

AGENDA

ORDINARY MEETING OF THE
HORSHAM RURAL CITY COUNCIL

on

4 December 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 4 December 2017.

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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 20 November 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

At the Council meeting of Monday 20 November, 2017 the following motion was laid on the table from Item No. 10.2.1 of the Director Corporate Services report.

Recommendation

That Council approve the proposed allocations from the 2016-17 Financial Year Final cash Surplus.

Moved Cr Radford, Seconded Cr Koenig that the recommendation be adopted.

It is recommended that Council resolve –

1. To raise the motion from the table.
2. Further information having been provided to Councillors, that the motion be considered again and a new debate commence.

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 27 November, 2017 at 5.00pm in the Reception Room followed by a community meeting at Quantong at 7.30pm.

Meeting with the Motorcycle Club held on Tuesday 28 November, 2017 at 6.15pm in the Council Chamber.

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

8.4 COUNCIL COMMITTEE MINUTES

8.4.1 Horsham Tidy Towns Committee Meeting held on Tuesday 21 November, 2017 at 12.30pm in the Middle Meeting Room, Council Offices.

8.4.2 Municipal Emergency Management Planning Committee Meeting held on Thursday 16 November, 2017 at 10.30am in the Reception Room, Council Offices.

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

9. COUNCILLORS' REPORTS

10. OFFICERS REPORTS

10.1 CHIEF EXECUTIVE

10.1.1 COUNCIL MEETING DATES FOR 2018

PF Brown

File Ref: F06/A02/000001

Purpose

To adopt Council meeting dates for 2018.

Background

Under the Local Government Act Council is required to give notice of and advertise Council meetings. Adoption of Council meeting dates for 2018 will allow planning of Councillor and senior officers diaries.

MONTH	DATE	DAY	MEETING	VENUE	TIME
February	5	Monday	Council Meeting	Horsham	5.30pm
February	19	Monday	Council Meeting	Horsham	5.30pm
March	5	Monday	Council Meeting	Horsham	5.30pm
March	19	Monday	Council Meeting	Horsham	5.30pm
April	3	Tuesday	Council Meeting	Horsham	5.30pm
April	16	Monday	Council Meeting	Horsham	5.30pm
May	7	Monday	Council Meeting	Horsham	5.30pm
May	21	Monday	Council Meeting	Horsham	5.30pm
June	4	Monday	Council Meeting	Horsham	5.30pm
June	18	Monday	Council Meeting	Horsham	5.30pm
July	2	Monday	Council Meeting	Horsham	5.30pm
July	16	Monday	Council Meeting	Horsham	5.30pm
August	6	Monday	Council Meeting	Horsham	5.30pm
August	20	Monday	Council Meeting	Horsham	5.30pm
September	3	Monday	Council Meeting	Horsham	5.30pm
September	17	Monday	Council Meeting	Horsham	5.30pm
October	1	Monday	Council Meeting	Horsham	5.30pm
October	15	Monday	Council Meeting	Horsham	5.30pm

November	5	Monday	Council Meeting	Horsham	5.30pm
November	9	Thursday	Statutory Meeting	Horsham	7.00pm
November	19	Monday	Council Meeting	Horsham	5.30pm
December	3	Monday	Council Meeting	Horsham	5.30pm
December	17	Monday	Council Meeting	Horsham	5.30pm

Recommendation

That the above Council meeting dates for the Horsham Rural City Council for 2018 be adopted and advertised accordingly in the Wimmera Mail Times newspaper.

10.1.2 GRAMPIANS PEAKS TRAIL

P F Brown

File Ref: F20/A06/000001

Recommendation

That Council refer this item to the confidential briefing part of the meeting to consider the report from the Chief Executive in accordance with Section 89(2) (d) contractual matters of the Local Government Act, 1989.

10.1.3 WESTERN RAIL ADVOCACY CAMPAIGN

PF Brown

File Ref: F10/A04/000001

Purpose

To provide an update on the Western Rail Advocacy Campaign, including a deputation to the Hon Jacinta Allen, MP, Minister for Public Transport on 29 November 2017.

Background

The Grampians and Barwon South West Region Passenger Services Cost and Feasibility Study was launched in April 2017. It was commissioned by eight Western Victorian Councils and covers the area from Ararat to the South Australian border, and from Yarriambiack in the north, to the Glenelg Shire in the south. Funding was provided by the State and Federal Governments.

The first goal of the project – *to increase Ararat to Melbourne train services from three to four services daily* – was announced in July 2017 and took effect on 27 August 2017. The connecting coach services for the new rail services have not yet been implemented.

The next goal is to see additional coach services to create better linkages between regional towns and cities in the south-west and Ballarat line upgrades to allow for reduced travel times between Ararat and Melbourne.

Stage 2 of the project will look to reinstate passenger rail services to Horsham and Hamilton, and convert tracks between Ballarat and Ararat from broad to standard gauge. The total cost of Stage 2 is \$369 million.

Issues

The eight Western Victorian Councils have continued to collect information and speak to various politicians and bureaucrats at the Federal and State level in relation to the return of passenger rail to Western Victoria.

Attached as **Appendix "10.1A"** is a copy of a deputation outline and letters that have been written to the Hon Jacinta Allen, MP, Minister for Public Transport, together with correspondence from the Hon Darren Chester, MP, Federal Minister for Transport to Mr Andrew Broad, MP, Federal Member for Mallee. Of particular interest, is the letter from Darren Chester, where he outlines a willingness from the Commonwealth Government to assist in funding the investigation of a business case by the Victorian State Government into a return of passenger rail to Western Victoria.

Also attached as **Appendix "10.1B"** is an extract from The Weekly Advertiser newspaper outlining comments made by Andrew Broad and the launch of a campaign by Ms Emma Kealy, MP, State Member for Lowan, to increase community awareness of improvements to passenger services in Western Victoria.

The deputation to the Hon Jacinta Allan as referred to earlier was attended by the Mayor Cr Pam Clarke and Chief Executive of Horsham Rural City Council together with the Mayors of Southern Grampians and Northern Grampians Shire Councils and the Chief executives from Southern Grampians Shire Council and Ararat Rural City.

The primary purpose of the deputation was to advance our request to Minister Jacinta Allan to submit a funding application under the National Rail Program for a detailed business case.

Minister Allan was receptive to the request and has had some preliminary conversations with the Federal Minister for Transport the Hon Darren Chester and with our local Federal Member for Mallee, Andrew Broad.

Minister Allan agreed to have a further conversation with the Federal Transport Minister seeking to know particularly what Federal support would look like (ie. how much funding is available). The deputation remains confident that the request for a detailed business case is seriously on the agenda for consideration and we're hopeful there will be a positive response to our request.

Following the meeting with the Minister we again raised our request for a business case with our local State Member for Lowan, Emma Kealy. Representations have previously been made to Matthew Guy the Opposition Leader and to Peter Walsh the State Leader of the National Party.

It is proposed that the alliance of the Western Victorian Councils will write to the Premier, the Opposition Leader and the Leader of the National Party seeking a commitment to undertake a business case into the return of passenger rail to Western Victoria.

The meeting with the Minister for Transport also raised the other issues. Firstly that we seek improved coach services, particularly some additional services and better connections by coach services to existing rail services. A detailed outline of the requests that have been made is attached as **Appendix "10.1C"** and this was also presented to Minister Allan.

The Minister advised the deputation that hopefully legislation would soon pass through the Upper House of Parliament enabling a much more flexible passenger service delivery in regional Victoria and that she should be writing to Councils encouraging Councils and other community organisations and private providers to look at how passenger services might be provided into the future, particularly in small towns where taxi services are not viable.

Another issue for Western Victorian Rail is the more rail services to Ararat. The importance of the increased passenger rail services to Ararat has been outlined in the Barwon South West Passenger Services costs and feasibility study. In August 19 new services commenced each week.

The second iteration of improvements to Ararat services is dependent on the current capital works which are about to be undertaken between Ballarat and Melbourne. The Minister undertook to make Transport for Victoria aware of the need to have an earlier service arriving in Ararat from Melbourne and Ballarat which would allow workers to live in Ballarat and access jobs in Ararat.

Consultation/Communication

The campaign has a website www.westernrail.com.au, and a dedicated Facebook page and Twitter handle providing details of the campaign and opportunities for people to tell their story.

The Western Rail Advocacy Project Steering Group met in Warracknabeal on Tuesday 28 November. The minutes will be tabled at the next Council meeting.

Financial

The Western Rail Advocacy Campaign has been jointly funded by the eight Western Victorian Councils participating in the project.

Continued advocacy in 2017/18 is estimated to cost \$16,000 in total.

Links To Council Plans, Strategies, Policies

2017-2020 Council Plan

- Advocacy – Return of passenger rail

Provided for information of Council.

PETER BROWN
Chief Executive

10.2 DIRECTOR OF CORPORATE SERVICES

10.2.1 QUARTERLY FINANCIAL REPORT (JULY-SEPTEMBER 2017)

G Harrison / H Proctor

File Ref: F18/A10/000001

Purpose

To provide Council with the quarterly financial report for the quarter ended 30 September 2017.

Background

Under Section 138 (1) of the Local Government Act 1989, a quarterly financial statement is to be provided to open Council comparing actual to budget for revenue and expenditure.

The September quarterly report was produced in October and presented to Council at the October Finance and Performance Committee meeting but was then not reported to open Council.

Issues

The attached report has been prepared to provide Council with an overview of finances year-to-date and comparisons to budget.

This report has been developed to provide a simple easy to read snapshot of how council is performing against budget. **Appendix "10.2A"**.

Consultation/Communication

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

Financial

Staff time to compile and prepare this report is included in the 2017-18 budget.

Links To Council Plans, Strategies, Policies

Goal 4 – Governance and Business excellence

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

Provided for information of Council.

10.2.2 APPOINTMENT AND AUTHORISATION OF AUTHORISED OFFICER UNDER THE PLANNING AND ENVIRONMENT ACT 1987

G Harrison

File Ref: F19/A02/000001

Purpose

To appoint Lauren Coman as an authorised officer for the enforcement of various general provisions of the Planning and Environment Act 1987 and to authorise this officer to institute proceedings for any offences.

Background

Council periodically endorses various new delegations of certain of its duties to staff. Included amongst these delegations is the power for the Chief Executive to independently appoint authorised officers under those Acts which provide for such appointment to assist with enforcement.

Issues

Most Acts allow Council to delegate to a member of staff the responsibility for appointment of an authorised officer. Council has delegated these responsibilities to the Chief Executive and he has previously exercised his authority with the separate appointment of authorised officers under various Acts. Section 188 of the Planning and Environment Act 1987, however, specifically prohibits Council from delegating this power, which means that Council itself must directly appoint authorised officers under that Act.

The instrument of appointment and authorisation proposed for adoption by Council, and as provided under the Maddocks Delegation service is attached as **Appendix "10.2B"** for Ms Lauren Coman who is Regulatory Services Manager. Appointment is by name rather than by position. Ms Coman commenced in this position on 22 June 2017.

Consultation/Communication

Ms Coman and the staff who administer delegation arrangements are all aware of this change.

Financial

There are no financial impacts as a result of this authorisation.

Links To Council Plans, Strategies, Policies

Goal 4 – Governance and Business Excellence

Recommendation

That Council appoint Lauren Coman as an authorised officer under the Planning and Environment Act 1987, in accordance with the Instrument of Appointment and Authorisation as attached, and sign and seal the document.

GRAEME HARRISON
Director Corporate Services

10.3 DIRECTOR OF PLANNING AND ECONOMIC

10.3.1 MUNICIPAL PARKING STRATEGY

A Murphy File Ref: F25/A02/000001

Purpose

To adopt the Municipal Parking Strategy.

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 was 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 in Horsham while supporting the aspiration of making Horsham a leader in regional walkable communities
- 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.

Financial

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

Consultation/communication

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 on 16 October 2017 included issuing a media release, notification via social media and website and having the plan available at the listening post on 29 October 2017 with submissions closing on 10 November, 2017.

The plan was also circulated to Business Horsham.

Four submissions were received in response to the draft Strategy consultation phase and are attached as **Appendix "10.3A"** for Council's information:-

- (1) Business Horsham
- (2) Robin Barber
- (3) Ronald Pannan
- (4) Community Development Team

The Horsham Parking Consultative and Advisory Committee considered the submissions at its meeting on 23 November, 2017, and have recommended the following additions to the strategy:

-Consider covered walkways and incentives to encourage staff to park on the outer of the CAD and walk to work

-Consider covered walkways and incentives to encourage aged community to park and shop

-Improve amenity by increasing shade through street planting, verandahs and shade in Council owned car parks

-Undertake an audit of accessible (disability) parks to ensure location meets the needs of users, and that the parking spaces meet the requirements of accessibility.

-Improve and streamline signage and wayfinding

-Identify charge point locations for mobility scooters and e-cars

A copy of the Municipal Parking Strategy Final Report including the proposed additions is attached as **Appendix "10.3B"**.

Links to Council Plan

- 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 adopt the Municipal Parking Strategy Final Report with the addition of the following recommendations included in the Executive Summary being:-

- Consider covered walkways and incentives to encourage staff to park on the outer of the CAD and walk to work.
- Consider covered walkways and incentives to encourage aged community to park and shop.
- Improve amenity by increasing shade through street planting, verandahs and shade in Council owned car parks.
- Undertake an audit of accessible (disability) parks to ensure location meets the needs of users, and that the parking spaces meet the requirements of accessibility.
- Improve and streamline signage and wayfinding.
- Identify charge point locations for mobility scooters and e-cars.

ANGELA MURPHY
Director Planning and Economic

10.4 DIRECTOR OF COMMUNITY SERVICES

10.4.1 KALKEE ROAD CHILDREN'S AND COMMUNITY HUB

K O'Brien

File Ref: F08/A09/000002

Purpose

To provide an update on the Kalkee Road Children's and Community Hub Development.

Background

The Kalkee Road Children's and Community Hub is a children's facility including kindergarten, Maternal and Child Health, supported playgroup, early intervention services and visiting specialist consulting rooms.

The new 1,130 square metre facility is being constructed on a green field site providing a central community hub that combines a range of education, health, care, support and community services.

In September 2016, Council awarded a contract to Locks Constructions to construct the facility. Construction commenced in November 2016. A Project Control Group has been established to oversee project delivery.

Issues

Construction is on track with completion expected as per the project program. Below is a summary of progress of works and other matters.

- Vinyl flooring is approximately 50% complete.
- Carpet laying will commence in December.
- Toilet partitions to be completed in late November.
- Pin boards are to be installed in the first week of December.
- Power connection testing is still to be completed.
- Trims around the exterior of the building are continuing.
- Plumbing fit-off underway.
- Site huts have been removed to enable landscaping to commence.
- Tiles both inside and out are near completion.
- Kalkee Road access improvement works have commenced.
- The route for the footpath through Dudley Cornell Reserve to Albert Street has been finalised and final costings are now being prepared.
- Public Art works will be installed in February 2018 with final designs to be completed in the coming weeks.
- Liaison is occurring with Department of Education and Training in regards to the licensing of the space.
- Negotiations are still occurring with prospective tenants with interest from several agencies.

It is expected that the remaining construction works and fit-off will be completed in the first two weeks of December and that construction will be completed by the end of December. Occupancy of the facility is expected to occur in February 2018, subject to Council's building department issuing the certificate of occupancy.

Consultation/Communication

- Updates are provided to Council from the Kalkee Road Children's and Community Hub Project Control Group, which meets monthly. Mayor Cr Pam Clarke and Cr Les Power are members of the Project Control Group.
- An Internal Working Group meets monthly. Staff with responsibilities in relation to the Children's Hub (construction and operations) attend these meetings.
- Liaison is occurring with a number of key stakeholders in relation to construction and operations.
- A Kalkee Road Children's and Community Hub parents reference group has been established.
- A regular newsletter has been produced and distributed.
- Tours of the Children's Hub were conducted as part of Northfest on Saturday 11 November 2017. There were approximately 60 community members shown through the facility.

Financial

The overall cost of the project is estimated to be \$4.395 million. \$3.5 million has been secured through grants from State and Federal government.

The construction contingency amount for the project is \$311,805. The remaining contingency as at 28 November 2017 is \$109,623.00. Variations in November were:

- Upgrade of crossover to commercial standard.
- Joinery changes.
- Lighting changes to ensure they can be suspended.
- Installation of dishwasher in the staff room.

Links To Council Plans, Strategies, Policies

Municipal Early Years Plan (2014-2017)

One of the key outcomes of the Municipal Early Years Plan is the progressive development of three early years' centres throughout Horsham over the next 10 to 15 years.

Council Plan (2017-2021)

1.1.05 Complete construction of the Kalkee Road Children's and Community Hub and commence operations.

Provided for information of Council.

10.4.2 KALKEE ROAD CHILDREN'S AND COMMUNITY HUB

K O'Brien

File Ref: F08/A09/000002

Recommendation

That Council refer this item to the confidential briefing part of the meeting to consider the report from the Director Community Services in accordance with Section 89(2) (d) contractual matters of the Local Government Act, 1989.

KEVIN O'BRIEN

Director Community Services

10.5 DIRECTOR OF TECHNICAL SERVICES

10.5.1 WIMMERA SPORTS STADIUM

John Martin / Rhonda McNeil

File Ref: F20/A07/000002

Purpose

To provide a briefing to Councillors on the outputs of the Wimmera Sports Stadium, Phase Two: Business Case and Concept Design project in accordance with previous resolutions of Council.

Background

Council adopted a report on the Phase One: Feasibility Study for an Indoor Stadium and made the following resolutions at its 5 December 2016 meeting.

- **Resolution 1:**
 1. *Council endorses the recommendations contained within the Horsham Multi-Use Indoor Sports Stadium Plan – Phase One: Feasibility Study.*
 2. *The Horsham Multi-Use Indoor Sports Stadium Plan – Phase Two: Location and Design study proceed, including consideration of a staged development option.*
 3. *A Project Control Group be established, including Councillor and Sport and Recreation Advisory Committee and key stakeholder representation, to guide the subsequent phases of the project.*

- **Resolution 2:** *Council continue planning for the development and provision of alternative indoor sports capacity that:*
 1. *Meets the needs of the various local sporting bodies.*
 2. *Takes account of use of existing facilities where able including facility upgrade assessment.*
 3. *Meets the needs of the wider community in terms of best value for cost.*
 4. *Meets the governance standards as articulated in the HRCC Council Plan 2016 – 2020 which includes the requirement to “Evaluate refurbishment of appropriate Council assets before construction of new facilities”.*

Regular updates have been provided to Council during the second phase of development of the Wimmera Sports Stadium project. The outcomes of an extensive engagement process with key stakeholders, user groups and the broader community were presented in the Community Engagement Report of June 2017.

A report presented to Council on 3 July 2017 then resolved the following regarding the location of the proposed facility:

Council endorses the project control group’s recommendation for any new indoor sports stadium facility to be located in McBryde Street adjoining the existing basketball stadium.

Engagement with the PCG, many key stakeholders and user groups has continued. Further detailed financial modelling has been conducted to develop practical arrangements to ensure affordable operation of the proposed Stadium.

The Business Case and Concept Design report (the Architect's report) is included as **Appendix "10.5A"**. The report brings together the design work of the architects, Williams Ross, and the business case developed by Community Vibe, as one consolidated report.

Concept Design

The Architect's report presents detailed plans of the proposed layout of the new stadium, incorporating:

- A sports hall with three new fully compliant multi-sport courts.
- One of these courts designated as the show court, with seating for 400, and the ability for additional temporary seating to be installed on the opposite side of that court subject to demand.
- An area for 12 table tennis tables in part of the existing stadium space.
- Ability to use the existing stadium in a number of ways, including training for several sports, or it can provide 1 fully code compliant court space for basketball to complement the 3 new courts, 2 further volleyball courts and 3 further badminton courts. One badminton and one volleyball court will be available for competition whilst the table tennis tables are in place.
- Six squash courts, including two with removable walls to allow for doubles, expansion of squash programs, and for other activities such as yoga and strength classes.
- Five outdoor netball courts.
- Office space that can be hired out for complementary industries such as visiting development coaches, state sporting association regional representatives, West Vic Academy rep or others.
- Environmentally sustainable design (ESD) and universal design principles, incorporating all abilities access and female friendly principles.
- Administration space, café/kitchen.
- Modern and compliant toilets / change rooms that allow for interchangeable use by all.

A range of options were considered by the PCG in developing its preference for the layout, including its presentation to both McPherson St and the Showgrounds. The PCG considered strongly the inclusion and the re-purposing of the existing basketball stadium that has served our community well for many generations.

Capital Costs

The project Architect commissioned a Quantity Surveyor to provide a cost estimate of the planned works, based on the design that had been developed. The estimate was for \$25.9 M (ex GST).

This estimate was well beyond the preliminary advice provided in the Phase 1 report, and greater than the PCG's expectations for the project. Comparisons had been made with a range of other facilities across the country, with an indicative price of \$3.5 M per new court being anticipated.

In addition to the three new courts, the Wimmera Sports Stadium proposal includes:

- 5 outdoor courts
- squash courts with moveable walls
- consulting suites
- an office / kiosk area
- car parking area
- deeper foundations to cater to Horsham's poor soils
- extra amenities to cater for regional level competitions/ tournaments.

These additional features only partly explain the Quantity Surveyor's cost estimate being well above the earlier estimate, hence the PCG sought a second estimate.

The estimate of the second Quantity Surveyor was \$17 M. This second estimate was assessed as being low in some areas, in particular the provision for contingency that was cited as only 4% of the build cost. An assessment of the two Quantity Surveyor's estimates, and comparison with costing of other recently completed stadiums, suggests that the project should be described as a \$20 M build.

This project will require three tiers of government funding as is appropriate for such a significant piece of infrastructure that represents a key investment in the health and wellbeing of a regional area. The anticipated maximum contribution from Council is \$4 million. Detailed funding arrangements will need to be developed in consultation with Government representatives.

Operating Costs / Business Case

The table on page 36 of the Architect's report includes the estimated recurrent expenditure and income for the new facility. In summary, Council's annual investment into the community's health and wellbeing through the stadium and its various programs would be in the order of \$230,000 annually, subject to usage levels.

The initial operational costs are based on information received from similar facilities in Victoria. Income levels are based on the proposed fees outlined in a following section in the report (p 37) and current levels of usage. A key objective of the stadium project is to encourage increased participation through additional programs targeting in particular people who are not participating in the traditional models of indoor sports currently available. These would lead to increased income – but it is difficult to project the likely levels of extra participation at this stage.

It is common for Council facilities to require a recurrent investment for programs to be delivered. For example, the indicative nett cost to Council of the Aquatic Centre and Town Hall is around \$500,000 per year for each facility.

Concerns raised by the PCG and the Horsham Amateur Basketball Association (HABA) executive have led to further financial modelling being conducted internally, beyond that presented in the Architect's report, to review the affordability of the new stadium for all users. The HABA executive provided financial information to assist in understanding the costs of running basketball.

Governance

Four options for governance / management models for the new facility were considered by the Project Control Group. These options are the most common utilised at a range of facilities across Victoria and NSW.

- Option 1 – Council run.
- Option 2 – External organisation – e.g. Horsham Aquatic Centre
- Option 3 – An incorporated association, made up of reps of various user groups.
- Option 4 – The facility being managed by an existing sports club, - e.g. HABA or Volleyball.

The pros and cons of each option were discussed by the PCG, with some of the relevant comments being:

- The incorporated or individual club management options are not models that operate at regional level facilities at other locations. A regional facility carries an additional burden of management, which may not be within the capacity of the various existing groups under an incorporated clubs model.
- Ballarat and Macedon Ranges Council have recently taken back full management of their facilities from contractors.
- Any contractor would need to show how they would meet the social aspects of the operation rather than just profit making.
- Council could run a new facility initially, for say 2-3 years, while the relationships between the various groups mature, to allow a review of whether other options might be better suited to the new facility.

