Victoria data) indicates that 62.1% of females and 87.1% of males within HRCC area feel safe when walking alone at night - this is compared to a state average of 63.1% for females and 87.5% for men.</p> |
| Pg 15 | <p>Good to see a breakdown of gender of respondents to the community survey.</p> |
| Pg 20 & 21 | <p>Gender Analysis on Physical Activity from the Victorian Women’s Health Atlas</p> <p><i>Women face numerous barriers to being physically active including caring responsibilities, body image and perceptions of safety. Unpaid work factors heavily in women's lives with many women fulfilling multiple caregiving responsibilities, including for children and older relatives, and taking responsibility for meal preparation and cleaning. This can lead to women neglecting their own health and not having the energy or the time to participate in physical activity. Inadequate levels of physical activity in women and girls are linked to obesity which can contribute to a number of interrelated health issues. These include earlier onset of puberty, polycystic ovary syndrome (PCOS), gestational diabetes, type 2 diabetes, cardiovascular disease and osteoporosis. Physical activity also has a role in the prevention of cancer, with evidence suggesting that physical activity reduces the risk of developing bowel (colorectal) and breast cancer.</i></p> <p>Rates in Horsham reflect the state trend of females having a lower percentage that engage in sufficient physical activity. This could be identified in the preamble to this section and attention given to Action 3 to include gender as a consideration in the development of active living programs – especially with the Victorian Government focus on increasing participation in sport.</p> <p>Gender Analysis on Healthy Eating</p> <p><i>Adequate and nutritious food is essential for good health. However, when it comes to food, women’s health is influenced by more than the nutrients consumed. Though biological factors of sex and life-stage affect women’s nutritional needs, women’s food choices and dietary practices are strongly influenced by structural, social and economic factors. Key findings include:</i></p> <ul style="list-style-type: none"> • <i>Though diet is a modifiable risk factor for chronic disease, less than 30 per cent of</i> |

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| | <p>women report eating the recommended intake of fruit, vegetables, legumes and fish;</p> <ul style="list-style-type: none"> • Though women are increasingly in paid employment, they are still expected to do more food work than men, leading to an unequal burden of stress and time; • Being female is the strongest risk factor for the development of an eating disorder, and eating disorders are the third most common chronic illness among young women; • Better quality diet is associated with lower likelihood of depressive and anxiety disorders in women; • Women’s food access, behaviours and health outcomes are strongly influenced by the socio-economic determinants of income, education and location; • Women are more likely than men to experience food insecurity in Australia and worldwide; • Women living in areas of most disadvantage and women experiencing food insecurity are more likely to be obese, but this correlation is not observed in men; • Food insecurity impacts women’s psychosocial wellbeing more strongly than men’s, and is associated with higher levels of stress, anxiety and depressive symptoms. <p>Source: Women’s Health Victoria, (2017) <i>Serving Up Inequality - Issues Paper11</i>.</p> |
| Pg 23 | <p>Gender Analysis on Alcohol Related Harm from Victorian Women’s Health Atlas</p> <p><i>Alcohol plays a significant role in men's violence against women. While alcohol is understood to be a trigger of violence rather than a cause, there is evidence that it contributes to the severity of the violence inflicted and the injuries sustained. Women whose partners drink excessively are more than twice as likely as other women to experience physical abuse, and more than one-and-a-half times as likely to experience psychological abuse. Young women under the influence of alcohol are particularly vulnerable to unwanted sex. Men and women also have different alcohol metabolism and distribution. Women develop damage at lower levels of alcohol consumption over a shorter period of time. Women are more susceptible to alcohol-related organ damage, including breast cancer and osteoporosis. Alcohol consumption increases the risk of breast cancer by 9%, with each additional alcoholic drink per day being relevant to risk level.</i></p> |
| Pg 25 | <p>Gender Analysis on Mental Wellbeing from the Victorian Women’s Health Atlas</p> <p><i>Women's mental wellbeing is multi-faceted and diverse. Poor mental health is associated with rapid social change, stressful work conditions, sex and gender discrimination, social exclusion, physical ill health, unhealthy lifestyles, and violence and human rights violations. In addition many of these risk factors that impact on and maintain poor mental health disproportionately affect women. These include societal and cultural divisions of labour, maternity, depression or other psychological health issues and their causes, such as discrimination, violence and abuse.</i></p> |
| Pg 27 and 28 | <p>Great overview and support the actions listed in the Plan for prevention of violence against women. In terms of why this is a priority – VicHealth (2004) have found that Intimate Partner Violence is “the leading preventable contributor to death, disability and illness in Victorian women aged 15–44, being responsible for more of the disease burden than many well-known risk factors such as high blood pressure, smoking and obesity” this could be added to the overview.</p> <p>Action 21 – This could be broadened out, for example –</p> <p>Ensure design of Council facilities and open spaces include consideration of family friendly spaces and access to these spaces; lighting; access; entrapment points; passive surveillance and design of facilities to meet the needs of different genders.</p> |

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| | Evaluation measures – include gendered breakdown of the perception of safety. |
| Pg 29 | <p>Gender Analysis on Sexual and Reproductive Health from Victorian Women’s Health Atlas:</p> <p><i>Sexual and reproductive health covers a range of issues for women such as safe sex and contraception, unplanned pregnancy and sexually transmitted infections. Although some of these factors impact men's and women's sexual and reproductive health, it is women and girls who bear the overwhelming burden of sexual and reproductive morbidity. In Victoria the burden of disease associated with sexual and reproductive ill health continues to rise. Young women are also more vulnerable than older women to unsafe or unwanted sex and they are the predominant users of emergency contraception.</i></p> <p>Action 23 – Advocacy - Suggest this is 2 separate actions: e.g.</p> <ol style="list-style-type: none"> 1. Advocate for provision of locally based sexual health services and outreach programs 2. Inform the community about sexual health services available and how to access them <p>WHG could be included as a partner in this action.</p> |
| Pg 37 | Suggest changing the description of Women’s Health Grampians to - Women’s Health Grampians (WHG) is one of nine regional and two state-wide women’s health services funded by the Department of Health and Human Services. Their focus is at the population level, working to achieve healthy public policy, improved service provision for women, and cultural change that supports gender equality. |
| Overall | Evaluation Measures – suggest when gathering evaluation measures to use gendered breakdown of data where available. |