The report reflects the PCG's preference for a Council managed facility, with input from existing user groups via an advisory group, with an opportunity to review this management arrangement after several years to determine whether or not one of the other models may be better in the future, e.g. contracted out to a third party.

Additional Consultation - Horsham Amateur Basketball Association (HABA) Executive

A series of meetings have been held with the HABA executive over the past months since HABA's resignation from the PCG. The HABA executive's position is that it does not support the Wimmera Sports Stadium proposal as it currently stands. In contrast, Basketball Victoria which has continued to be engaged in the project, supports the new Stadium proposal.

The HABA executive has expressed the following key areas of concern as being fundamental for HABA's continued operation:

- Autonomy
- Affordability
- Governance

Autonomy - This relates to the ability for HABA to have flexibility in scheduling activities, including major events and informal training. An element of this is also appropriate rostering during the regular program. In particular, Thursday nights during the football season are problematic as juniors with high athletic potential are likely to participate in a number of activities per week, and HABA considers that any scheduling of the current forms of basketball on a Thursday in winter would be detrimental to basketball's ongoing viability. HABA has recently provided its suggestions of a roster that suits its needs. This roster has been incorporated into the final "indicative" scheduling as presented in Section 9 of the Architect's report (pp 32-35). This indicative scheduling includes future models for basketball such as "walk in" and "3 on 3" competition which will target other age groups not currently committed to football and netball. The other key users of a new stadium are willing to look at different nights from their traditional competition nights to facilitate scheduling for the stadium.

Affordability - This is central to the concerns of HABA and all our current and future user groups. The initial preliminary business case assumed a flat hourly rate for court hire. In consideration of feedback from PCG members and the HABA executive, a tiered pricing structure was developed that better reflects the key principle of affordability for all.

Further analysis of the updated pricing structure suggests that overall HABA as an association could be about \$5,000 better off under the newer pricing structure for the Stadium. It is proposed that this latest analysis be reviewed with the HABA executive for their review.

Governance - The governance concern largely relates to the HABA executive's preference for autonomy. The HABA executive attribute their past success of individuals and squad teams to autonomy of the current facility and strongly believe that any changed governance structure would be detrimental to their on-court success. The PCG and officers' discussions with other basketball leagues and Basketball Victoria does not support this view. The Architect's report recommends an advisory committee be established to work with the council management in a similar way as the current Aquatic Centre Arrangement.

Consultation

As indicated earlier, extensive community engagement was conducted by Community Vibe and reported in the Community Engagement Report of June 2017.

The tenth, and final meeting of the PCG (held 29 November 2017) resolved as follows:

1. To recommend to Council that Council adopt the Wimmera Sports Stadium Business Case and Concept Design report.
2. To recommend to Council that the report be made a public document.

it is proposed that the Business Case and Concept design report, and summaries of that, should be made available for public discussion, prior to formal consideration by Council.

However, given that HABA does not accept the proposed changes, based on the information they have seen to date, it is proposed that HABA, and the community should be given the opportunity to review the report, and HABA should be given an opportunity to present to Council on its position prior to final consideration of this matter by Council.

Financial

The Phase One: Feasibility Study cost \$24,200.

The Phase Two: Location, Business case and concept design cost \$60,742, including some supporting detailed site assessments.

Funding for this project has been in part sourced from a grant from Sport and Recreation Victoria (\$30,000) and remainder from council.

Funding for the construction will be the subject of further investigation and liaison with federal and state governments in the months ahead. The Director Corporate Services advises that provision of up to \$4 million for the stadium will be considered by Council in its upcoming budget planning, which will include development of an updated Long Term Financial Plan.

Links To Council Plans, Strategies, Policies

- **Council Plan 1.2.4** Complete a detailed feasibility study for a multipurpose/indoor sports and community facility.
- **Sports and Recreation Strategy Nov 2013:** A detailed indoor sports centre strategy and feasibility study be commissioned.

Recommendation

That Council:

1. Receive the Business Case and Concept Design Report for the Wimmera Sports Stadium.
2. Make the Business Case and Concept Design Report available to the public.
3. Invite representatives of the Project Control Group and Horsham Amateur Basketball Association to discuss their views on the report with Council.
4. Further consider this matter no later than the first Council meeting in March 2018.

10.5.2 EMERGENCY MANAGEMENT PLANS

John Martin

File Ref: F16/A05/000001

Purpose

To propose Council endorsement of updated versions of the Municipal Emergency Management Plan and the Municipal Fire Management Plan, and endorsement of a new plan, the Emergency Animal Welfare Support Sub-Plan.

Background

Horsham Rural City Council is a partner in the Wimmera Emergency Management Resource Sharing Partnership, with our neighbours Hindmarsh, West Wimmera and Yarriambiack Shire Councils.

Funding from the State Government enables the Partnership to employ a small team of emergency management professionals who are able to assist the four Councils with the development and maintenance of emergency management plans and related systems, to ensure they retain their currency with relevant legislation and changing government policy. In particular, the Emergency Management Manual Victoria (EMMV) is a key driver of the management approach to emergencies, and the required supporting documentation. The EMMV document is progressively updated, hence the need to ensure our plans are also updated.

The Municipal Emergency Management Plan (MEM Plan) is the over-arching emergency management document for the municipality. Essentially all other emergency management plans for the municipality are sub-plans to this document.

Council is subject to Audit on its MEM Plan, the last such audit was conducted earlier in 2017, by VicSES. The result of the audit was that the Plan was found to comply with requirements.

Issues

One of the many benefits of our Emergency Management Partnership is the efficiency it delivers by enabling common development of emergency plans. The shared experiences of the four municipalities also allow better refinement of the approaches developed in these plans.

The MEM Plan and the Municipal Fire Management Plan (MFMP) have both been recently updated by our Partnership staff, for presentation through the relevant committees. The MEM Plan has been reviewed by the MEM Planning Committee and the MFMP by the MFM Planning Committee (MFMPC). The update of both plans involved drafts being circulated to the individual agency representatives on each Committee for detailed review and comment. The collection of these comments, and updated versions of the drafts were then presented at the respective Committee meetings for further review and subsequent endorsement.

While generally common in content between the four municipalities, the Plans are tailored to provide specific details of relevance to each municipality.

The Emergency Animal Welfare Support Sub-Plan is a new plan. Its development has followed the preparation of a state level plan on this subject, primarily by the Department of Economic Development, Jobs, Transport and Resources (DEDJTR). The plan addresses arrangements for management of domestic animals, livestock and wildlife in emergency events. Of note, a key issue in recent emergency events has been the importance to people of ensuring that their animals, including pets, are appropriately cared for in these events. In some cases, people have been reluctant to evacuate their homes if they could not be assured that their pets were being cared for.

The engagement process for development of this plan has been similar to that described for the other plans above.

Consultation/Communication

The Municipal Emergency Management Plan (MEMP) and Municipal Fire Management Plan (MFMP) were both endorsed and recommended for adoption by Council at the MEMPC meeting held on 16 November 2017.

The Emergency Animal Welfare Support Sub-Plan (EAWS) was endorsed and recommended for adoption by Council at the MEMPC meeting held on 20 July 2017.

The endorsed plans are included as **Appendix "10.5B" - MEMP, Appendix "10.5C" - MFMP** and **Appendix "10.5D" - EAWS** to this report.

Financial

The Plans were prepared by staff of the Wimmera Emergency Management Resource Sharing Partnership, within the funding available for that partnership.

Links To Council Plans, Strategies, Policies

The MEMP and MFMP are both recognise as plans that support Goal 1, Community and Cultural Development of the Council Plan.

Recommendation

That Council adopt the Municipal Emergency Management Plan, the Municipal Fire Management Plan and the Emergency Animal Welfare Support Sub-Plan as recommended by the Municipal Emergency Management Planning Committee.

10.5.3 HORSHAM BYPASS

John Martin File Ref: F24/A05/000004

Purpose

To present information relating to the following resolution from Council's 20 November 2017 meeting.

That a report be provided to the next Council meeting to be held on Monday 4 December 2017 advising on the current status of the Planning Scheme Amendment C72 Horsham Bypass.

Background

The last formal correspondence received by Council on the status of the bypass was a letter from the Minister for Roads and Road Safety, Luke Donnellan, dated 5 September 2017. This letter noted Council's advice of its updated position on the bypass, and declined a request for Council to meet with him at that time.

The Chief Executive and this Director have been liaising with representatives of the Roads and Planning Ministers, the Planning Department of DELWP and VicRoads regularly, and typically weekly seeking updates on the status of the Bypass since that time. Further requests have been made since the Council resolution.

Informal responses suggest that there are some administrative processes between VicRoads and the Department, which are still required to be completed. A substantive response on the nature of these processes has not been received.

Issues

The discussion relating to the recent Council resolution also sought further information on the status of related Council-led work on the Horsham Integrated Transport Strategy (HITS) and the Aerodrome Master Plan.

A proposal for advancing work on Stages 1, 2 and 3 of HITS was presented at a Councillor briefing session on 31 January 2017. Further discussion at a subsequent Councillor briefing session on 14 February 2017 developed an informal position that it would be difficult to advance work on the HITS until a bypass route was known. No further work has been done on that strategy since then.

A previous Council resolution has called for an independent review of some aspects of the Aerodrome Master Plan. A consultants brief for this review was presented at the 28 August 2017 Councillor briefing. Comments from that meeting have been used to update the brief ready for issue to potential consultants, but it has not yet been issued, on the same basis as the further HITS work.

Discussion

It has been difficult obtaining a definitive response on the status of the Bypass through Departmental and Ministerial Advisor sources.

It is suggested that letters be written to both relevant Ministers formally requesting advice on this status.

Recommendation

That Council request advice from both the Minister for Planning and the Minister for Roads and Road Safety on the status of the Planning Scheme Amendment C72 relating to Horsham Bypass.

**10.5.4 CONTRACT 18/007 - RESTORATION OF FLOOD DAMAGED ASSETS -
PACKAGE 1**

Ram Upadhyaya

File Ref: F13/A02

Purpose

This report is to advise the Council of the tender process for restoration of assets damaged by flooding during September 2016. It recommends awarding the contract to the preferred tenderer J&KD Earthmoving, trading as Grampians Excavation and Soil Yard, for the amount of \$1,088,632.45 (excluding GST).

Background

The September 2016 storm event was estimated as a 1-in-20 year event and caused a moderate level of damage in parts of Council's road network.

Initially, Council was able to restore some sections of damaged roads where there was a hazard. However, the main recovery works have not been able to commence until a detailed inventory of damage was prepared, specifications developed and the sites reviewed by a VicRoads assessor, who has oversight of the Government flood recovery funding.

Driscoll Engineering Services was employed to assess the damage and prepare a tender specification for these restoration works. The majority of damage was found in the unsealed road network. Typical damage caused by this storm event included:

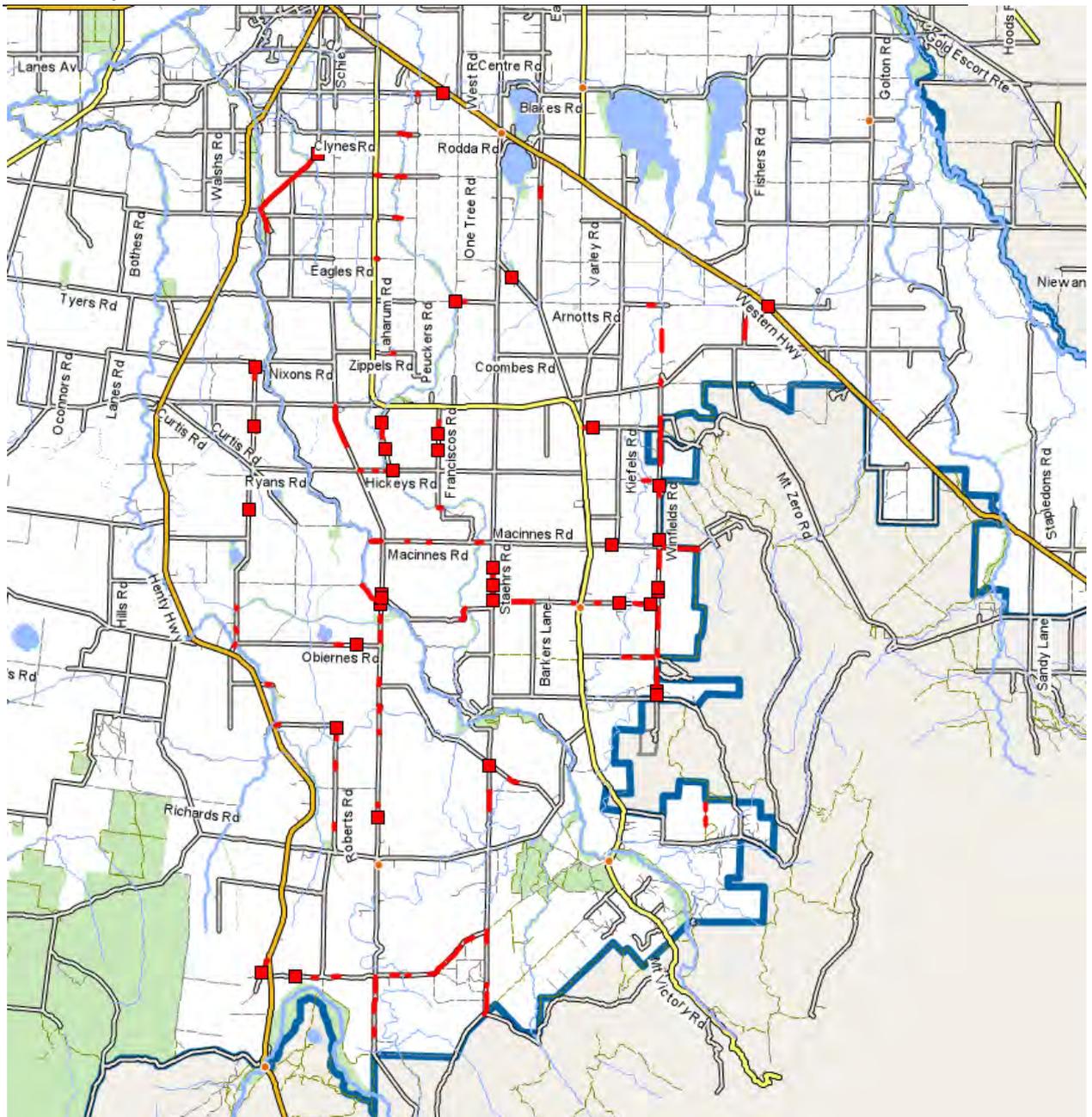
- Gravel washing away in unsealed road pavement;
- Shoulder material washed away;
- Table drains silted and clogged;
- Culverts washed away, silted or clogged;
- Culvert end walls washed away;
- Scouring at the culverts or beaching washed away.

For simplicity, the restoration works have been divided into three different packages

- Package 1: Between Henty Highway (towards Hamilton) and Western Highway (toward Melbourne)
- Package 2: Between Western Highway (towards Melbourne) and Wimmera Highway (towards Edenhope)
- Package 3: Between Wimmera Highway (towards Edenhope) and Henty Highway (towards Hamilton)

This contract is for the restoration of assets in Package 1.

The location of the works are shown marked red in the map below.



Typical restoration works are as follows:

- 100 mm thick gravel resheet;
- 50 mm thick gravel resheet;
- 100 mm thick shoulder resheet;
- Formation grading and reshaping;
- Reshaping table drains;
- Installation of culverts (various sizes);
- Installation of end walls (various sizes);
- Installation of rock beaching;
- Installation of 300 mm x 450 mm edge beams on floodway to prevent future damage.

Tender Process

Tenders were invited via advertisements in the Wimmera Mail-Times and Council's website e-tender portal. Tender invitations were advertised from 27 October 2017 and closed on 23 November 2017.

At the close of tenders four offers were received from the following companies:

1. Grampians Excavations, Stawell
2. MF & JL Willmore Pty Ltd, Horsham
3. Quality Roads Pty Ltd, Lilydale
4. Glover Earthmoving Pty Ltd, Longerenong

Tendered sums are included in the ***Confidential Briefing Paper***.

The tender evaluation panel consisted of Jared Hammond (Senior Project Engineer), Ram Upadhyaya (Asset Engineer) and Andy Van (Engineering Assistant).

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

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

The panel concluded:

- That all of the contractors would be able to complete the works to the required standards.
- The highest scoring tender of Grampians Excavation would provide the best value for money.

This tender is also the lowest price.

Consultation/Communication

The eligibility of sites for restoration is subject to close review by a VicRoads officer. This officer has been continuously informed and consulted during data collection and specification development.

Financial

The works are entirely funded under Natural Disaster Financial Assistance (NDFIA) provisions, in accordance with Commonwealth – State Natural Disaster Relief and Recovery Arrangements (NDRRA). Hence there is no financial impact on Council.

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 this item to the confidential briefing part of the meeting to consider the report from the Director Technical Services in accordance with Section 89(2) (d) of the Local Government Act, 1989, as the report refers to contractual matters.
2. That Council award Contract No 18/007 Restoration of Flood Damaged Assets – Package 1 to Grampians Excavations and Soil Yard, Stawell for the tendered price of \$1,088,632.45 (ex. GST).

10.5.5 TRANSPORT STRATEGIES

John Martin

File Ref: F02/A07/000001

Purpose

To consider submissions relating to two recently released discussion papers on State Government transport strategies, being:

- Victoria’s Freight Advantage
- Regional Roads Strategy.

Background

The discussion papers listed above are presented as **Appendix “10.5E”** and **Appendix “10.5F”** to this report.

Included with these discussion papers were question sheets to facilitate provision of responses to the papers.

Issues

Responses to the two discussion papers are provided as attachments **Appendix "10.5G" and Appendix "10.5H"** to this report. These responses have been prepared by this author with a view to providing (or starting to provide) a regional response to the issues in the discussion papers.

The labelling of the responses reflects that they are also being drafted on behalf of the Western Highway Action Committee and Wimmera Southern Mallee Regional Transport Group. Some responses have been received from other Councils to update the initial drafts.

Some questions in the Freight Advantage document have not been addressed as they are essentially metropolitan Melbourne issues.

Responses on the Freight Advantage were sought by Government by 30 November, hence this submission was reviewed at a Council briefing meeting and has been submitted.

The response on the Regional Roads Strategy is required by 15 December, hence further comments from Councillors are welcomed on this draft response prior to that deadline.

Consultation/Communication

This consultation process is being undertaken by the State Government through Transport for Victoria.

Financial

Nil

Provided for information of Council.

JOHN MARTIN
Director Technical Services

11. URGENT BUSINESS

APPENDICES

**COUNCIL BRIEFING HELD IN THE RECEPTION ROOM
ON MONDAY 27 NOVEMBER 2017 AT 5.00PM**

Present: Cr P Clarke, Mayor, Cr MA Radford, Cr D Grimble, Cr J Robinson (from 5.45pm), Cr L Power, Cr A Gulvin (from 5.30pm); Peter Brown, Chief Executive; John Martin, Director Technical Services; Graeme Harrison, Director Corporate Services; Angela Murphy, Director Planning and Economic; Kevin O'Brien, Director Community Services; Rhonda McNeil, Recreation and Sustainability Manager (item 3.1 only)

Apologies: Cr J Koenig

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 re item 3.1 and the ownership of the Squash Courts.

3. DISCUSSIONS

3.1 Wimmera Sports Stadium Project

In attendance: skype with Tammy Beck from William Ross Architects.

Discussed the Sports Stadium final report.

3.2 Victoria's Freight Advantage

Discussed.

3.3 Municipal Parking Strategy

Discussed draft strategy and submissions received.

3.4 Economic Development Strategy

Discussed draft strategy and submissions received.

3.5 Council Briefing Day Wednesday 6 December 2017

Discussed the Council Planning Day agenda and pre-meeting tasks.

3.6 Road Name Correction

Discussed draft report.

Meeting adjourned for dinner 6.35pm.

Meeting reconvened 7.00pm for travel to Quantong Recreation Reserve.

4. COMMUNITY CONSULTATION MEETING AT QUANTONG RECREATION RESERVE AT 7.30PM

Present: Cr P Clarke, Mayor, Cr MA Radford, Cr D Grimble, Cr J Robinson, Cr L Power; John Martin, Director Technical Services; Graeme Harrison, Director Corporate Services; Angela Murphy, Director Planning and Economic; Kevin O'Brien, Director Community Services; Lauren Coman, Regulatory Services Manager; Andrew Vague, Matt Treacy, Pam Hallam, Sally Ison, Nicole Netherway, Felicity Netherway, Glenda Brand, Rose Seers, Rob Caris, Keith Lindner, Daryl Avery, Sharyn Avery, Jess Sluggett, Glenn Sluggett, Joan Robinson, Dean Hobbs, Wendy Netherway, Tim McDonald, Linda McDonald, Andrew Rose

Apologies: Cr J Koenig, Cr A Gulvin; Peter Brown, Chief Executive

DISCUSSION WITH LOCAL COMMUNITY

- Recreation Reserve Committee
 - Thanks to Council for fire tanks – almost commissioned. Dam will be filled.
 - Differential rates for recreation reserves – appreciated
 - Annual allocation for maintenance, grass playing surfaces – appreciated
 - Recreational rates
- Outside Toilets Quantong Recreation Reserve
- Sealing Lanes Avenue (between Pelchens Road and Hutchinsons Road)
 - Traffic is increasing
 - Quality of surface in wet weather
- Speed limits in Quantong
- Hughes Road
- Transfer Station
- Mobile Phone Coverage
- Asplins Road
- Maintenance on properties during fire season
- Old hall at the reserve
- Decommissioned Channels maintenance
- Fire dam and tanks
- Flood Planning
- Road issues
- Tennis and Netball Courts maintenance
- Grass
- Bin services

5. CLOSE

8.55pm

ASSEMBLY OF COUNCILLORS REGISTER

Horsham Rural City Council
Motocross Club
Tuesday 28 November 2017 at 6.15pm
Held in the Council Chamber

1. Present

Mayor, P Clarke, Cr MA Radford, Cr J Koenig, Cr J Robinson (arrived at 6.30pm), Cr A Gulvin, Cr L Power; Peter Brown, Chief Executive; Mr John Martin, Director Technical Services; Angela Murphy, Director Planning & Economic; Susan SurrIDGE, Grants Officer; Kenny Watts, Laurie Pearson, Jacqui Hill

2. Disclosure of Conflict of Interest

Nil

3. Discussed Infrastructure Funding for the KTM Australia Junior Motocross Championships to be held in August 2018.

4. Meeting Closed at 7.15pm



MINUTES

Municipal Emergency Management Planning Committee

Thursday 16 November 2017

Reception Room – 10.30am

1. Meeting Open

2. Attendance

Cr Mark Radford (Acting Chair), John Martin, Phil Kuhne, Anne Donovan, Martin Duke, Mandi Stewart, Dianna Blake HRCC
David Tepper, DHHS
Glenn Rudolph, DELWP
Gavin Kelly, Melissa Douglas, Nola Smith, VicSES
Daryl Sinclair, VicRoads
Paul Fennell, Wim CMA
Paul Burton, AV
Brendan Broadbent
Alex Hall – Uniting Wimmera
Craig Brittain, Alfred Mason – CFA
Lyn MacKenzie – Red Cross
Paul Beltz – DEDJTR
Michael Salter - VicPol

3. Apologies

Darren Welsh, WWHS
Neil Cheney, VicPolice
Loris Zaal, St John's Ambulance
Matthew Mellington, WHCG
Tony Baker, Wim CMA
Rod Delahunty, GWM Water
Alfred Mason - CFA

4. Confirmation of previous Minutes

Moved: Michael Salter, Seconded: Paul Beltz that the minutes from the meeting of 20 July 2017 are true and correct.

CARRIED

5. Business arising from previous meeting

- 5.1 MEMP Review – refer to item 7.3.1
- 5.2 Relief and Recovery Sub-plan – refer to item 7.5
- 5.3 Flood Plan – final comments were received, some loose ends being attended to finalised. Will be within next 2 months.

6. Correspondence In/Out

Nil

CARRIED

7. Standing Items

7.1 MEMP Membership List Review

Distributed at the meeting for members

7.2 Emergency Incident Review

Fire in industrial area 13 November 2017. Conscious of avoiding runoff from the fire getting into the drainage system and potentially polluting the river. This event was well managed in this regard.

Mass gatherings – public events. Recent example Australian Junior Motocross Championships October 2017. Created a significant demand on ambulances and the Wimmera Health Care Group. This is currently under review, including the impacts on competitors. **Action - Events such as these should be flagged through the weekly REMT meetings to ensure relevant agencies are aware of the event.** Reference to the State Health Emergency Response Plan was released on 1 October 2017. There is a section of this relating to public events.

- A number of concerns regarding public events were raised, highlighting the need for improved notification and/or potentially preparation of event-based emergency management plans. Acknowledged that it can be onerous initially preparing an emergency management plan for some events, which are often organised by volunteers. Agencies can assist in risk identification and mitigation.
- This has been identified at a Regional level as an issue.
- There are good processes in place in some neighbouring municipalities that might be used as models, Mt Macedon was cited as a municipality that appears to have good processes in place. Horsham already has an event form which incorporates risk, but not specifically emergency. In some cases, Council is not responsible for approving events – a cooperative approach to oversight of these arrangements is sought. **Action – does our event form ensure appropriate notification of agencies – how? – JM to check.** Noted that Council is also improving its coordination of events, based around a single coordinated calendar of events.
- Noted that there are a range of “routine” events, e.g. grand finals, events at Town Hall – hence there is potentially a grey area about what constitutes a notifiable event. Police routinely conduct risk assessments on a range of events that are not part of Council’s event notification form.
- **Action – upcoming notable events be listed as a standing item on the MEMPC agenda for consideration of the need for further planning – list to be provided by Council. Events will arise between MEMPC meeting.**

7.3 Municipal Emergency Management Plan (MEMP)

7.3.1 Version 2 for Review & Endorsement

Updated document has been prepared. Better identifies the source of relevant information. Much of the relief and recovery information has been extracted from the

former MEMP and placed in a separate sub-plan. Similarly, other detail is

Motion, That the Version 2 MEMP be endorsed by this committee, and recommended to Council for adoption, noting that the new version may be updated for minor editorial changes without separate ratification by MEMPC. Moved Gavin Kelly, Paul Burton. Carried.

Various comments around the table praising the quality of work in the updated document.

7.4 Risk Management Review

No specific risk being reviewed at this meeting, as a new system is under development. Working with VicSES regarding implementation of a four-council CERA process.

Gavin outlined that CERA is an all-agency approach. Will be implemented during the middle of 2018.

7.5 Relief & Recovery

A Wimmera Integrated Relief and Recovery sub plan is under preparation. This will be for the four Councils. It won't change the individual Councils' responsibilities, but will provide a common framework. Aiming to have a version of the document out for review in two-three weeks.

Cr Radford acknowledged the continual improvement in relief and recovery planning since the Black Saturday fires.

7.6 Report of Sub-Committees

7.6.1 Municipal Fire Management Planning Committee (MFMPC)

- Endorse the Municipal Fire Management Plan as prepared and endorsed by the MFMPC

The MFMPC reviewed the MFM Plan. There was a recommendation from the MFMPC for Council to adopt this sub-plan. There has been a complete update of this document, including an update of the Victorian Fire Risk Register within the municipality, and the actions for each agency to address those risks.

Motion: That the MFMP be recommended to Council for adoption. Martin Duke / Craig Brittain. Carried.

7.6.2 Flood working group – Gavin Kelly / John Martin

Discussed earlier.

8. Agency Reports

8.1 HRCC

Anne Donovan has commenced as MRM, in her role as Manager Community Services, having started with Council in October 2017.

Correction to an article in Weekly Advertiser – Council will be considering permits where appropriate.

8.2 Victoria Police

New inspector – Paul Phelan – will commence at end of this month.

Brendan Broadbent will be in Geelong.

Tevis Wright will be MERC primarily. On days of high risk MERCs will be rostered 10 – 6. 20 members trained as EMLOs, including traffic management and evacuations.

Also, investigations will be conducted for header fires, with a series of standard questions developed.

IPOC will be ready for the summer period.

8.3 CFA

Pre-season preparedness well underway.

The increased fire danger on Tuesday led to staffing at the ICC. There will be an exercise at ICC on 29 November.

Fire restrictions have come in across most of the Wimmera District, with remaining areas imminent.

Grass curing is advancing with warmer weather.

Staff

- Craig Brittain now permanent in Wimmera, from Bendigo
- Ian Day has retired, last Thursday
- Two key vacancies remain.

8.4 Red Cross

An internal exercise conducted last week. A de-brief to be held, some learnings will arise. Council relief centre managers, Julie Schmidt and Wendy Lynch, and VicPol participated in this exercise.

8.5 Ambulance Victoria

Funds were made available by Parks Victoria to commence the installation of emergency location markers in the Grampians. This will be done in stages as funding is available, and include coverage of the Grampians Peaks Trail.

The significant efforts of Mark Urquhart, Dave Roberts, Paul Burton in implementing these arrangements were acknowledged.

- Nine new staff already or shortly in place. Several imminent retirements and transfers.
- Sufficient staff in place for normal rosters.
- Receive twice-daily forecasts for thunderstorm asthma. Looking at a smart phone app for patient tracking.
- Next year there will be a public release of the GoodSam app, offers a range of benefits, including AED register. Keen to work on our listing of defibrillators. These will be listed on Horsham's community map at horsham.pozi.com.

8.6 St John Ambulance

Nil

8.7 Wimmera Catchment Management Authority

Community meetings on Wartook Valley Flood Study to be held later this month (28-30 November) in Laharum, Wonwondah, Horsham.

8.8 SES

Report circulated. Have a full complement of staff. Significant rain overnight but few callouts.

8.9 Department of Health and Human Services

"Insure – it's worth it" campaign is underway at present. Old insurance policies in BMO areas may not be sufficient due to the new building regulations. Typically 40% under-insured was the experience in the last Grampians fires.

"Beat the bite" campaign regarding mosquitoes. Ross River fever has been identified in the area. Horsham EHO staff are continuing to monitoring for mosquito activity, including sentinel chickens.

Thunderstorm asthma alerts are circulated regularly. These are not a "warning", they are an alert to be prepared. Being inside your house is a reasonable control during these periods.

"Survive the heat" campaign. Includes measures for active people to avoid heat stress.

Heat and related power outages. Power outages have been flagged as being likely this summer. There was a short power outage yesterday. There is now a state sub-plan relating to power outages.

- It was noted that the Horsham AV base does not yet have backup power arrangements, including a generator connector point. **Action – Council to raise again with AV hierarchy.**
- Horsham AV base is critical to this region. Horsham cannot relocate to an AV base west of Ballarat. Other AV bases in the region can relocate to Horsham.

8.10 VicRoads

Power outage – an issue for traffic signals for ongoing outages.
Lots of roadworks in progress – can be disruptive at times. Will be less over the Christmas break. Also McPherson St in April/May 2018.

8.11 PowerCor

Report circulated regarding bushfire mitigation arrangements.

8.12 DEDJTR

Emergency animal disease concern in Echuca area, with an exclusion zone of 100 km for no cattle exports. All cattle being tested. Might have been illegal movement and re-ear tagging of cattle to avoid controls.
Staff numbers are down in Ballarat, Colac and Hamilton areas.

Has prepared exercise Crossover report – avian flu pandemic.

Noted the work done by EPA, CFA and others in removing the Stawell fire stockpile. This was a significant risk to the region. This has been eliminated.

8.13 WHCG

Apology

8.14 DELWP

Apology

8.15 Uniting Wimmera

New organisation, Wendy Sturgess now EO rather than CEO of former WUC.
Some administrative functions are being centralised. Some local redundancies.

Transition to NDIS is underway, has some implications for delivery of some services, and their accessibility.

Alerting clients to the need to have heat and bushfire plans in place.

9. General Business

9.1 Public Space / Crowded Space Security

Federal government has released a document on this risk. MAV is working with Councils to provide further information about this. Actions in Melbourne have included installation of concrete bollards in some parts of the CBD.

Terrorism to be included in Council's MEMP – hasn't been included yet. Will seek advice from VicPol in relation to these. Need for consultation with Police when events are planned.

9.2 2018 Meeting Schedule

Was circulated. In addition to meeting below, further meetings in 2018 are:

- 14 March
- 26 July – Combined 4 Councils meeting
- 14 November

9.3 Exercise Orwell

WEMT is organising an exercise on 10 May 2018 relating to animal management.

9.4 VicSES - Nola

Thanks to all who have supported the local branch with their incidents.

10. Next meeting:

Wednesday 14 March 2018 at 10.30am – Reception Room

11. Meeting Closed at 12:03 pm



MINUTES

Horsham Tidy Towns Committee Meeting
Held Tuesday, 21 November 2017 at 12.30 pm
Middle Meeting Room – Horsham Rural City Council Offices

Attendees: Gillian Vanderwaal - Chairman, Cheryl Linke, John Martin, Geraldine Drum, Neil King, Gary Aitken, Cr Les Power, Rae Talbot, La Vergne Lehmann, Don Mitchell, Jan Morris, Hayley Thomas (Acting minute taker)

Apologies: David Eltringham, Garry Wallace, Danielle Fowler, Don Mitchell

1. Welcome

2. Minutes of the previous meeting – 19 September 2017

Moved: Mr Les Power, Seconded: Cheryl Linke, that the minutes from the previous meeting 17 October, were a true and accurate record of that meeting.
CARRIED

3. Business arising from previous minutes

Refer action list

4. Correspondence

4.1 Inwards

Running Sheet for Tidy Towns Awards
Pride of Horsham – See general business

4.2 Outwards

Nil

5. Reports

5.1 Financial Report - noted

6. General Business

6.1 Tidy Towns Awards Weekend events – 24/25/26 November

Set up at Town Hall from 1pm Friday

7am Café de Kerb will arrive to set up for breakfast Sunday morning

8am Wimmera Oasis confirmed breakfast

(Signing members for choir at awards to be confirmed with Chris Walter of 298 Primary – Gillian will make contact directly)

11am Unveiling of Plaque of Don Johns seat

Plaque to be collected by Hayley Wednesday 22nd - Fabric for plaque to be organised by Gillian, boomerang bag to be made out of the same fabric to be given to Jo as sentimental gift.

Plants to be delivered Friday to Shana Miatke of Town Hall.

Boomerang bags progressing well, photo on facebook page. Currently in three venues; Craft for a Cause, Red Rock books & Disposals in Roberts Ave.

6.2 CBD Revitalisation – Pride of Horsham

Converting shop facades and the way we present our community. Mick Harris of Cheeky Fox highly interested. Need to source funds for event. Currently in developmental phase, give it some consideration if it is something we wish to be involved in in future.

John Martin left meeting at 1pm

Tidy Towns Plaques have been delivered - these were given to various representatives to deliver to the various Horsham award winners.

Reports –

Rae Talbot - handed out calendars early in meeting.

Gary Aitken – advises Firebrace Street in terrible state, footpaths and tiles on bottom section of building frontages need a steam clean. Gary to work with David Eltringham to provide a report to Council to come via committee initially to approve. To provide at next meeting.

All picnic tables and seating along Wimmera River have had a revamp with a fresh coat of paint.

Opening of ANZAC Centenary Pedestrian bridge occurred Saturday 18th, this is only a start to the wonderful developments to occur at Adventure Island.

Bicycle Advisory Committee – funding and fencing right to go. Awaiting advice of Cultural Heritage Plan completed by BGLC.

Hamilton Street – looking at how we can make it bike friendly and safe. Working effectively at developing priority listing for future projects.

Cr Les Power - to present Horsham Tidy Towns award to Cr Alethea Gulvin at next Council meeting to be held in a fortnight's time.

Police Paddocks – all damages need to be reported to the Police Station as it is criminal damage, this applies to the Wimmera River damage also.

Neil King – State of Woolworths/Kmart car park is disgusting. Responsibility to keep tidy.

Motion: Neil would like us to write to Managers of Woolworths and Coles car parks to address the current condition of car park areas. Neil to draft letter to present to committee. Signage and placement of bins needs to be addressed in this letter also.

Moved: Neil King

Seconded: Jan Morris

CARRIED

School to put waste through the recycling process, has been in discussions with John. School currently has 16 bins. Neil currently spending 5 hours each weekend completing this task. This is not seen as a high priority to others, Neil is appalled by current practices.

Cheryl Linke -

Raised suggestion to include Supermarkets within awards process to give incentive to keep areas in appropriate tidy condition.

Jan Morris –

Our recycling is going somewhere? Community needs to be educated.

La verne Lehmann - advised currently developing a recycling program working with 12 councils, giving information on what can be recycled and how. Bags and cups have been delivered to Hayley for the awards ceremony.

'Town Entrances' to be on next Agenda please.

7. Next Meeting

The next meeting will be held on Tuesday, 19 December 2017 commencing at 12.30pm in the Middle Meeting Room, Horsham Rural City Council Offices

8. Meeting Close 1.34pm

Gillian Vanderwaal

Chairman

Horsham Tidy Towns Committee

21 November 2017



**DEPUTATION TO THE HON JACINTA ALLAN
MINISTER FOR PUBLIC TRANSPORT
MINISTER FOR MAJOR PROJECTS**

**Wednesday, 29 November 2017 at 2.15pm
At Parliament House, Melbourne**

AGENDA

Attending: Minister Jacinta Allan
Mayor Cr Pam Clarke, Horsham Rural City Council
Mayor Cr Mary-Ann Brown, Southern Grampians Shire
Mayor Cr Tony Driscoll, Northern Grampians Shire Council
Peter Brown, Chief Executive, Horsham Rural City Council
Michael Tudball, Chief Executive, Southern Grampians Shire
Allan Bawden, Chief Executive, Ararat Rural City Council

The Councils of Western Victoria seek responses to the questions raised at our June Deputation:

- In principle support for passenger rail return to Western Victoria (Hamilton and Horsham).
- Commitment to develop a full business case for return of passenger rail to Western Victoria (Hamilton and Horsham).

We are pleased at the progress with additional services to Ararat and beginning the work on better coach services. Attached are two recent letters to you, firstly seeking this deputation and secondly outlining specific request in relation to improved coach services.

We have attached a letter from The Honourable Darren Chester, Federal Minister for transport to the member for Mallee Andrew Broad supporting the an application by the Victorian State Government for federal funding for a detailed business case of the Western Rail project. We understand Andrew Broad has spent some time discussing this offer with your Chief of Staff.

Our Request

The eight Councils of Western Victoria request you to submit a funding application under the National Rail Program for a detailed business case so this important work can commence.



31 October, 2017

The Hon Jacinta Allan
Minister for Public Transport
1 Spring Street
Melbourne VIC 3000

Dear Jacinta

I refer to a deputation from Western Victorian Councils to you on 8 June, 2017.

The eight Western Victoria Councils have collaborated with funding support from Victorian and Federal Governments to undertake the Grampians and Barwon South West Region Passenger Services Cost and Feasibility Study and advance the outcome of the study.

At that deputation the Councils sought implementation of the study's recommendations and in particular:

- Commitment to develop a full business case for return of passenger rail to Western Victoria (Hamilton and Horsham).
- In principle support for passenger rail return to Western Victoria (Hamilton and Horsham).
- Improved alignment of coach timetables and funding of new and upgraded services.
- Support to fund stage 1 rail service improvements to the Ararat line.

At that deputation we were pleased to receive your advice about increased services to the Ararat line which has now been implemented and well received.

We note that work has commenced on improved alignment of coach timetables and we are currently working with the Department which is developing a package of improvements which will hopefully be funded in the 2018 Victorian State Budget.

We also indicated at that deputation we would be seeking a further meeting with you later in the year with seeking responses to the other two questions raised.

Councils wish to continue to advocate for a return of passenger rail to Western Victoria and a business case.

On this basis the Mayors representing the eight Councils of Western Victoria seek a further deputation to you this calendar year to further discuss Western Victorian Passenger Rail.

Your assistance in this matter will be very much appreciated.



Cr Paul Hooper
Mayor
Ararat Rural City Council



Cr Pam Clarke
Mayor
Horsham Rural City Council



Cr Tony Driscoll
Mayor
Northern Grampians Shire Council



Cr Mary-Ann Brown
Mayor
Southern Grampians Shire Council



2 November, 2017

The Hon Jacinta Allan
Minister for Public Transport
1 Spring Street
Melbourne VIC 3000

Dear Jacinta

The Western Rail Councils have received advice through Andrew Broad's Office (Federal Member for Mallee) of the opportunity for the Australian Government to assist fund a full Business Case for the extension of passenger rail from Ararat to Horsham and Hamilton through the National Rail Program.

Andrew Broad has indicated his strong support for return of passenger rail to the Wimmera and The Horsham Rural City Council has been further, advised by Andrew Broad that the federal Government is keen to support the business case.

The Federal Minister for Infrastructure and Transport The Hon Darren Chester has indicated that the Western Rail project would be considered for funding through the National Rail Program. As we understand it to be considered for Federal funding, the Victorian State Government must put forward a proposal to Minister Chester's Office.

As you are aware, the funding of a full Business Case is the number one request of the Western Rail Councils as this is the critical first step in returning passenger rail to our region. This opportunity for the Federal Government to fully fund the business case is an exciting opportunity to advance Western Rail. I have attached a copy of our recent letter to requesting a further deputation from Western Victorian Mayors.

As the Minister for Public Transport, we request that you write to Minister Chester's Office and request funding from the Federal Government for the Western Rail Business Case.

Yours faithfully

A handwritten signature in cursive script that reads "Peter Brown".

PETER F BROWN
Chief Executive
Horsham Rural City Council



The Hon Darren Chester MP
Minister for Infrastructure and Transport
Deputy Leader of the House
Member for Gippsland

PDR ID: MC17-004447

Mr Andrew Broad MP
Member for Mallee
PO Box 1133
MILDURA VIC 3502

Dear Mr *Andrew* Broad

Thank you for your letter of 7 September 2017 regarding the proposal for passenger rail services between Horsham and Melbourne.

I understand that rail services play an important role in supporting regional communities and it must be a source of frustration to the people of the Wimmera region that no V/Line passenger rail services currently operate between Horsham and Melbourne.

The Australian Government is taking an active role in upgrading rail services in regional Victoria. As you are aware, in June 2017, the Australian Government announced a new commitment of \$1.42 billion to deliver a package of regional rail projects, which will upgrade passenger rail lines between Melbourne and a number of Victoria's regional centres.

The Victorian Government is also contributing \$150 million to the package. This significant commitment includes a joint investment of \$555.6 million to upgrade the Ballarat Rail Line. As the gateway to western Victoria, I anticipate that improved services to Ballarat will be beneficial to the Wimmera region.

As you have acknowledged, the development and prioritisation of infrastructure is primarily the responsibility of state governments and any proposal to reintroduce passenger rail to Horsham would be a matter for the Victorian Government in the first instance.

I note the Victorian Government's Regional Network Development Plan 2016-17 includes no mention of extending train services beyond Ararat to Stawell and Horsham. This is very regrettable.

The plan does refer to a *Future Direction* to “investigate opportunities for passenger trains to use the interstate line more frequently”, however there is no funding commitment towards this.

I share your view that the Victorian Government should show a commitment towards reinstating passenger services on the Horsham Line.

The Victorian Government would also need to consider that the rail line to Horsham, which is currently only used for freight, is managed by the Australian Rail Track Corporation (ARTC). Any decision to re-commence passenger rail services on the line would need to be considered in the context of the ARTC’s interstate access undertaking.

Through the 2017-18 Budget, the Australian Government committed \$10 billion to deliver a National Rail Program. The Program will be used to improve rail connections in our cities, and between our cities and their surrounding regional areas.

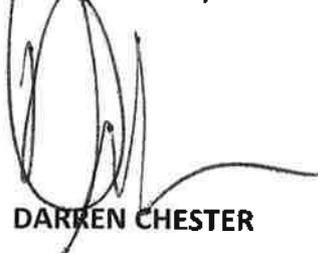
Funding decisions will be informed by state and territory plans, the Urban Rail Plans and priority projects that Infrastructure Australia has identified as nationally significant.

The proposal to extend passenger rail services to Horsham could be considered through this program, should the Victorian Government bring forward a proposal. I encourage you to ask them to do so.

Any project seeking more than \$100 million in Australian Government funding would also require a business case to be provided to Infrastructure Australia for assessment of the merits of the proposal.

Thank you again for taking the time to write and inform me of your concerns on this matter.

Yours sincerely



DARREN CHESTER

THE WEEKLY ADVERTISER

- Monday, November 27, 2017
- CAB audited 22,524 distribution

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Rail fight gathers intensity



TRANSPORT PUSH: Cr Josh Koenig, Horsham Rural City Council chief executive Peter Brown, Grampians Tourism's Marc Sleeman, Horsham Bus Terminal manager Roger Muszkieta, Member for Lowan Emma Kealy and transport advocate Susan Goodwin at Horsham Bus Terminal. Picture: PAUL CARRACHER

By Dean Lawson

A fight for better passenger-rail services connecting the Wimmera with Melbourne has gathered intensity, with Member for Mallee Andrew Broad challenging the State Government to take action.

Mr Broad told The Weekly Advertiser the Federal Government had opened the door for the potential for national support but the request had to come from the State Government.

"In the past, the Federal Government funded mainly rail freight, leaving passenger rail to state governments," he said.

"However, the Federal Government is now prepared to assist in funding business cases for passenger rail and to fund up to 75 percent of building costs.

"But an application and partnership to undertake both a business case and passenger rail to Horsham and Stawell must come from the Victorian Government."

Mr Broad said he could see a concept where a velocity train ran on Australian Rail Track Commission standard-gauge tracks from Horsham, through Stawell and Ararat to Ballarat, where passengers would change to a broad-gauge train to Melbourne.

He said the vision involved converting the track from Ararat to Ballarat to standard gauge.

"Velocity trains are made in Dandenong, there would need to be additional boom-gate crossings, timetable considerations, station upgrades and some track changes," he said.

"All this is completely doable, but it will take commitment from both the federal and state governments."

Mr Broad said despite Horsham and Stawell being vibrant inland cities, they lacked adequate connectivity.

"I believe their long-term future must involve regular passenger-rail services to Ballarat and Melbourne," he said.

"I have witnessed the growth that has come to other Victorian cities where good-speed internet connection and regular passenger-rail services have enhanced employment and study opportunities.

"Let's be honest – living, studying and working in Horsham and Stawell is much better than being stuck on the smog-filled freeways of Melbourne.

"However, given that some jobs and study require regular trips to Melbourne, many people are forced to move away.

"With flexible work hours and study, living in the region is great provided it's relatively simple to get to where you need to go.

"Many of our senior Australians head to Ballarat for health appointments, and a short drive to Horsham or Stawell followed by a pleasant train ride would make those appointments a lot easier."

Wimmera Development Association executive director Ralph Kenyon was quick to back Mr Broad's push for action on the passenger-rail issue.

"We would certainly support Mr Broad's push for a business case to improve passenger-rail services for Horsham and Stawell," he said.

"The State Government has a regional passenger-rail plan but it doesn't really include anywhere west of Ararat.

"If the Federal Government is prepared to seriously consider funding not only a business case, but also up to 75 percent of project costs, then we need the State Government to consider this as part of the regional transport strategy," Mr Kenyon said.

Member for Lowan Emma Kealy has also stepped up a Victorian push to improve regional public transport services in western Victoria.

"Access and connectivity of public transport services is a real problem right across western Victoria," she said.

"Improved public transport is vital to reversing our region's population decline and support decentralisation initiatives. It will help local people to get to work, school, shops, medical appointments and much more."

Ms Kealy said Census data revealed only 0.6 percent of people across the Lowan electorate used public transport to get to work.

"This statistic is not surprising given the lack of public transport options currently available," she said.

"Western Victoria can get moving again with better access to public transport. I'm asking local people to help get our voice heard in parliament and share their views about how better public transport services would improve their lives in our great part of the state.

"Together we can deliver a strong message that the 110,000 people who live in western Victoria deserve and want better train and bus links."



Ms Kealy said people could have their say online at haveyoursayvictoria.org/westernpublictransport services or by calling her electorate office on 5382 0097 or 5571 9800.

Ms Kealy has also been critical of a V-Line passenger timetable involving Horsham, which she believes has increased travel times.

"Not only does the new timetable include no new services to Horsham, many of the changes actually increase travel times to the region," she said.

"There is no doubt western Victoria has the poorest public transport in the state and the situation is getting worse, not better.

"These changes under Labor's watch are only making public transport less accessible and cutting our region off from other major regional centres and Melbourne."

Short URL: <http://www.theweeklyadvertiser.com.au/?p=52385>

Posted on Nov 22 2017



November 27 2017

Caithleen Jones
 Manager Regional Public Transport Development
 State Network Planning
 1 Spring Street
 MELBOURNE VIC 3000

Dear Caithleen

Improvements to regional coach services in the Wimmera and South West

We wish to thank you for attending the October 2017 meeting of the Western Rail Advocacy Group to discuss a range of issues relating to improving public transport services to the Wimmera and South West.

As a follow-up to this, please find below some further detail on the coach service connections that the Western Rail Group of Councils is requesting for consideration in the 2018 State Budget as follows:

1. Wimmera coach connections to all new train services from Ararat to Melbourne and new return services from Melbourne to Ararat.

The new Ararat to Melbourne (and return) train services are excellent and provide new options for public transport in our region. Our request is for connecting bus services to the Wimmera to meet the new Ararat to Melbourne services and maximise usage. Specific timetable details shown below have the potential for significant increase in service access:

MELBOURNE TO NHILL SERVICE

Bus service from Ararat to Horsham/Nhill to connect with the following new services:

Monday to Friday

New Train Service departing Southern Cross	14.16	Arriving Ararat	16.39
New Train/Bus Service departing Southern Cross	16.33	Arriving Ararat	19.09

Sunday

New Train/Bus Service departing Southern Cross	15.16	Arriving Ararat	18.20
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NHILL TO MELBOURNE SERVICE

Bus service from Nhill/Horsham to Ararat to connect with the following new services:

Monday to Friday

New Train Service departing Ararat	6.18	Arriving Southern Cross	8.36
New Train Service departing Ararat	14.49	Arriving Southern Cross	17.16

Saturday

New Train Service departing Ararat	11.08	Arriving Southern Cross	13.40
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Sunday

New Train Service departing Ararat	15.35	Arriving Southern Cross	18.40
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Whilst it is noted that the current services through Horsham to Ararat are provided to connect the many towns within the Wimmera in particular, the extra services recommended provide opportunities to bring a level of service that is sufficiently regular to drive patronage that will maximise the benefits of the significant State Government investment into rail improvements to Ararat.

West Wimmera Shire has also noted the importance of establishing public transport links from Kaniva to Horsham, to enable residents to keep medical appointments and allow students to attend Federation University whilst living in Kaniva. To trial a Kaniva/Horsham service, the suggested coach linkage from Nhill to meet the new Ararat service departing Ararat at 14.49, could be extended by 40km to commence in Kaniva.

2. Re-introduction of coach service between Hamilton and Horsham.

The re-introduction of coach services between Hamilton and Horsham will open up connections and linkages to services to Adelaide and Naracoorte in South Australia and a range of Victorian services as detailed below:

A departure from Hamilton at 10.30am will allow for connection in Hamilton with the following services from:

- Casterton V/Line service (arrives Hamilton @ 10am)
- Portland (arrives Hamilton @ 10.10am)
- Peshurst community bus (arrives Hamilton @ 10am)
- Warrnambool (arrives in Hamilton @ 10am)

This service would arrive at Horsham at 12.30pm and connect to the following services departing Horsham:

- Adelaide (Overland) departing Horsham @ 12.55pm
- Adelaide (V/Line) departing Horsham @ 1.10pm
- Donald departing Horsham @ 1.50pm
- Bendigo (V/Line) departing Horsham @ 1.40pm
- Narracoorte departing Horsham @ 2.20 pm
- Ballarat (V/Line) departing Horsham @ 2.15pm
- Birchip/Ouyen departing Horsham @ 4.10pm
- Mildura departing Horsham @ 5.45pm

The return service departing Horsham at 2pm will connect with the following services arriving in Horsham as follows:

- Adelaide (V/Line) arriving in Horsham @ 1.30pm
- Adelaide (Overland) arriving in Horsham @ 1.58pm
- Bendigo arriving Horsham @ 1.00pm
- Mildura arriving Horsham @ 1.25pm
- Narracoorte arriving Horsham @ 10.15am

Once this return service arrives at Hamilton (4.00pm) it will connect with the following services to:

- Ballarat (V/Line) departs Hamilton @ 4.35pm
- Warrnambool departs Hamilton @ 5.15pm
- Casterton (V/Line) departs Hamilton @ 6.40pm

3. An extra service (mid-morning and mid-afternoon) between Hamilton and Ballarat

This extra service will provide greater access to train services between Ballarat and Melbourne as well as providing day-trippers to Ballarat (for medical appointments etc.) with greater flexibility, improved service and increased convenience.

- 10.30am coach service from Hamilton (along Glenelg Hwy) will connect with Ballarat train to Melbourne (train departing Ballarat at 1.18pm)
- 4.00pm return coach service from Ballarat to Hamilton will connect with the train from Melbourne arriving in Ballarat at 3.40pm. This extra coach service will arrive back in Hamilton at 6.30pm.

This extra service will allow those who travel to Ballarat by coach leaving Hamilton at 7.00am to return from Ballarat leaving at 4.00pm and arriving in Hamilton at 6.30pm, rather than having to wait until 6.26pm to leave Ballarat and arrive in Hamilton at 10.10pm. The extra morning service leaving Hamilton at 10.30am will also provide the opportunity for people using the morning coach service from Portland to connect in Hamilton and travel to Ballarat.

Extending the **Warrnambool-Casterton** service and the **Ballarat-Mt Gambier** V/Line service from five days per week to seven days per week will improve the level of service to accommodate people to and from these locations for sport and other entertainment in particular.

4. Other service requests

The extension of the **Friday Warrnambool to Casterton** service to five days per week will improve connectivity and access without any extra drain on existing resources. The bus and driver are currently required to park and wait on Mondays to Thursdays and are operating within the same timeframes on Fridays when the existing service is provided.

With the current \$30 million investment into the Grampians Peak Trail, there will be a significant growth in the number of visitors to the Grampians and in particular the backpacker/hiker tourist. **A trial service between Halls Gap and Dunkeld** will provide the necessary data needed to justify the provision of public transport to this iconic tourist attraction. Similarly, providing access to bicycles on coach services will further enhance the tourism potential of the Grampians National Park and the Peaks Trail.



In summary, the proposed timetables greatly enhance the service levels and convenience of the coach services across western Victoria. This will improve patronage and access to rail connections considerably. It is important that these extra services will not only better connect with train service improvements, but also better connect with the various towns along the Western and Glenelg Highways in particular.

Yours sincerely



Michael Tudball
CEO, Southern Grampians Shire Council



Peter Brown
CEO, Horsham Rural City Council



Michael Bailey
CEO, Northern Grampians Shire Council

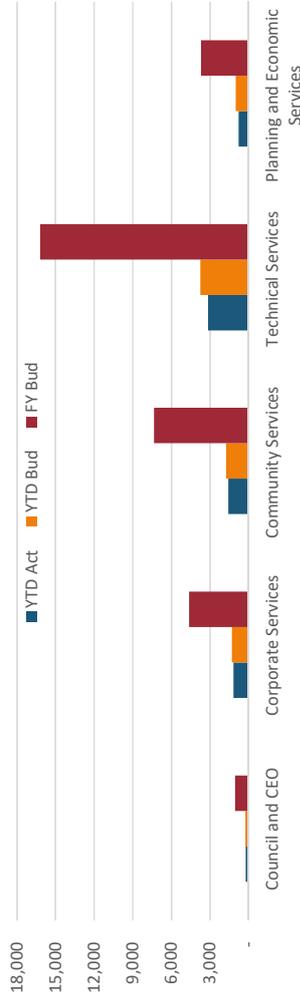


Allan Bawden
CEO, Ararat Rural City Council

Finance & Performance Report - 30 September 2017

Financial Snapshot

Service Delivery \$'000

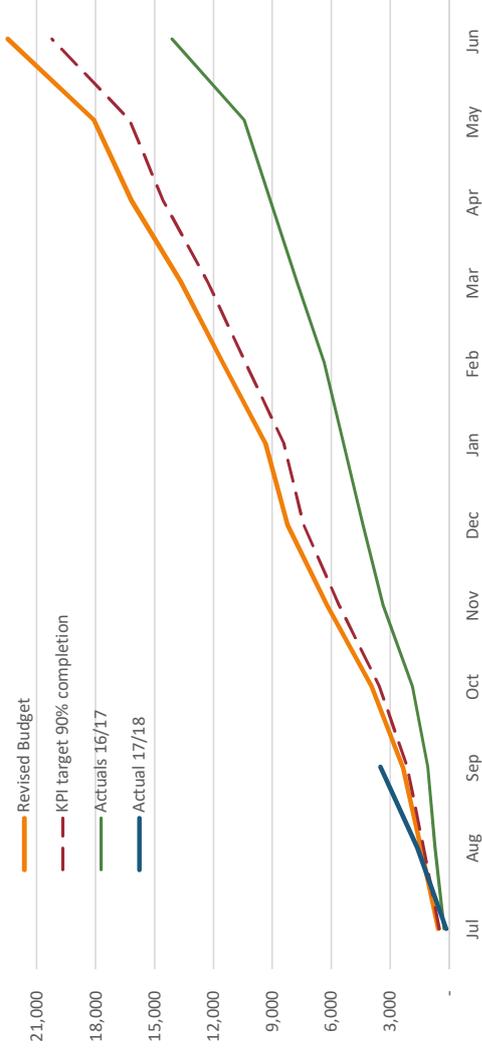


TOP 5 FINANCE & PERFORMANCE OBSERVATIONS:

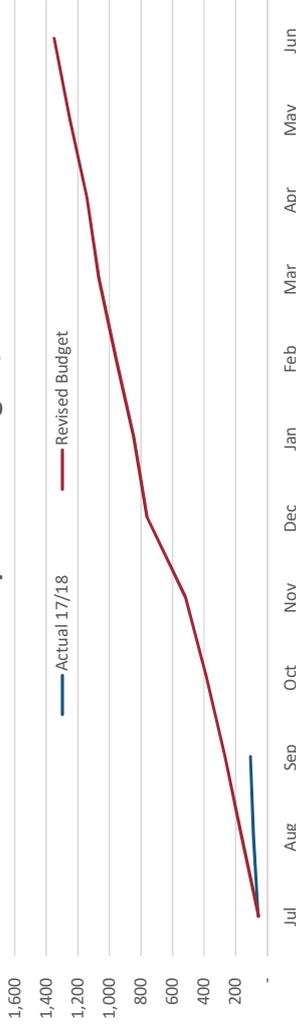
- 1. Service Delivery**
Most departments are inline with YTD projections.
- 2. Capital Spend**
The Capital Works program has had an excellent start to the year with works from the North Childrens hub, the new land fill cell & plant purchases accounting for the current favourable trend. Carryforwards have now been accounted for in the budget.
- 3. Initiatives Spend**
Current unfavourable variance is driven by YTD underspend in development of strategies & contract works
- 4. Total Income**
Favourable variance is due \$1M North Childrens Hub Grant
- 5. Rates Statistics**
Percentage of rates collected at HRCC including arrears and the Fire Services Property Levy

Year	%
2017	98.3
2016	98.4
2015	98.6
2014	98.7

Capital Spend vs Budget \$'000

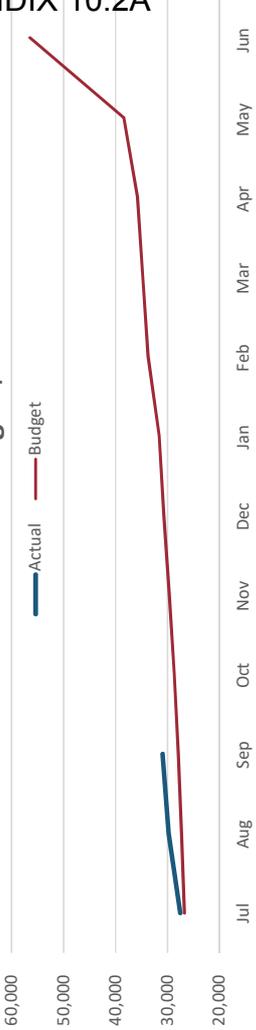


Initiatives Spend vs Budget \$'000



Revised Budget excludes CBD Revitalisation (\$1.6m) - (will be added in when grant is received)

Total Income vs Budget \$'000



APPENDIX 10.2A

Finance & Performance Report - 30 September 2017 Overview

Overall Cash Budget Summary - \$'000

Business Activity	Actuals		Adopted Budget		Revised Budget		Budgets		Actuals		YTD		Variance %	Note
	16/17	17/18	17/18	17/18	17/18	17/18	17/18	17/18	17/18	17/18	17/18	17/18		
Income														
Service Delivery	-13,910	-12,737	-12,737	-4,995	-5,539	544	10.9%							
General Revenue	-31,438	-29,175	-26,171	-20,597	-23,538	2,941	14.3%							
Exclude	-91	-	-	-	-	-	0.0%							
Capital	-9,407	-13,839	-15,366	-477	-1,636	1,159	242.9%	1						
Initiatives	-82	-1,728	-1,796	-	-160	160	0.0%							
Projects	-624	-460	-460	-242	-159	-83	-34.2%							
Reserves	-136	-547	-547	-	-	-	0.0%							
Income Total	-55,688	-58,486	-57,077	-26,311	-31,032	4,721	17.9%							
Expenditure														
Service Delivery	31,855	33,124	33,378	8,151	7,033	1,118	13.7%							
Financing	439	439	439	-	0	-0	0.0%							
Capital	17,950	21,036	25,352	2,364	3,568	-1,204	-50.9%	2						
Initiatives	467	2,195	2,950	267	106	161	60.4%							
Projects	1,817	1,624	3,240	807	469	338	41.9%							
Reserves	54	68	68	-	-	-	0.0%							
Expenditure Total	52,581	58,485	65,427	11,590	11,176	414	3.6%							
Grand Total	-3,107	-1	8,350	-14,721	-19,856	5,135	34.9%							

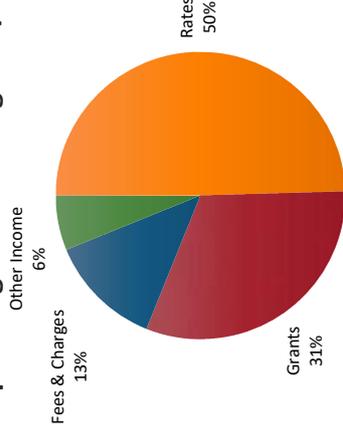
General Revenue - Details - \$'000

Sub Description	Actuals		Adopted Budget		Revised Budget		Budgets		Actuals		YTD		Variance %	Note
	16/17	17/18	17/18	17/18	17/18	17/18	17/18	17/18	17/18	17/18	17/18			
Rates														
Rates & Charges	-22,084	-22,720	-22,720	-22,720	-22,720	-22,720	1	0.0%						
Grants	-8,809	-5,805	-2,801	2,278	-768	3,047	133.7%	3						
Fees & Charges	-	-20	-20	-5	-	-5	-100.0%							
Other Income	-	-40	-40	-10	-39	-10	-100.0%							
Interest & Investment Income	-503	-530	-530	-125	-87	-87	-69.2%							
Recharge	-41	-60	-60	-15	-9	-6	-36.9%							
Grand Total	-31,438	-29,175	-26,171	-20,597	-23,538	2,941	14.3%							

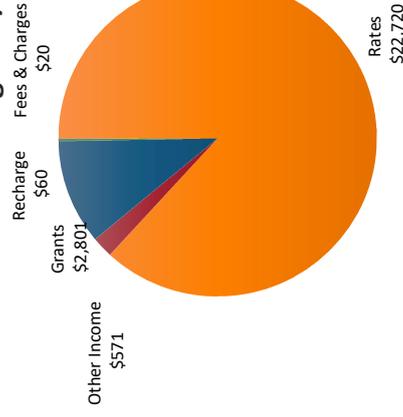
Comments:

1. Advance payment (\$1.0m) from the Federal Government for the North Children's Hub.
2. A handful of projects have had a strong start of the year, lead by the North Children's Hub (\$960k), plant replacement (\$622k), landfill putrescible cell 2 (\$467k) & the new pedestrian bridge (\$202k).
3. Timing of receiving the Grants Commission grant.

Operating Income Budget 17/18



General Revenue Budget 17/18 \$'000

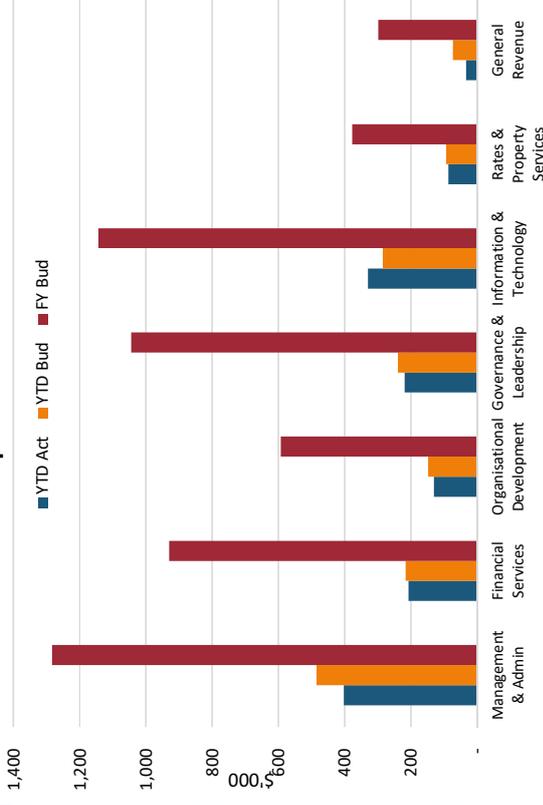


Finance & Performance Report - 30 September 2017

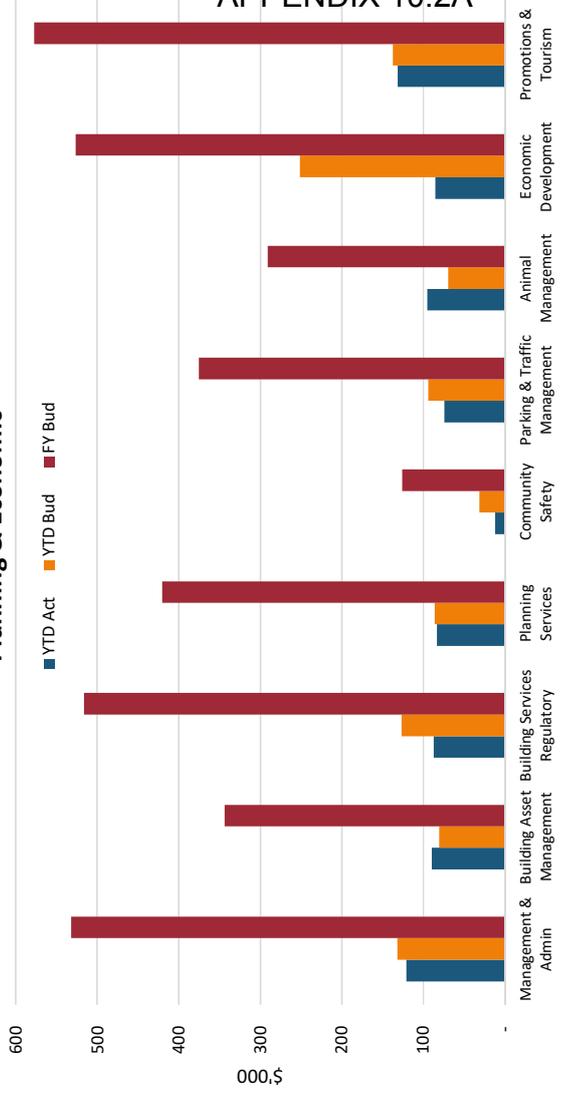
Service Delivery Expenditure

Key variances: \$'000	YTD		YTD		Comments
	Budget	Actual	Budget	Variance	
Corporate Services	6,559	1,656	1,534	122	
Management & Admin	1,283	485	403	82	●
Financial Services	930	216	207	9	●
Organisational Development	593	148	131	18	●
Governance & Leadership	1,044	240	219	21	●
Information & Technology	1,143	286	330	-44	●
Community Services	7,343	1,739	1,562	176	
Management & Admin	405	99	96	3	●
Community Development	884	231	119	112	●
Early Years	708	161	137	24	●
Library	741	142	133	9	●
Performing Arts	1,519	371	410	-39	●
Visual Arts	597	142	108	34	●
Aged & Disability	2,152	505	476	29	●
Planning & Economic	3,708	1,010	781	229	
Management & Admin	532	132	121	11	●
Building Asset Management	344	81	90	-9	●
Building Services Regulatory	516	127	88	39	●
Planning Services	420	86	84	3	●
Parking & Traffic Management	376	94	74	20	●
Animal Management	291	70	96	-26	●
Economic Development	526	252	86	166	●
Promotions & Tourism	577	137	132	6	●

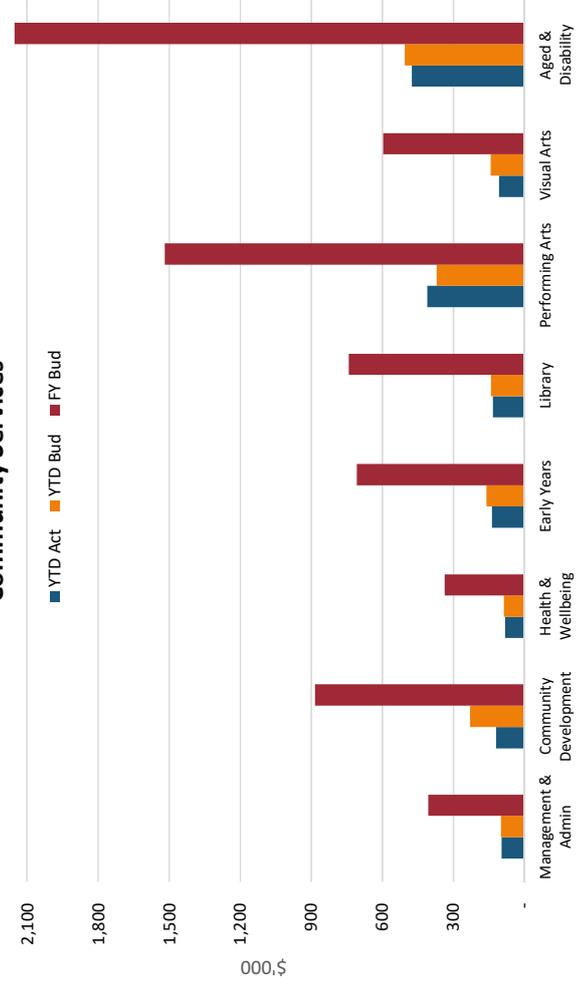
Corporate Services



Planning & Economic



Community Services

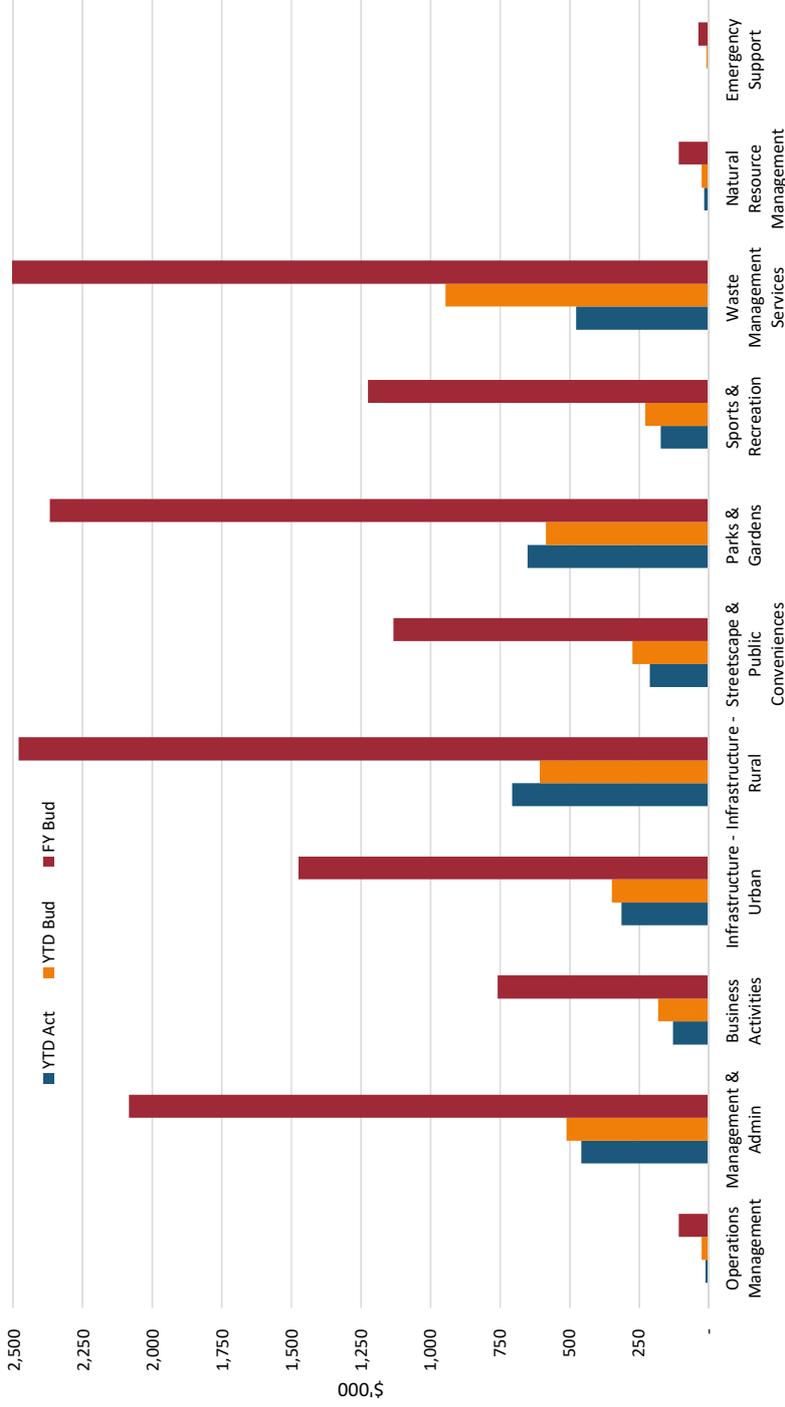


APPENDIX 10.2A

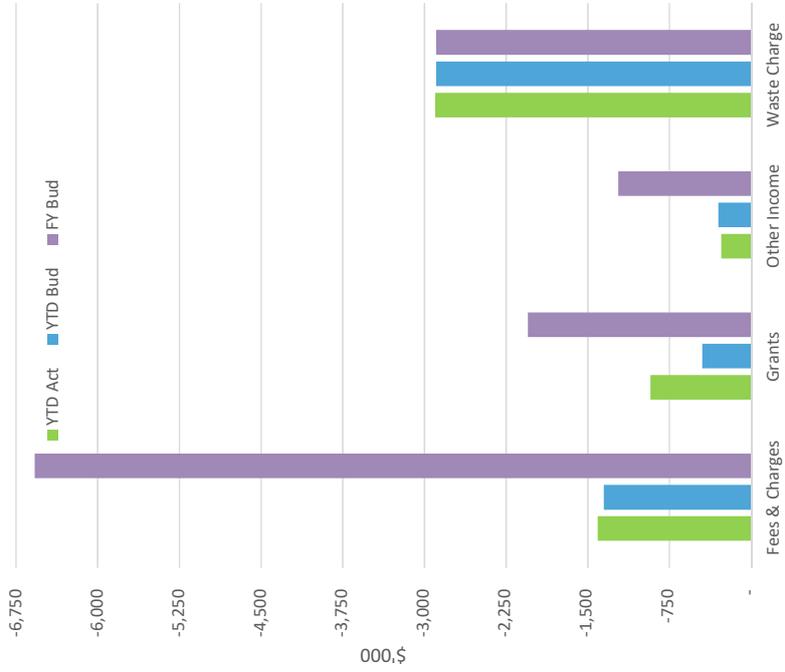
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Service Delivery Expenditure

Technical Services



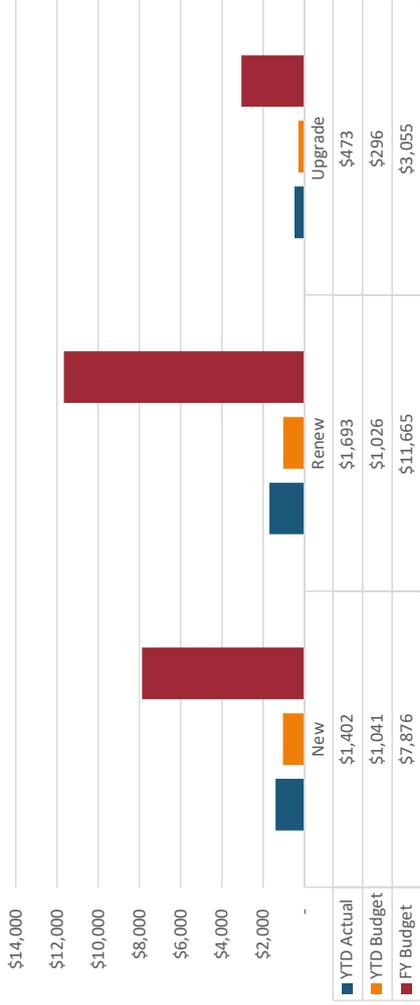
Funding Sources for Service Delivery



Key variances: \$'000	YTD		YTD		Comments
	Budget	Actual	Budget	Actual	
Technical Services	16,206	3,746	3,155	591	
Operations Management	108	26	13	13	
Management & Admin	2,084	511	459	52	
Business Activities	760	183	129	53	
Infrastructure - Urban	1,474	348	313	35	
Infrastructure - Rural	2,480	607	707	-100	
Streetscape & Public Convenience	1,134	274	212	62	
Parks & Gardens	2,367	586	652	-65	
Sports & Recreation	1,225	229	173	56	
Waste Management Services	4,428	947	477	470	Rehabilitation of Cell 1 is dependant on the completion of Cell 2
Natural Resource Management	108	26	17	8	
Emergency Support	38	9	3	7	

Capital

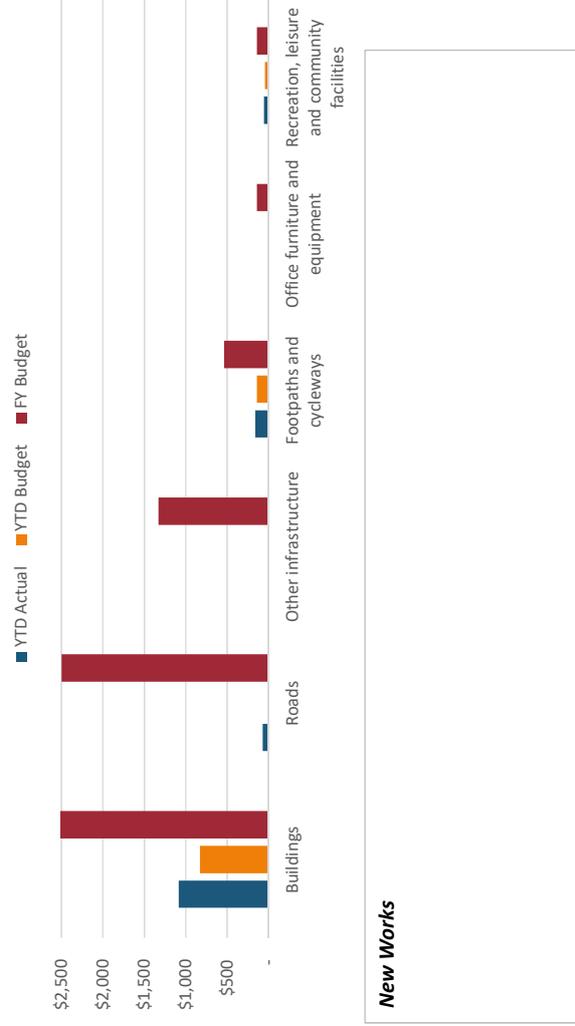
Capital Spend - New/Renew/Upgrade \$'000



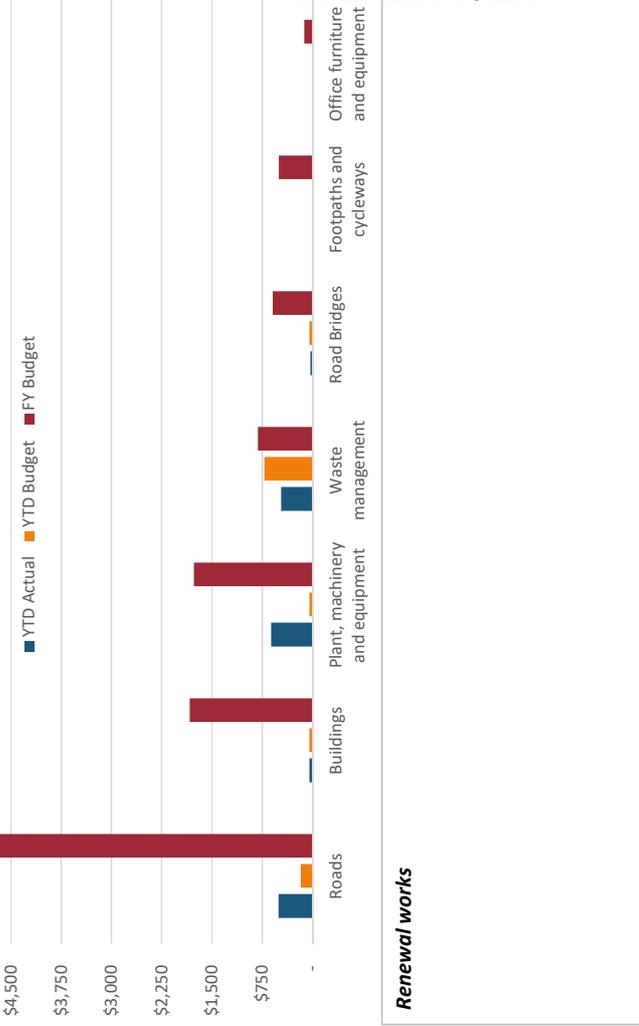
Comments:

The adopted full year capital budget was \$18.280 million after carrying forward uncompleted works of \$1.316 million gives a revised full year budget of \$22,596 million.

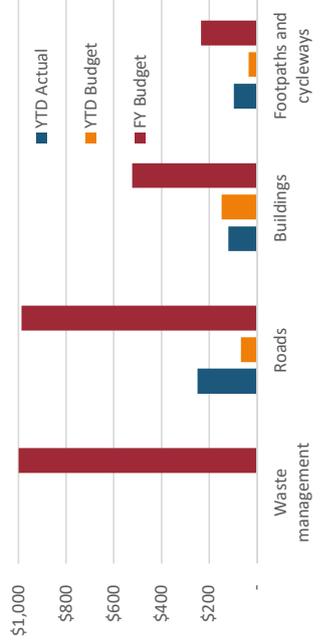
New Capital Spend by Asset Group \$'000



Renewal Spend by Asset Group \$'000



Upgrade Spend by Asset Group \$'000

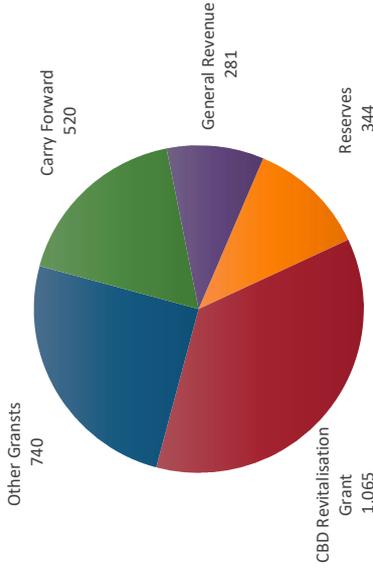


Upgrade works

Finance & Performance Report - 30 September 2017

Initiatives & Projects

Funding Streams for Operational Initiatives \$'000



Comments:
 Initiatives are one off projects that are outside of normal service delivery business activities & usually run for one financial year.
 Funding sources this year include funding from cash reserves held (\$0.34m), one major grant for CBD Revitalisation (\$1.065m), General Revenue (\$0.28m), carry forward (\$0.52) and other grants of (\$0.74m).

Initiatives with Revised FY Budget greater than \$40,000 - \$'000

WO Description	Adopted Budget		Revised Budget		Budgets YTD		Actuals YTD		YTD Variance
	Budget		Budget		YTD		YTD		
Corporate Services									
Civic Centre Refurbishment Detailed Design			40		40		20		20
Community Services									
Youth Strategy	40		40		40				
Health Manager Data Base									
Planning and Economic									
Horsham South Structure Plan			120						
Economic Development Strategy			85		43		16		26
ESM Initial Determinations and Documents by Contractor			48		10				10
ESM Compliance Works	20		44		5		3		2
Asbestos Auditing Additional 17/18	40		40						
Technical Services									
CBD Revitalisation relocate powerlines underground	1,600		1,600						
Town Entrances Streetscape Refurbishment	30		67		9		4		5
Hazardous Tree Removal	20		60		40				40
Road Clearances Tree Clearing/Pruning	60		60				1		-1
Livestock Exchange Detailed Design Roofing Selling Area	50		50						
Stormwater Drainage Condition Audit	40		40						
Other Operational Initia									
Initiatives less than \$40,000 budget	255		616		141		81		60
Grand Total	2,195		2,950		267		106		161

Comments:
 Still waiting on the CBD Revitalisation grant. Works can begin once grant has been received.
 There are 44 initiatives less than \$40k that combined have a full year revised budget of \$616k.

APPENDIX 10.2A

Non-operational Initiatives - Special

WO Description	Revised Budget		Actuals		YTD Variance
	Budget \$'000		YTD \$'000		
Income					
Grampians Peak Trail Parks Victoria expenditure	-3,068		-		0
Expenditure					
Grampians Peak Trail Parks Victoria expenditure	3,068		-		0
Grand Total	-		-		0

Comments:

Finance & Performance Report - 30 September 2017

Contract Variations, New Contracts & Exemptions from Procurement

Contract Variations [Accepted Under Instrument Of Delegation] - (GST exclusive)

Item No	Contract No	Date Approved	Delegated Officer	Contract Description	Contractor	Description of Variation	Addition	Deduction
<i>The Contracts Officer is currently on sick leave, September contract variations will be reported in October</i>								

New Contracts Signed off by the Chief Executive or Council - (GST exclusive)

Item No	Contract No	Date Approved	Required Signatories	Contract Description	Contractor	Expense	Revenue
1		18/09/2017	CEO & Councillor	Section 173 Agreement between HRCC & David Carl Jochinke & Murra Warra Asset Co P/L - Murra Warra Wind Farm			
2		18/09/2017	CEO & Councillor	Section 173 Agreement between HRCC & Graham Lyl Hedt & Lyl Geoffrey Hedt - Murra Warra Wind Farm			
3		8/09/2017	CEO	Agreement - Provision of grant writing support services - 1 August 2017 to 30 October 2017	Melissa Morris		
11							

Exemptions from Procurement - (GST exclusive)

Item No	Purchase Order No	Date Approved	Delegated Officer	Reason	Exemption Description	Supplier	Expense
<i>No Exemptions from Procurement in September</i>							

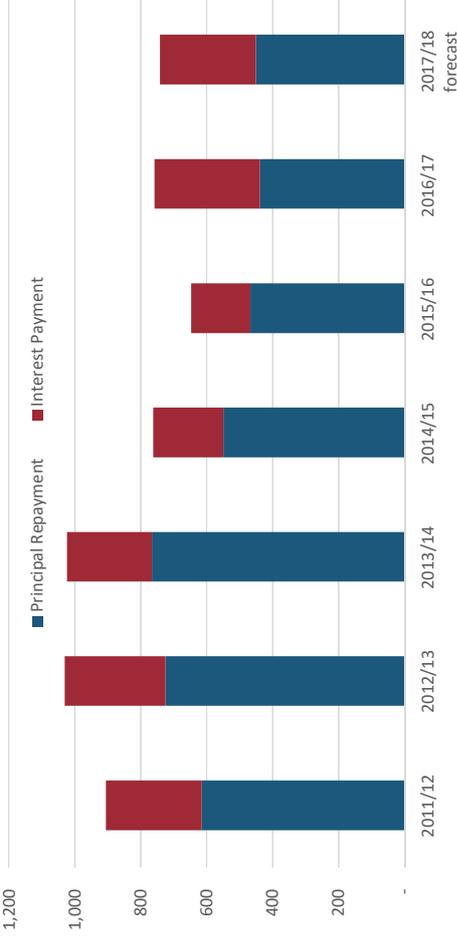
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Investments & Loans

Investment Levels \$'000



Principal Repayments & Interest Payments by Year \$'000



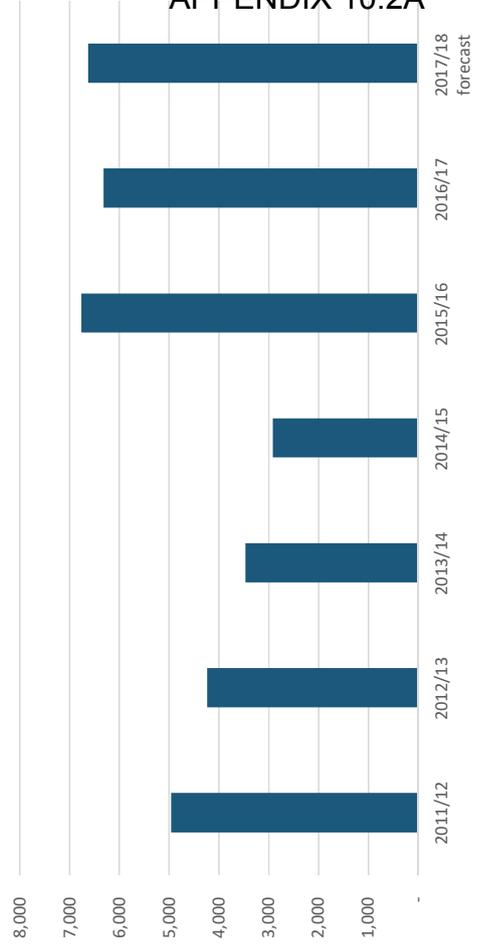
Interest Rate	Interest Rate
11 a.m. Investment	1.25%
9 Term Deposits	1.65% - 2.65%
Last investment	2.45%

Ranging 28 Days to 224 Days
84 Days 11/09/2017 to 04/12/2017

Breakout of Loans Outstanding

Purpose	Interest Rate	Original Principal	Outstanding at 30 Jun 17	Start Date	Year End Date	No. of Years
Horsham Regional Livestock Exchange	3.59%	400,000	57,618	01 Jun 99	01 Jun 19	20 P & I
Aquatic Centre	6.44%	2,195,000	803,155	16 Jun 06	01 Jun 22	15 P & I
Drainage Works	7.46%	140,000	-	25 Jun 07	01 Jun 17	10 P & I
City Oval Lighting	7.88%	250,000	96,107	29 Jun 10	01 Jun 20	10 P & I
Unfunded Defined Superannuation	7.57%	500,000	244,935	20 Jun 11	01 Jun 21	10 P & I
Drainage Works	7.57%	200,000	97,974	20 Jun 11	01 Jun 21	10 P & I
Aerodrome Runway	7.57%	300,000	146,961	20 Jun 11	01 Jun 21	10 P & I
Drainage Works	5.73%	500,000	285,336	20 Jun 12	01 Jun 22	10 P & I
Wimmera Intermodal Freight Hub	5.73%	500,000	285,336	20 Jun 12	01 Jun 22	10 P & I
Anzac Pedestrian Bridge	3.97%	500,000	100,000	23 Jun 16	01 Jun 26	10 I
Horsham North Children's Hub	3.97%	100,000	100,000	23 Jun 16	01 Jun 26	10 I
City Oval Clubroom Purchase	3.97%	230,000	230,000	23 Jun 16	01 Jun 26	10 I
Horsham Town Hall Refurbishment	3.97%	3,475,000	3,475,000	23 Jun 16	01 Jun 26	10 I
Proposed 17/18 North Childrens Precinct	4.00%	759,000	759,000	23 Jun 18	01 Jun 28	10 I

Value of Loans Outstanding at Year End \$'000



APPENDIX 10.2A

Horsham Rural City Council Delegations and Authorisations

*Instrument of Appointment and Authorisation (Planning and Environment Act
1987)*

Horsham Rural City Council

**Instrument of Appointment and Authorisation
(*Planning and Environment Act 1987* only)**

Lauren Coman

Instrument of Appointment and Authorisation (Planning and Environment Act 1987)

In this instrument "**officer**" means -

Lauren Coman

By this instrument of appointment and authorisation Horsham Rural City Council -

1. under section 147(4) of the *Planning and Environment Act 1987* – appoints the officer to be authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
2. under section 232 of the *Local Government Act 1989* authorises the officer generally to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this Instrument -

- (a) comes into force immediately upon its execution;
- (b) remains in force until varied or revoked.

This instrument is authorised by a resolution of the Horsham Rural City Council on 4 December 2017.

Date:



BUSINESS HORSHAM Inc.
forward vision

2017 Municipal Parking Strategy - Submission by Business Horsham - 10.11.17

1) One of the main concerns for businesses is **staff parking**

With the current trend of flexible employment in all industry sectors, such as with both parents working, unlike employment of yesteryear, an employee can come and go between 1 and 3 times from their place of work as evidenced in a parking survey from 2011. Hence this is one of the main reasons staff choose to park as close to their workplace as possible.

Allocation for staff parking should be considered in any parking strategy going forward.

- Incentives to park further out and walk to work – this may suit some who do not have to leave work at all during the day
- Covered walkways – if we are expecting staff or the general public to walk from areas, such as Park Drive for example, then council would need to address the links between the CBD and these spaces. Weather protection from the elements, wind, rain or heat need to be considered in any planning
- Covered car parks – we see examples of this in areas such as Mildura which could be implemented

Our understanding is that council receives much less feedback from surveys than they would like so we recommend:

- More direct contact with key businesses in specific areas as business owners are very time poor and hence don't often go online to complete a survey
- Businesses unfortunately have become reluctant to 'have their say' as past experiences seem to have taught them that it makes no difference to the outcome. This is a realization that council need to be aware of
- That studies undertaken to determine use of space, such as the number of car parks vacant in a given period, are averaged out from studies taken over a number of days as well as different periods during a year to best determine actual usage

2) Members were encouraged to look up the strategy through council's website and make comment.

Business Horsham received one response directly which we are obligated to supply and is copied below for your reference.

Thanks Wendy for sending through the links to the Councils Parking Strategy. I see one major flaw which makes the whole strategy somewhat useless. They state without proper details that they took a parking survey in Horsham in December 2016 and based their strategy around those results.

If I remember correctly in December 2016 I observed a rather unusual amount of empty car spaces in the City CBD. Surely to get an accurate survey they needed to do the survey over several months and take an average or even compare the differences. I'm quite sure that the results would vary considerably from month to month. It would make a huge difference if they found that the car parks were full between say 11.00am to 3pm and empty the rest of the day also. So in my opinion the whole strategy is based on an ill thought out survey.

Robert Malloy, Horsham Disposals, 39 Roberts Ave Horsham.

From: [Angela Murphy](#)
To: [Shirley Brown](#)
Subject: FW: Municipal Parking Strategy
Date: Tuesday, 7 November 2017 2:53:14 PM

-----Original Message-----

From: Office [\[mailto:hkbhorsh@netconnect.com.au\]](mailto:hkbhorsh@netconnect.com.au)
Sent: Monday, 6 November 2017 8:09 PM
To: Angela Murphy
Subject: Municipal Parking Strategy

Angela

My comments on the report are as follows

1. When the consultant first came to Horsham and addressed the Council and community he spoke of a change with “no parking requirements” for new business being built in the CBD.
It was very refreshing to hear those comments at the time however this report fails to reinforce those comments.
2. The report doesn't seem to make comment on the location of existing car parking sites and whether these sites are best suited in their location
3. As the title states, this is a “Municipal Parking Strategy”.
Why are we not looking at other carparking, particularly the planning requirements for industrial sites?

Robin Barber

Sent from my iPad

Kirsten Miller

From: Angela Murphy
Sent: Friday, 24 November 2017 10:36 AM
To: Kirsten Miller
Subject: FW: Horsham Parking Advisory Committee Agenda for meeting on 23 November

Angela Murphy
Director Planning & Economic



Victoria's Tidiest Town 2015 and 2016
P.O. Box 511, Horsham, VIC 3402
angela.murphy@hrcc.vic.gov.au
(03) 53829 717
0419 135 496



From: Angela Murphy
Sent: Wednesday, 22 November 2017 5:44 PM
To: 'Business Horsham'; Shirley Brown; 'Di Bell'; Garry Kennett; John Martin; Lauren Coman; Les Power; 'Mike Coffey'; 'Rodger Bethune'; Peter Brown
Cc: Thelma Shaw
Subject: RE: Horsham Parking Advisory Committee Agenda for meeting on 23 November

Copy of email from Ronald Pannan re Parking Strategy

-----Original Message-----

From: RON PANNAN [<mailto:rpannan@bigpond.com>]
Sent: Thursday, 19 October 2017 10:32 AM
To: Council Support <council@hrcc.vic.gov.au>
Subject: parking

Dear Sir

I am writing to you on your parking plan for Horsham I would like to see more disabled parking spots in the city's main street as I have a disabled wife and there is just not enough parking available. Also I would like to see more policing on this type of parking as on many times cars parked in disabled spots with no ticket.

Thank you

Ronald Pannan

Angela Murphy
Director Planning & Economic

Kirsten Miller

From: Angela Murphy
Sent: Friday, 24 November 2017 10:36 AM
To: Kirsten Miller
Subject: FW: Horsham Parking Advisory Committee Agenda for meeting on 23 November

Angela Murphy
 Director Planning & Economic



Victoria's Tidiest Town 2015 and 2016

P.O. Box 511, Horsham, VIC 3402

angela.murphy@hrcc.vic.gov.au

(03) 53829 717

0419 135 496



From: Angela Murphy
Sent: Wednesday, 22 November 2017 5:47 PM
To: 'Business Horsham'; Shirley Brown; 'Di Bell'; Garry Kennett; John Martin; Lauren Coman; Les Power; 'Mike Coffey'; 'Rodger Bethune'; Peter Brown
Cc: Thelma Shaw
Subject: RE: Horsham Parking Advisory Committee Agenda for meeting on 23 November

Comments from Community Development Team

Parking Strategy

- Could we please change the language from disability parking to accessible parks please.
- Accessibility parks- it currently reads that no further action is required as there are enough parks.
- There might be enough in terms of numbers of accessibility , but if we could introduce an action to audit the accessibility parks so that we can address issues of:
 - Are they in the right location – in terms of services, catchments etc
 - Do they require any cap works- such as curb and channelling
 - Are they wide enough
 - Is the amenity right
 - Right angles for footpath etc
 - Are they suitable for drivers with mobility issues
- General amenity- can we add something about improving the amenity:
 - Improving shade- through street planting, verandas and shade in Council owned car parks
 - Increasing shade might encourage people to park and walk – where possible
- Legibility :
 - Address street signage clutter and introducing more streamlined signage- consider accessibility in this- use symbols rather than text
 - Way finding
 - Increase walkability and linkages
- Charge points- for mobility scooters and e- cars. Identify suitable locations

Angela Murphy
 Director Planning & Economic

MUNICIPAL PARKING STRATEGY

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



MRCagney



Document Information

Project Name	Horsham Municipal Parking Strategy
Document Name	Final Report
Client	Horsham Rural City Council
Job Number	5862
Prepared by	MRCagney Pty Ltd Melbourne

Quality Assurance Register

Issue	Description	Prepared by	Reviewed by	Authorised by	Date
1	First Draft Issue	TL	MW	SB	24.3.2017
2	Second Draft Issue	TL	MW	SB	25.9.2017
3	Final Version	TL	MW	SB	5.10.2017

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www.mrcagney.com

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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
- Consider covered walkways and incentives to encourage staff to park on the outer of the CAD and walk to work
- Consider covered walkways and incentives to encourage aged community to park and shop
- Improve amenity by increasing shade through street planting, verandahs and shade in Council owned car parks
- Undertake an audit of accessible (disability) parks to ensure location meets the needs of users, and that the parking spaces meet the requirements of accessibility.
- Improve and streamline signage and wayfinding
- Identify charge point locations for mobility scooters and e-cars

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.

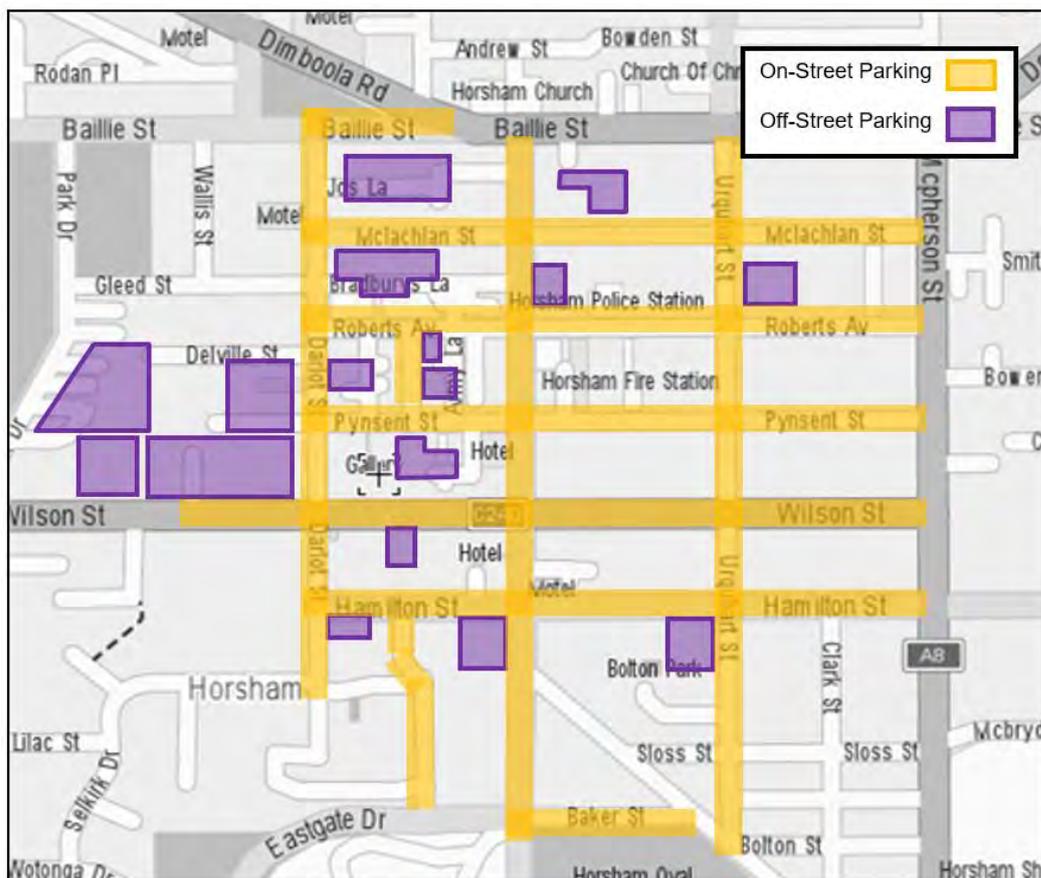
These interventions particularly relate to the change that appears to have occurred within the streets since the 2001 UDF. This includes the introduction of roundabouts at intersections, off-set pedestrian crossing points, and extensive centre-of-road and angle parking.

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.

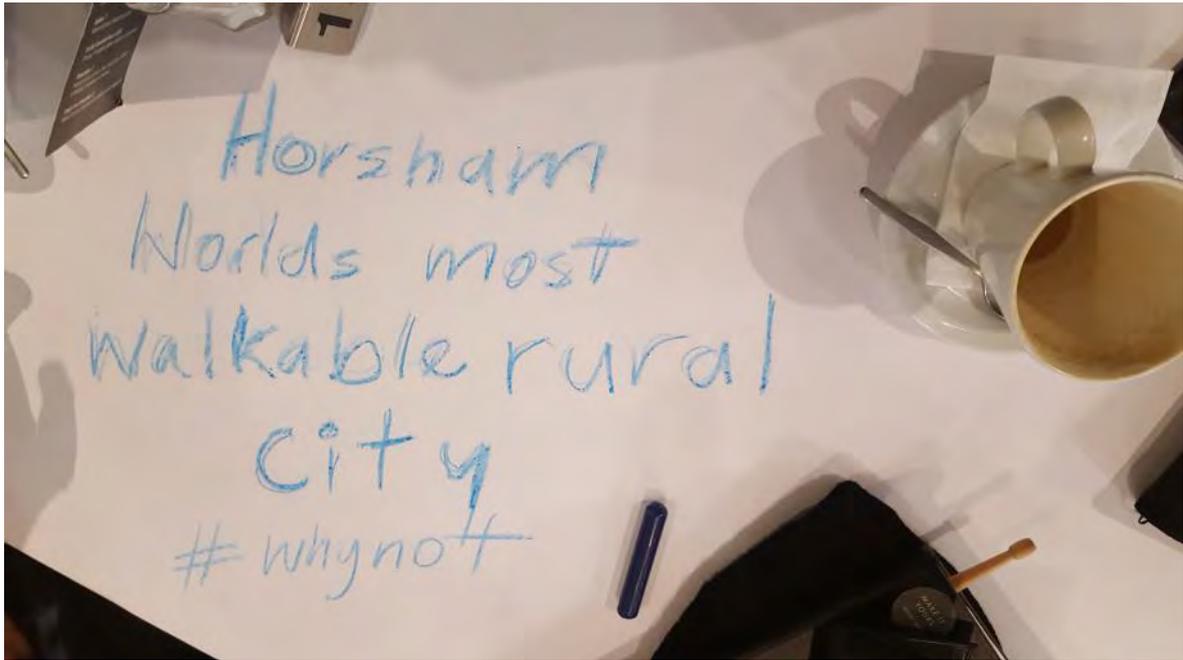
Horsham is endowed with a vibrant central-city grid network of streets and laneways with key attractions and services accessible easily through walking. The CBD is an activity hub and key meeting place with cafés and retailers lining Firebrace Street, Roberts Avenue and Pynsent Street. This mix naturally 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

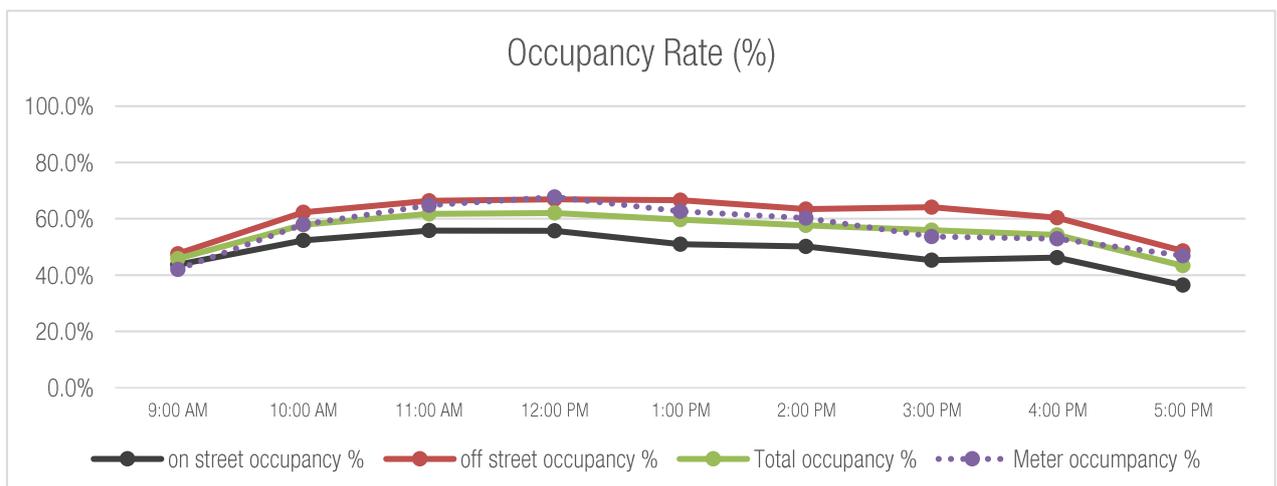
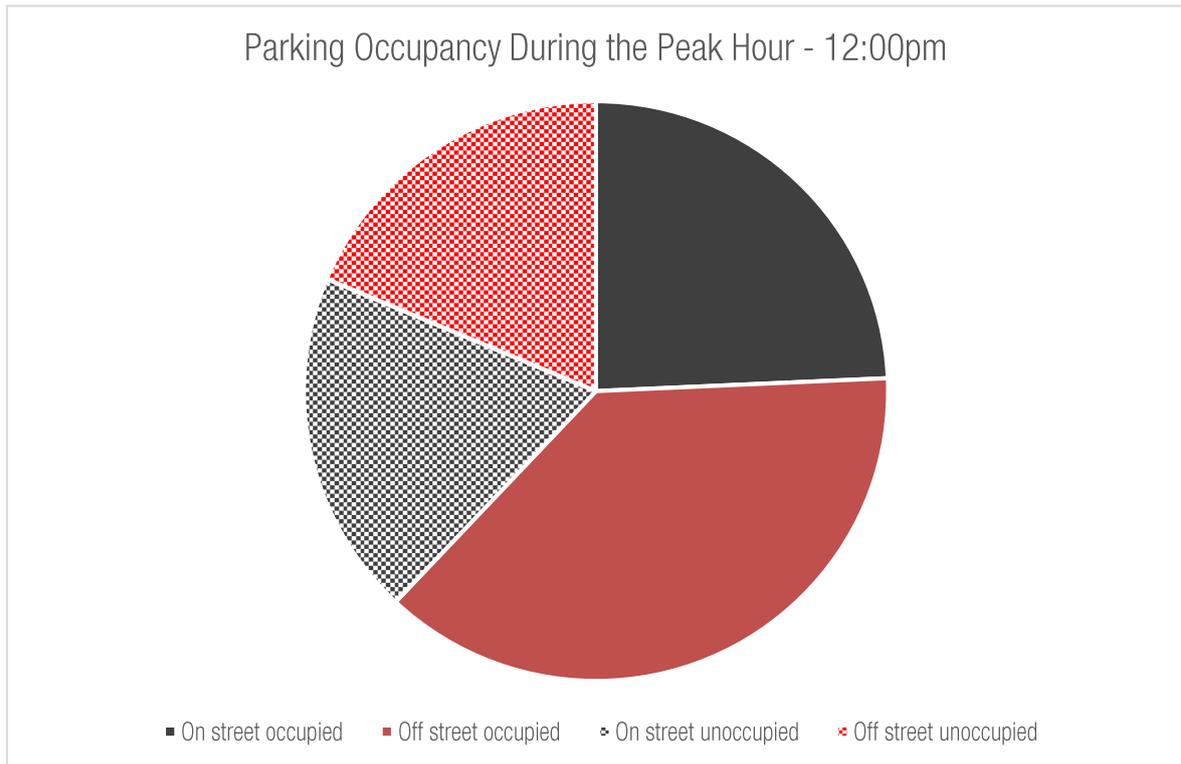


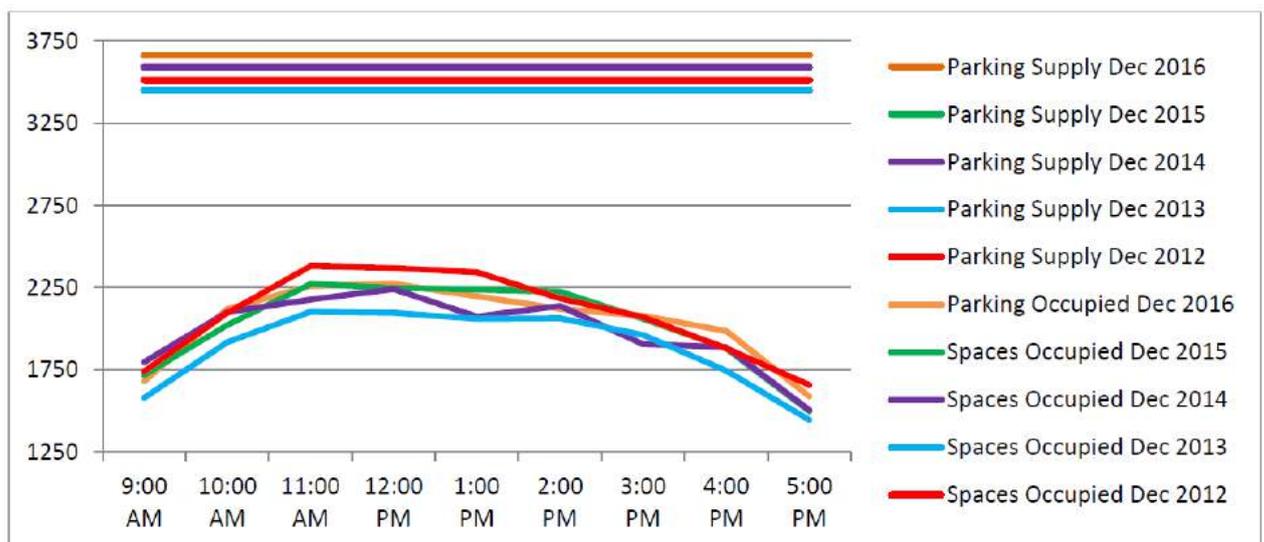
Figure 5: Peak hour occupancy pie chart



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.

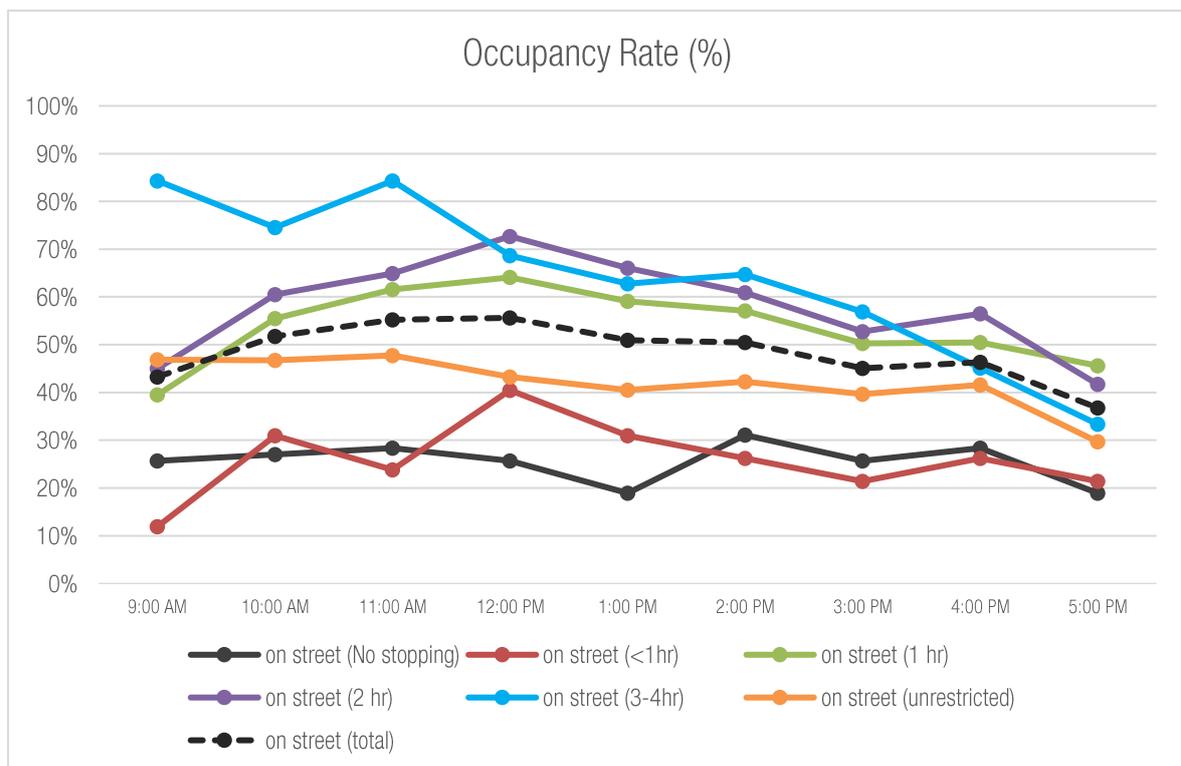
4.2.1 Total on-street occupancy

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

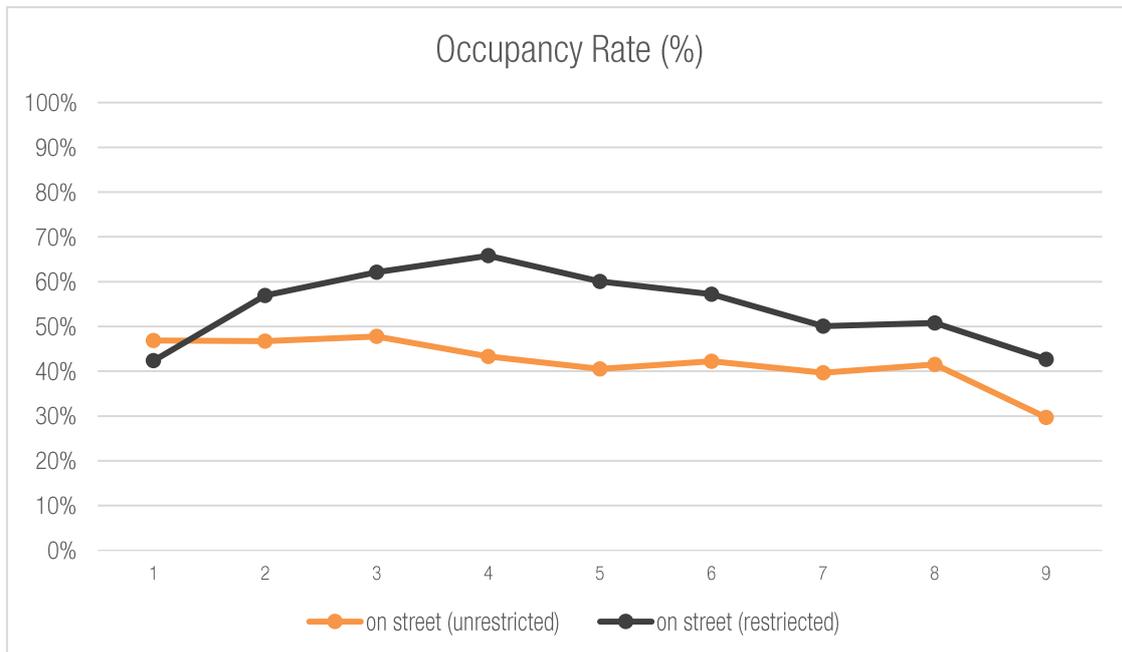


4.2.2 Restricted and un-restricted on-street car parking

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 in-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 eliminates 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

Horsham Rural City Council Wimmera Sports Stadium Business Case and Concept Design Report

21 November 2017
Issue: FINAL



APPENDIX 10.5A

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The Horsham Rural City Council acknowledges the five traditional owner groups of this land and we pay our respects to their Elders, both past and present.

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Wimmera Sports Stadium

Horsham is a vibrant, diverse community and a growing regional city that needs facilities to serve the local and broader community.

Vision

"The Wimmera Sports Stadium shall serve as a regional facility that will support and foster increased participation in sport and recreation, and community activities into the future"

Principles

The Wimmera Sports Stadium shall:

Support increased participation in sport and recreation, physical activity and regional events

by improving health and well-being outcomes through suitable multi-purpose spaces that reflect needs of clubs / organisations / event organisers with spectator viewing, seating for events, storage, suitable pricing structures programming, operational hours, etc

Be inclusive and accessible

promoting social connection through universal design principles, compliance with Disability Discrimination Act (DDA) principles, safety in urban design principles, being suitably located and visible, close to public transport, linked to cycling / walking networks etc

Be sustainable

by using Environmentally Sustainable Design (ESD) principles; by being designed to minimise operating costs and to allow income generation (through meeting spaces, kitchen, café, consulting suites); by providing clubs office space to work and share resources / knowledge; through application of an appropriate governance structure.

Be compliant

to Disability Discrimination Act (DDA), building regulations National Construction Code (NCC), relevant Australian Safety Standards; relevant sports' body competition requirement

Be modern and visually attractive

to be a welcoming place the community can be proud of with a strong presence and identity to promote the stadium

Reflect the character of Horsham and region

by featuring components local to the area, and creating a design that is sensitive to the local community

1 Executive Summary

1.1 Introduction

A new, compliant and enlarged indoor sport facility to support existing activity and increase participation has been a long-held desire in the Horsham community. The 2013 *Sport and Recreation Strategy 2013 - 2018*, reiterated the demand and need for such facilities.

Horsham Rural City Council (HRCC) undertook the *Horsham Multi-Use Indoor Sports Stadium Plan - Phase One Feasibility Study*, in 2016. This report supported the need to provide a new multi-use indoor sports stadium in Horsham that is a high-quality, compliant and accessible facility catering for a number of sports, with capacity to meet long term community needs. It quantified this as a minimum 4 indoor court facility with spectator seating, 6 squash courts and supporting amenities. The location for the new facility was not identified in this report.

Subsequently in 2017 HRCC engaged Williams Ross Architects to assist Council in the Site Selection process and Facility Concept Design along with Communityvibe to facilitate the Community Engagement process and prepare the Business Case for the Wimmera Sports Stadium.

This Business Case and Concept Design Report focuses on the facility brief, design and implementation.

1.1.1 Terms of Reference

This report was prepared for the use of HRCC by Williams Ross Architects. No one other than HRCC may rely on it and Williams Ross Architects does not accept responsibility to any other user.

Findings and analysis are based on drawings and reports supplied by Council, site visits and photos of the site. Destructive investigations were not undertaken.

Subject to these limitations Williams Ross Architects confirms that to the best of its knowledge the content and drawings provided in this report are a fair and reasonable description of proposed facility requirements and a potential development approach at the time of writing.

1.2 Key Findings

1.2.1 Benefits and Need

- Regionally, the closest indoor multi-use stadiums with more than 2 courts are Hamilton (130km), Ballarat (187km), Bendigo (215km), Warrnambool (228km) and Mildura (310km).
- The benefits of a quality, modern, fit-for-purpose multi-use stadium for the Horsham community are significant. Such benefits include:
 - Increased participation in sport and recreation activities by users of all abilities
 - Increased number of people joining clubs or groups operating from the centre
 - Compliant & safer facilities
 - Equitable use of the facility to further social inclusion
 - Additional regional events locally that can be

- accommodated by the larger facility
- Opportunities to cross market sports and active recreation activities to attract new participants
- Establishment of a Sports House to support sports development and enhance relationships between various associations and organisations
- Further enhancement of the sport and recreation hub at the showgrounds, including the Agricultural Society and the Greyhound facility
- A potential increase in the diversity of activities and opportunities available at the stadium and adjoining Showgrounds land
- Increased health and wellbeing benefits through participation in existing and new activities
- Opportunities to develop social connections with other members of the community attending the stadium
- Create a sense of local pride in the development
- A sense of pride that various organisations including government agencies recognise the value in investing in the long term future of Horsham and the Wimmera
- Economic benefit and increase in the visitor economy from the attraction of more events / tournaments which in turns attract peoples from within and outside the region.
- Contribute to Councils' Municipal Health & Wellbeing Plan
- The Business Case for the Wimmera Sports Stadium demonstrates that the facility is likely to attract a wide variety of different uses including:
 - Basketball
 - Badminton
 - Volleyball
 - Table tennis
 - Squash
 - Netball
 - Regional Sports Assembly, sports organisations, clubs and associations office space
 - Event hire
 - Meeting room hire
 - Tournaments
 - Casual usage / informal programs
 - Special events, e.g. expos, markets, concerts, etc.

1.2.2 User Groups and Stakeholders

- A wide range of user groups and stakeholders were consulted as part of this study - refer acknowledgements in Section 3
- An extensive Community Engagement and consultation processes were used to develop the project and inform the facility location at McBryde Street. Please refer to Section 5 for a summary, and the separate Community Engagement Report
- HRCC, the Horsham community and the PCG have provided feedback through the process and this has been incorporated into the Concept Design and Business Case.

1.2.3 Site and Facilities

- The McBryde Street location has the capacity and presents an opportunity to strengthen this precinct as a base for sport in Horsham, particularly given its proximity to a range of other sporting facilities, and its connection to the Wimmera River. This opportunity also includes the potential to highlight the range of activities at the Showgrounds, including the potential utilisation of the Showground arena for complementary activities.
- The recommendation from the *Horsham Multi-Use Indoor Sports Stadium Plan - Phase One Feasibility Study* for 4 multi-use sports courts, 6 squash courts and support facilities (amenities, office space, meeting room, cafe etc) have been reinforced through the community consultation, needs analysis, time-tabling exercises and Business Case undertaken through this process.
- Additional facilities found to be required through this process include:
 - 5 x outdoor netball courts to bring the total courts compliant with Netball Victoria requirements to 8 which is the minimum number required for Association Championships and other Netball Victoria events
 - Fixed spectator seating for 400, an increase on the approximate 350 existing capacity of the existing Stadium at McBryde Street
 - Space for further temporary tiered spectator seating
 - Large meeting room, to also provide a small function space
 - 2 x Consulting Suites, available to allied sports and other services
 - Additional shared office space for local sporting clubs and associations
 - Additional player amenities to accommodate the multi-sport nature of the venue
- A water sensitive urban design strategy is proposed for the site landscape and car park.

1.2.4 Management Structure

The preferred management structure of the stadium, at least initially, is for Council to manage the stadium, with input from existing user groups. This management model should be reviewed after several years of operation to ensure that it continues to meet users and Council's objectives and to determine whether or not one of the other models may be better after this settling in period. The rationale behind this planned approach is that by enabling Council to manage the facility initially at least, there will be an opportunity to establish what the actual operating costs for this facility will be. If a decision is made later to contract out the facility, then it will be done in a much more informed way for all parties. Also with Council management of the facility in the initial period, the facility is more likely to be viewed as a whole of community facility that focuses on health and wellbeing, as opposed to a facility that may be viewed as catering for specific sports only

1.3 Recommendations

1 Facility Development and Authority Applications

- a) To progress the Project, the following actions will commence:
- Further consultation with the Traditional Owners of the Land
 - Progress with the Road Closure process for McBryde Street, including public consultation and consideration of likely impacts.
 - Progress discussions with the Crown Land Authority to combine titles and subdivide land to designate the site as a single entity.
 - Commence Re-Zoning process of the new subdivision.
 - Further consultation regarding the RSL Memorial and Weldon Power Gates, to consider how to incorporate these features.
 - Further consultation with Council and facility users to refine the brief in order to prepare for the Detailed Design Stage.
- b) To progress the Project, the following authority applications and consents are sought:
- Powercor** application to relocate above ground power poles and a power / substation upgrade
 - Wimmera Catchment Management Authority (WCMA)** application to build in a Land Subject to Inundation Overlay
 - HRCC** Town Planning application for the development
 - CFA** application may be required if water pressures and flows in the street are not sufficient - currently under review

2 Management and Fees

a) The preferred initial management structure is for Horsham Rural City Council to manage the stadium with input from existing user groups.

* This management structure should be reviewed after several years of operation to ensure that it is meeting users' and Council's objectives.

b) Based on the proposed Pricing Structure, Council will be required to invest annually in the facility's operating costs to maintain affordability of access, to promote and encourage health, wellbeing and livability

*The initial Usage Fees proposed are on the lower end of market prices, compared with the large number of comparable facilities that the stadium was benchmarked against. The rationale behind this pricing structure is that Horsham Rural City Council views the stadium as a key investment in a space where the entire community is welcome and encouraged to take part in a diverse range of formal and informal sport and recreation activities. Therefore, costs should be affordable.

3 Project Funding

a) Horsham Rural City Council will investigate funding opportunities, to access external grants, to assist in the development and construction of the stadium from the Federal and State Governments.

2 Purpose of this Study

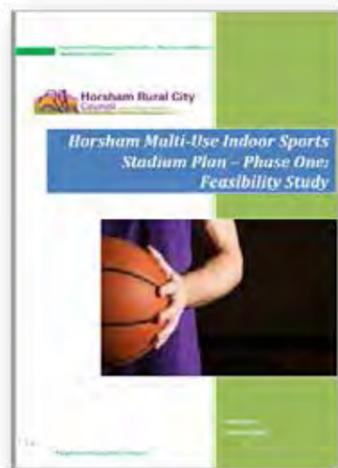
2.1 Previous Feasibility Report

The Horsham Multi-use Indoor Sports Plan - Phase One: Feasibility Study (2016) recommended "that Council continue planning for the development of a new 4-court multi-use indoor stadium to service the needs of the Horsham community for the next fifty years" incorporating "a 6-court shared use squash/racquetball facility with fully moveable walls that can also provide a multi-use programmable space capable of accommodating Table Tennis, gymnastics and other uses as required."

This report stated that the key factor driving the need for a new multi-use indoor sports stadium is the significant short-fall of existing facilities (which vary in age, condition and standard) in meeting recommended guidelines for individual sports and expectations for contemporary public sport facilities. Further, demand for a new facility is also being driven by the desire to provide a contemporary facility that is able to host a variety of activities that maintain or enhance current levels of participation as well as a range of regional and state standard events. These factors were assessed as being more significant than the potential demand from an increase in population growth (0.6%, compared with around 1.8% for Victoria) or by increases in local participation.

Specifically the report justifies the need for a new stadium:

- to accommodate guidelines and standards imposed by State / National sporting associations, e.g. appropriate run-off around courts and appropriate ceiling heights for high ball sports
- to provide accessible facilities that incorporate Universal Design considerations
- to provide facilities that meet the needs of the community in terms of comfort, functionality, design and safety
- to be able to provide multi-purpose spaces that can be used for a variety of different activities (to meet the changing needs of the community)
- to ensure that Horsham is able to continue to attract regional and state level events
- to maintain the existing high levels of participation and encourage growth



2.2 Purpose of this Study (Location and Concept Design)

- to identify a preferred location for a new multi-use indoor sports stadium (Phase One of the Feasibility Study states that "given the regional standard of the facilities proposed, it is highly recommended Council consider a stand-alone venue rather than co-location with local schools.")
- to prepare a facility concept design
- to identify indicative capital costs
- to identify potential funding sources
- to develop a business case which includes management options, scheduling, operational forecast / financial implications for Council, etc (the Feasibility Study suggests either direct Council management or appointment of an appropriately qualified external service provider – potentially adding on to the contract of the organisation that manages the Horsham Aquatic facility).

The community engagement plan that has been prepared as part of Stage 2 of the Wimmera Sports Stadium provides extensive background information to support the recommendations contained within this Business Case.

2.3 Methodology and Process

The study process has involved:

- Project Site Visits by Williams Ross Architects
- Review of the existing documents, project work, briefing documents, and various analysis' and reports provided to date by HRCC.
- Meeting with Council representatives and the PCG, to review the Concept Design, & discuss project aspirations
- Initial meeting with WCMA to discuss flooding levels and strategies
- Site Investigations including:
 - Dial Before You Dig Investigation
- Contact with relevant Sporting Associations
- Area Analysis

2.4 Acknowledgements

2.4.1 Project Control Group

We would like to acknowledge and thank the following members of the Project Control Group for their contribution to this project:

PCG Member	Organisation
Cr Mark Radford	HRCC Councillor
Cr Alethea Sedgman	HRCC Councillor
Michelle Anderson	Sport and Recreation Victoria, Grampians Region
Peter Velthius	Community Representative
David Berry	Volleyball Horsham
Jeff Pekin	Horsham Table Tennis Association
Lee O'Grady	Horsham Amateur Basketball Association*
Chris Warrick	Horsham Squash Club
Trent King	Horsham Badminton Association
Pam Ferrari	Netball Victoria
Bruce Petering	Sport and Recreation Advisory Committee
Wayne Bird	Basketball Victoria
John Martin	HRCC Director Technical Services
Rhonda McNeil	HRCC Recreation and Sustainability Manager
Consultants	Organisation
Tammy Beck	Williams Ross Architects
Wendy Holland	Communityvibe

*Horsham Amateur Basketball Association resigned from the PCG on the 11th July 2017 citing "we are withdrawing from all participation because we believe the decisions being made have not been in the interest of basketball." Basketball Victoria continued to be involved with the PCG.

2.4.2 Community and User Groups

We would like to thank the 400 + community members who participated in the consultation process.

We would also like to acknowledge and thank the following community and user groups for their contribution:

- Horsham Squash Club
- Horsham Table Tennis Club
- Volleyball Horsham
- Horsham Badminton Association
- Horsham Amateur Basketball Association
- Wimmera Regional Sports Assembly
- Natimuk Gymnastics
- Horsham Show Grounds Committee of Management
- Greyhound Racing Horsham
- Horsham College
- State Sporting Associations, including:
 - Squash and Racquetball Victoria
 - Table Tennis Victoria
 - Basketball Victoria
 - Netball Victoria
 - Cricket Victoria
 - Gymnastics Victoria
 - Badminton Victoria

2.5 Abbreviations

AHD	Australian Height Datum
CAD	Central Activity District
DDA	Disability Discrimination Act 1992 (Cth)
HRCC	Horsham Rural City Council
NCC	National Construction Code (BCA)
PCG	Project Control Group
SRV	Sport and Recreation Victoria
WCMA	Wimmera Catchment Management Authority

3 Benefits

3.1 Benefits of the Multi-Use Sports Stadium

Considerable benefits can be achieved by developing a new multi-purpose indoor stadium in Horsham. The catchment for the facility will extend beyond the municipality's boundaries to include:

- Hindmarsh Shire Council
- Yarriambiack Shire Council
- Northern Grampians Shire Council
- Southern Grampians Shire Council
- West Wimmera Shire Council.

There will also be opportunities for each sport to expand their competition in the new stadium

3.1.1 Overall User Group Benefits

User groups will benefit by:

- Increased participation for all ages and abilities
- Compliant and safer facilities
- Access to a high-quality, modern facility to encourage more people to join clubs or groups operating from the centre
- Additional regional events that can be held at the larger facility
- Opportunities to cross market sports and active recreation activities to attract new participants
- Establishment of a Sports House to support sports development and enhance relationships between various associations and organisations

3.1.2 Broader Community Benefits

The broader community will benefit by:

- Increased participation in sport and recreation activities by users of all abilities
- Equitable use of the facility to further social inclusion
- A potential increase in the diversity of activities and opportunities available at the stadium
- Increased health and wellbeing benefits through participation in existing and new activities
- Further enhancement of the Wimmera River Precinct
- Further enhancement of sport and recreation at the showgrounds, including the Agricultural Society and Greyhound facility
- Increase in the diversity of activities and opportunities available at the stadium and adjoining Showgrounds land
- Opportunities to develop social connections with other members of the community attending the stadium
- A sense of pride in the physical presence of the development
- A sense of pride that various organisations including government agencies recognise the value in investing in the long term future of Horsham
- Economic benefit and increase in the visitor economy from the attraction of more events / tournaments which in turns attract peoples from within and outside the region.
- Contribute to Councils' Municipal Health & Wellbeing Plan

3.2 Benefits by User Group and Activity

A new multipurpose indoor four-court stadium offers opportunities for a broad array of activities and events including:

Activity	Benefits
Badminton	<ul style="list-style-type: none"> ▪ Access to a facility that is not controlled by school usage during the day will enable the growth of day time competitions. ▪ Badminton Association will be able to host tournaments at the new facility, and there is capacity within the proposed schedule to provide additional hours of badminton competition. ▪ A new facility will provide opportunities for training
Basketball	<ul style="list-style-type: none"> ▪ Access to more courts will enable basketball to host tournaments at the one venue, and higher standard courts will attract state level games ▪ Additional seating capacity for spectators will enable Country Basketball League (CBL) to grow and attract more revenue and sponsors ▪ Access to more courts will enable basketball to offer more training sessions during the week for players ▪ A more compliant, modern and accessible facility may encourage the establishment of additional basketball activities such as wheelchair basketball
Netball	<ul style="list-style-type: none"> ▪ New compliant 3 x indoor netball courts and 5 x outdoor courts will create opportunities for larger tournaments and exhibition netball matches including Netball Australia matches ▪ New indoor compliant netball courts provide opportunities to establish a day time competition – either regular netball or Rock up Netball; and activities such as Fast5 and Net4Kids ▪ There will be opportunities to enable netball clubs to train indoors at the new stadium ▪ Access to both indoor and outdoor courts provides opportunities for the Saturday netball competition to grow
Squash	<ul style="list-style-type: none"> ▪ Due to a higher standard of courts, there will be opportunities to host tournaments and exhibition matches. ▪ Greater exposure and opportunities to cross-market squash with other participants at the stadium may help to grow participation. ▪ Squash courts will be able to be hired on a casual basis to non-members. ▪ Opportunity to introduce racquetball as a new sport in Horsham.
Table Tennis	<ul style="list-style-type: none"> ▪ A new facility will enable considerable scope for table tennis to grow and expand ▪ Better quality facilities will enable table tennis to organise tournaments and attract exhibition matches ▪ There will be ample opportunities for training sessions to be held at the new stadium and to grow day time competitions / participation. ▪ Greater exposure and opportunities to cross-market table tennis with other participants at the stadium will help to grow participation for all ages and abilities ▪ A new stadium will take Table Tennis out of its archaic and inappropriate current facility.
Volleyball	<ul style="list-style-type: none"> ▪ The regular weeknight volleyball competitions will be able to be played in the stadium ▪ Additional courts will enable volleyball to host more tournaments, attract state league games and exhibition matches at the one venue, establish a day time competition. ▪ Greater exposure and opportunities to cross-market volleyball with other participants at the stadium will help to grow participation ▪ Volleyball training will occur in the new stadium.
State and Regional Sports Association Usage	<ul style="list-style-type: none"> ▪ AFL Central Murray, Sunraysia and Wimmera may use the stadium once or twice per year for athlete testing and meeting rooms ▪ Basketball Victoria Country is likely to use the stadium for regional activities, regional championship competition, coach/referee accreditation and regional meetings. ▪ Cricket Victoria – Western Waves Region is likely to use the stadium as a sub-regional hub for activities such as squad training, trials, meetings and coaching courses ▪ Netball Victoria is likely to use the stadium for school holiday clinics, specialist coaching clinics, workshops for coaches and umpires, zone academy and testing. It has suggested that stadium management could take out licence agreement with Netball Victoria to conduct Rock Up Netball (possibly during day for mothers and evenings for football netball clubs as alternative to training, mixed), Fast5 and Net4Kids. Potential to host regional programs and state matches. ▪ Squash and Racquetball Victoria is likely to use the stadium for regional training, coaching programs, regional forum, regional school events and potentially international events. It has already identified the need for a regional facility in the western district and believes that Horsham is centrally located to achieve this. ▪ Table Tennis Victoria can use the stadium for coach accreditation training and high performance workshops ▪ Volleyball Victoria could use the stadium for regional activities, regional competition, accreditation and regional meetings ▪ Wimmera Regional Sports Assembly may use the stadium for office space, meetings and workshops ▪ WestVic Academy of Sport may use the stadium for office space, meetings and workshops
Current and emerging programs	<ul style="list-style-type: none"> ▪ Activities could include yoga, pilates, strength training, toddler gym, musical tots, Rock up Netball, Cardio Tennis, dance, futsal etc and could be held either on the squash courts (with moveable walls) or on one of the sports courts. ▪ Programs could be targeted at children, women, stay at home parents / carers, older adults, people with disabilities, shift workers, young parents etc. ▪ Need to ensure that the facility does not duplicate or negatively impact exercise / other programs run at other venues in Horsham.
School use	<ul style="list-style-type: none"> ▪ The facility will be available for schools to hire for physical education classes, school sports competitions, concerts, end of year speech nights, etc.
Private events	<ul style="list-style-type: none"> ▪ Events such as sports tournaments, sports exhibition matches, markets, expos, concerts, etc could potentially be held in the stadium. ▪ Need to ensure that events don't negatively impact on viability of other facilities in Horsham, e.g. Town Hall
Showgrounds Related Events	<ul style="list-style-type: none"> ▪ The stadium could be utilised to house various displays / events that occur as part of the annual agricultural show, and complement activities held at the greyhound track periodically. ▪ The car park, which will cater for 200 vehicles, will be advantageous for these types of additional events

4 Stakeholder Engagement Process

4.1 Community Engagement

An extensive community engagement program was undertaken in order to identify the preferred location of the new stadium. Eleven sites in Horsham were suggested and assessed by the PCG on the following criteria:

- Urban design and locality
- Existing assets, site condition and capacity
- Financial and time constraints
- Strategic and legislative considerations

Of these sites the following three sites were assessed as having the best potential for the future stadium:

- Option A: at Horsham Showgrounds between the velodrome and the greyhound racing track
- Option B: a new facility at Horsham Showgrounds between the river and the greyhound racing track
- Option C: a new facility along the former railway corridor in Mill St

These three sites were the focus of the community engagement activities, however allowance was made for an Option D if participants were not sure of their preferred location or had other suggestions.

A further aim of the community engagement was to identify key components of a stadium that are important for the community. This information was used to inform the architect's brief.

Please refer to the full Community Engagement Report for further detail.

The following table outlines the type of consultation undertaken and the number of participants for each activity:



Consultation Method	Details / Approach	Number of Participants
Community Surveys	The general public was invited to complete a survey which specifically sought their views about their preferred location of an indoor stadium from a shortlist of three sites, their desired features of a stadium, their anticipated level of use and any other pertinent suggestions.	372 survey responses
Listening Posts	The aim of listening posts was to seek the view of the general public in relation to their preferred location of an indoor stadium from a shortlist of three sites, their desired features of a stadium, their anticipated level of use and any other pertinent suggestions in an informal setting on a one-on-one basis.	5 sessions. 48 participants
Written Submissions	The general public was invited to prepare a written submission outlining their ideas and issues in relation to the design of the indoor stadium. Written submissions were submitted both in electronic and hard copy format.	10 written submissions received.
Site Visits by Key Stakeholders	A variety of key stakeholders from State Government, State Sporting Associations, potential user groups, local sports committees, etc were invited along on a bus tour to view the three shortlisted sites and to complete some feedback. The bus tour included passing by the other eight sites, which were all discussed.	16 participants
Surveys from potential user groups of the stadium	Potential user groups of the proposed stadium were emailed an electronic survey in order to seek their views on preferred location of an indoor stadium from a shortlist of three sites, their desired features of a stadium, their anticipated level of use and any other pertinent suggestions. They were also asked for some specific information to help inform the business case. These user groups were: Horsham Amateur Basketball Association, Horsham Badminton Association, Horsham Squash Club, Horsham Table Tennis Club and Volleyball Horsham.	5 responses received.
Receipt of delegation	A delegation of two community members (representing six people) presented their views on their preferred site for the indoor stadium in Horsham to the Project Control Group (PCG) at its meeting on Wednesday 3 May 2017.	6 people

4.2 Consultation Results

4.2.1 Community Survey

372 survey responses were received. The preferred location for an indoor sports stadium in Horsham, is the McBryde Street site, adjacent to Horsham Showgrounds in the area currently occupied by the basketball stadium, i.e. between the showgrounds and the velodrome (Option A). The second most popular response was Mill St at the site of the former railway. A proportion of survey respondents stated that they were unsure of the best location or preferred a different location all together, i.e. a site in the west such as Jenkinson Ave or at Horsham College. The least most popular response was the Horsham Showgrounds site between the greyhound racing track and Wimmera River (Option B).

In terms of usage, survey respondents said that they would primarily use the stadium for activities such as taking part in functions / events, taking part in programs such as yoga, watching sports or using the facility for meetings. Most stated that they would use the stadium several times per week or at least once per week.

In addition to the usual components of an indoor stadium, i.e. indoor courts; storage space; office; change facilities; air conditioning; and parking, the top ten priorities for survey respondents are:

- Spectator seating for the 'show court'
- Space to expand in the future if need be
- A cafe
- Dividing walls to enable the facility to be divided into separate areas
- A program room for activities such as yoga, kinder gym or older adults' strength training
- Attractive landscaping
- A kitchen suitable for event catering
- A meeting room for community groups
- Space to display sporting memorabilia, e.g. honour boards, trophies
- Be a 'destination' place for the Wimmera, i.e. somewhere that is unique and interesting that people want to visit.

4.2.2 Listening posts

48 people attended the six listening posts. Although there was a good gender balance of participants involved, there was a high proportion of people aged in their 50's. An equal number of attendees prioritised Option A: (Showgrounds between velodrome and greyhound track) and one of the other 11 sites that was not shortlisted, i.e. Horsham West / Jenkinson Ave / Horsham College. Very close behind was a preference for Option C (Mill St).

4.2.3 Written submissions

10 written submissions were received. Six of the written submissions received (one of which was signed by six people) suggested that Council should explore the development of a sports precinct in the west of Horsham (e.g. Jenkinson Ave or Horsham College) in which to house the new stadium and additional sporting fields for athletics and hockey primarily (however two of the people who submitted these submissions said that they are open minded about the actual location). One person supported Option A, one person supported Option C, one person suggested Haven and another person did not identify any particular site.

4.2.4 Bus Tour

16 key stakeholders attended a bus tour to visit the three shortlisted sites, and eight other suggested sites. Of the shortlisted sites, their priority site is Option C (Mill St) with seven people identifying this as their number one site. An equal number of participants, i.e. three each, chose Option A (Showgrounds between velodrome and greyhound track) and Option B (Showgrounds between greyhound track and river) as their preferred location for an indoor stadium. Three other people suggested that none of the options presented were suitable; instead, their preference was for an indoor stadium to be constructed in Horsham West at or near Horsham College.

4.2.5 Potential user group survey

Five potential user groups were asked to nominate their preferred site for an indoor stadium and the key components of most importance to them. The site with the highest level of support is Option C (Mill St) with two responses. One response was received for each of the following: Option A (Showgrounds between velodrome and greyhound track), Option B (Horsham Showgrounds site between the greyhound racing track and Wimmera River) and other (not specified).

In terms of the most important features to include in the new stadium (other than indoor courts, storage space, office, change facilities, air conditioning and parking), potential user groups have nominated the following:

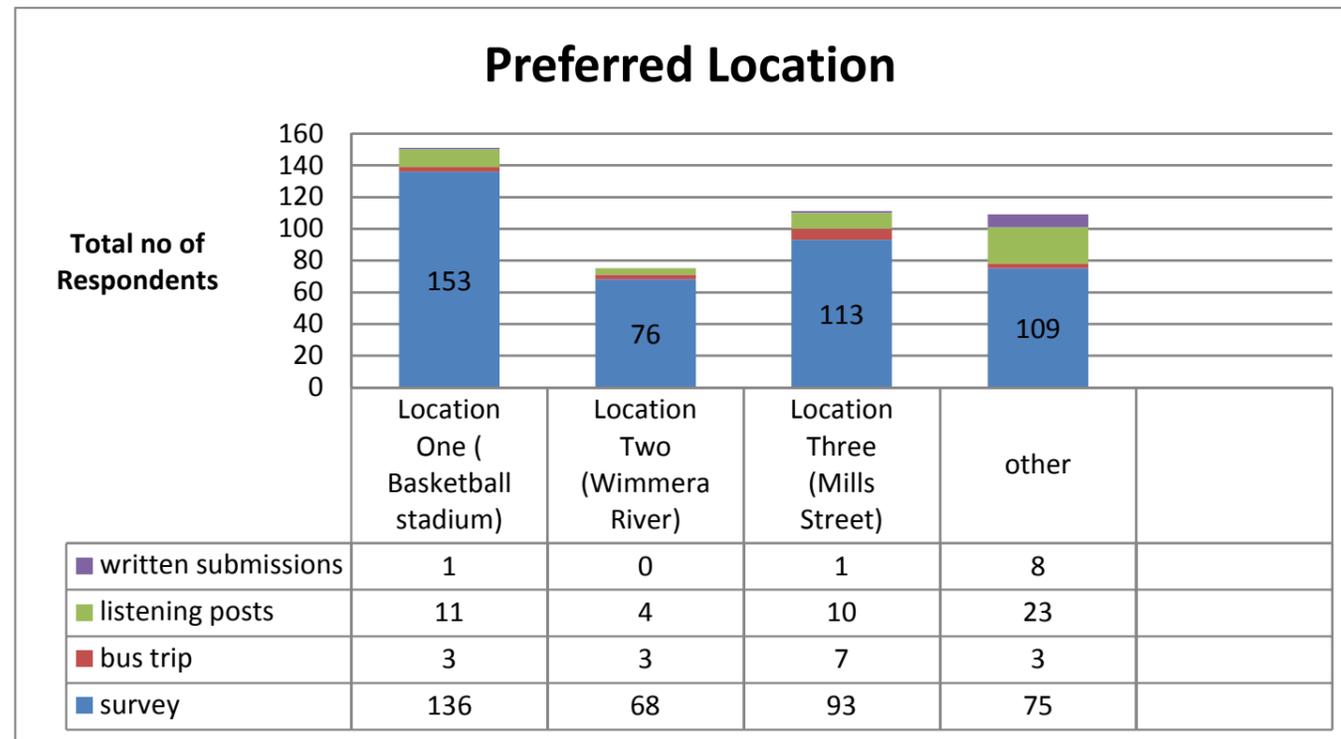
- Spectator seating for the 'show court'
- Space to expand in the future if need be
- A large administration office for sport and community clubs to operate from
- A cafe
- A meeting room for community groups
- Space to display sporting memorabilia, e.g. honour boards, trophies
- Domestic level kitchen suitable for warming food, not cooking
- A program room for activities such as yoga, kinder gym or older adults' strength training
- Free Wi-Fi
- Located on a main road that is easy for visitors to access

4.2.6 Additional consultation

A delegation of two community members, representing six people, presented their views on their preferred site for the indoor stadium in Horsham to the Project Control Group (PCG) at one of its meetings.. The delegation's ideal scenario would be for the stadium to be built on the oval at Horsham College using Education Department land and that Council would purchase adjoining land on Jenkinson Avenue to construct additional sports fields for soccer, hockey and athletics.

4.3 Consultation Summary

A total of 446 direct responses were received from the community via a range of different methods in order to answer the question about where a new multi-use indoor stadium should be located (it must be noted however, that a number of people who voted for the "other" category participated in all methods and therefore have voted a number of times). The following table shows that the community's preferred location for the facility is Option A / Location One (Showgrounds between velodrome and greyhound track) followed by Option C / Location Three (Mills St). This is consistent with the Horsham Rural City Council Sport and Recreation Strategy 2013-2018 and previous investigations into the preferred location for an indoor sports facility.



5 Sport and Leisure Trends

5.1 Indoor Stadium Trends

Indoor stadiums continue to evolve to meet the ever changing needs of user groups. Improved playing surfaces and air conditioning are designed to create a more comfortable experience for players / participants and spectators. They are also designed to meet safety standards and sport specific requirements. Spaces are more frequently designed to cater for variety of different uses such as sporting competitions, meetings, exercise classes, social gatherings and major events. Similarly, Universal Design Principles and Environmentally Sustainable Design principles are at the forefront of indoor stadium design to ensure that the facility can be used by all people and to reduce the impact of the stadium on the environment.

The following table outlines some of the trends that are impacting the way that indoor stadiums are currently designed

Trend	Details
New Activities	<ul style="list-style-type: none"> movement away from many traditional organised sports to more individual or small group non-organised activities, e.g. fitness classes, one on one basketball, yoga, pilates, etc. greater use of facilities by personal fitness trainers and their clients. greater demand for lifestyle/non-traditional forms of sport, i.e. games that can be played indoors
Improved Surfaces	<ul style="list-style-type: none"> installation of sports surfaces that help to reduce injuries and increase player comfort, e.g. sprung wooden floors
Outdoor Courts	<ul style="list-style-type: none"> installation of outdoor sports courts with appropriate fencing, lighting and shelter sports playing surface suitable for high activity and that reduce slipping good overview and connection to indoor courts and amenities
Improved Spectator Facilities	<ul style="list-style-type: none"> installation of improved spectator facilities, e.g. retractable seating
Access for People of all Abilities	<ul style="list-style-type: none"> installation of facilities to encourage participation by people of all abilities, e.g. use of ramps, unisex toilets with change tables, single storey buildings to allow for wheelchair access, Braille signs, etc
Environmentally Sustainable Design Features	<ul style="list-style-type: none"> development of environmentally responsible practices such as solar hot water, low energy lighting, recycled water systems, double glazed windows, etc to reduce the impact of facilities and their users on the environment and to potentially reduce operating costs of facilities.
Improved Safety	<ul style="list-style-type: none"> development or upgrading of facilities and equipment so that they meet the safety requirements of their designated sport, e.g. netball court run-offs.
Programmable Multi-Purpose Facilities and Spaces	<ul style="list-style-type: none"> development of programmable multi-use facilities and spaces which can cater for a variety of traditional activities as well as non-traditional or emerging activities, e.g. pilates, yoga, meetings, conferences, expos, markets, children's programs, etc. Also includes spaces such as squash courts with movable walls.
Social Spaces	<ul style="list-style-type: none"> demand for spaces where people can interact with others, purchase food and beverages, etc
Improved Facility Standards	<ul style="list-style-type: none"> expectation by the community that facilities, programs, services and management will be of a reasonably high standard.
Greater Availability of Facilities	<ul style="list-style-type: none"> expectation that facilities will be available during a range of time slots throughout the week, including weeknight, early morning and weekends. This is particularly important for shift workers or those with irregular work / study hours.
Improved Whole of Site Planning	<ul style="list-style-type: none"> master planning of spaces to ensure that needs of all existing and casual users are considered in the long term – including the linking of cycling / walking paths, development of play spaces, landscaping and BBQ / picnic facilities, formalised parking, etc.
Social Aspects	<ul style="list-style-type: none"> greater emphasis on social competitions mid week during the evenings as opposed to structured competition on a Saturday afternoon.
School Access	<ul style="list-style-type: none"> greater demands on some facilities by school groups due to the declining standard of school sporting infrastructure in some areas or the lack of facilities at some schools.
Events	<ul style="list-style-type: none"> greater demand on stadiums for special events and tournaments
Value of Physical Activity	<ul style="list-style-type: none"> understanding of the relationship between physical activity participation and improved health, wellbeing and social connectedness
Electronic Communication	<ul style="list-style-type: none"> expectation by user groups that draws, ladder, information, etc about local sports competitions and activities are available via the internet and social media.
Active and Passive Transport	<ul style="list-style-type: none"> greater focus on ensuring that recreation facilities are connected to existing walking / cycling networks and public transport options where possible

6 Existing Site Analysis

6.1 Recommended Site Location

Horsham's established sporting precincts are clustered across the town. Each cluster includes a combination of Council facilities and School facilities available for community use.

The site for the Wimmera Sports Stadium is located in the Wimmera River Sporting Precinct at McBryde Street in the east of Horsham. The site includes the existing indoor sports stadium and a section of McBryde Street between McPherson Street and Robinson Street.

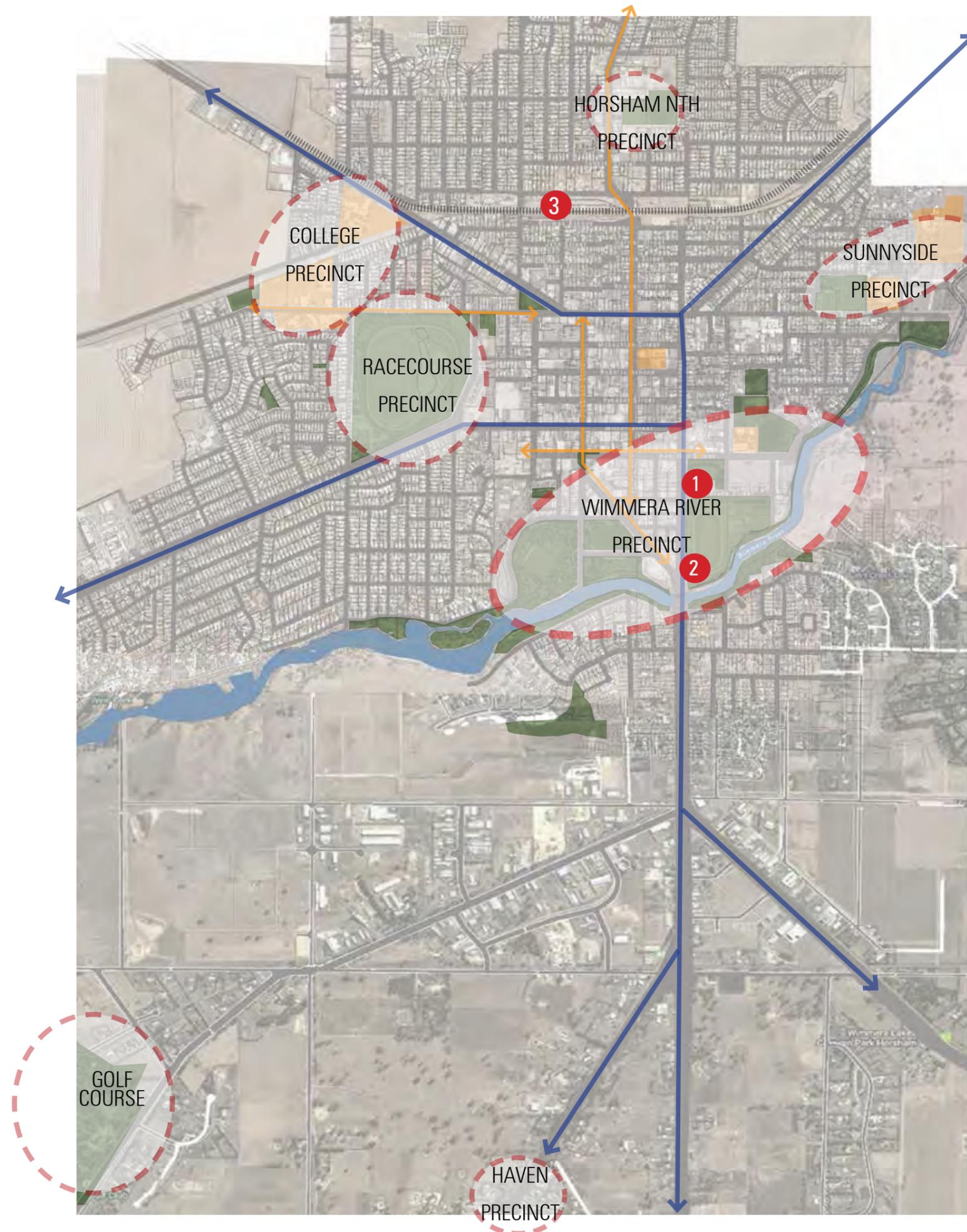
Site Analysis

The site is located in a highly visible, established part of Horsham, adjacent to the Showgrounds. It is approximately 600m from the Horsham Central Activity District (CAD). It has strong visual exposure from McPherson Street, which is a main entry way into Horsham.

There is good connection, and potential for future enhanced connection, to the Wimmera River walking and cycling tracks, and to Horsham South. Horsham South is a residential growth area with little or no sporting infrastructure.

The *Sport and Recreation Strategy 2013* identified this area as an 'under-utilised' sports precinct. The Horsham Showgrounds are located to the south of the site and incorporate the greyhound track. To the north is the Horsham Velodrome. Further north is Coughlin Park and an indoor sports stadium at St Brigid's College.

This location presents an opportunity to strengthen this precinct as a base for sport in Horsham, given its proximity to a range of other sporting facilities. This opportunity also includes the potential to highlight the range of activities at the Showgrounds, including the potential utilisation of the Showground arena for complementary activities.

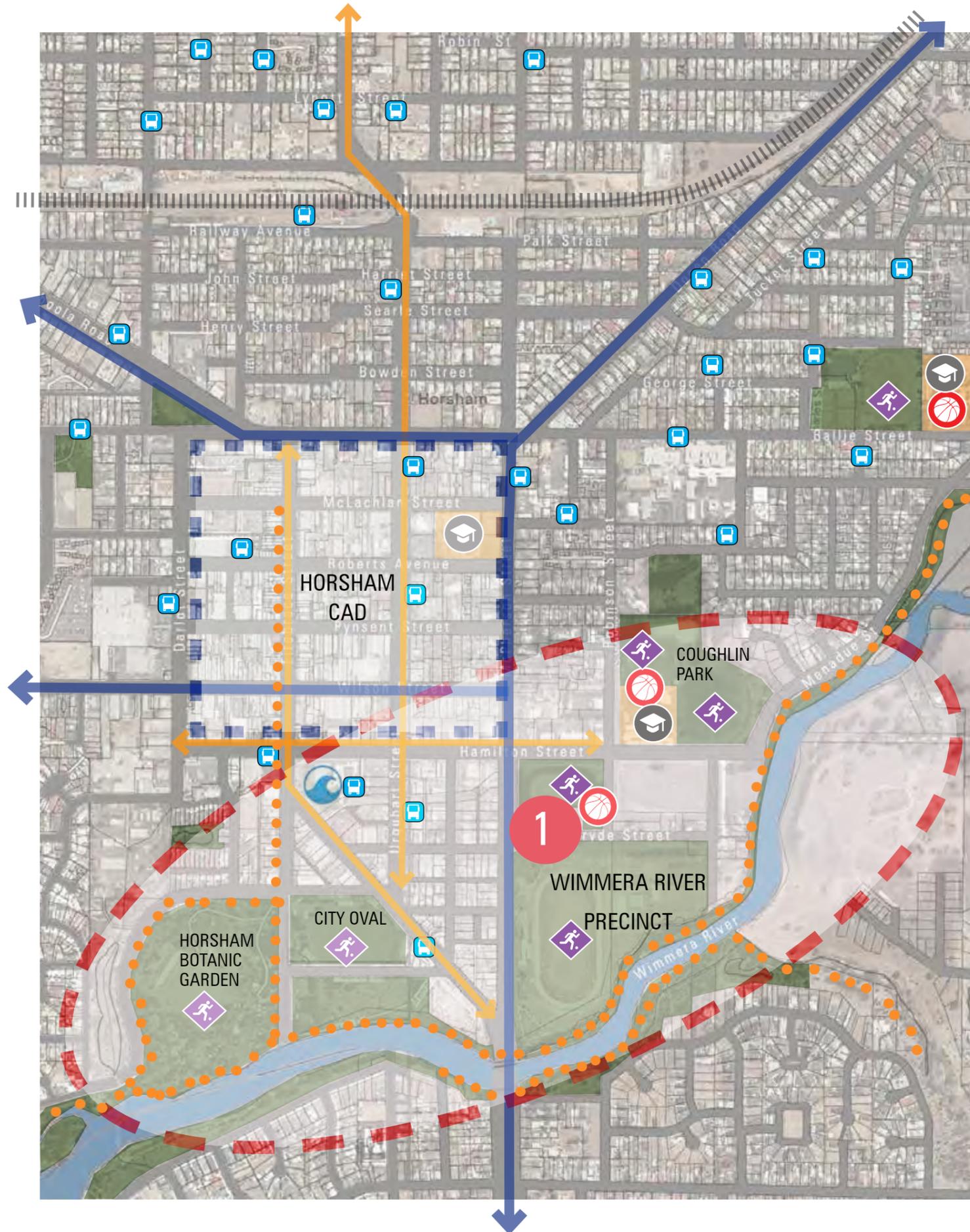


Horsham Sporting Precinct Map



Legend

-  Wimmera Sports Stadium Site
-  Outdoor Recreation
-  Indoor Recreation
-  Aquatic Centre
-  Education Facility
-  Bus Stop
-  Bicycle and Walking Paths
-  Primary Roads
-  Secondary Roads



Wimmera River Precinct
Urban Design Analysis

6.2 Existing Site

The existing site, annotated on the adjacent site plan, bridges across two Crown Land allotments - the Horsham Showgrounds to the south and the existing Stadium site to the north. A portion of McBryde Street, between McPherson Street and Robinson Street, is also included in the site.

Site

The site is relatively flat, with a slight fall from McPherson Street towards Robinson Street. The existing Stadium is a 2 x basketball court facility with non-compliant run-off space. The entry and amenities block addressing McPherson Street. Car parking is available along McPherson Street and McBryde Street.

Behind the stadium is an open, grassy area, with an RSL Memorial grove of trees.

McBryde Street is a sealed roadway with no formal kerb or footpaths. There are above ground power poles along the south side.

The north end of the Horsham Showgrounds site is fenced along McBryde Street. It is a flat, grassy area with a collection of smaller sheds and shelters.

The J.Weldon Power Memorial gates mark the entry of the Showgrounds on the corner of McPherson and McBryde Streets.

Site Services

Power

The above ground power poles along the south side of McBryde Street serve the east end of McBryde Street. There is a pole mounted sub-station on the eastern pole.

Water

A water main is located under McBryde Street.

Sewer

A sewer main is located under McBryde Street.

Communications

A Telstra line is located from Robinson Street.

6.3 Existing Building

The existing Stadium was built in 1976 and has served the community well. It is a single storey building, with the sports court a double height volume constructed with a steel portal structure, metal roofing, low blockwork walls with metal clad walling above.

The brick entry and amenities structure facing McPherson Street is accessed via concrete steps and a concrete ramp. The existing amenities and kitchen have aged and do not reflect contemporary standards.

The building has evaporative cooling and radiant heating. Internal highbay lights have been recently upgraded to LED fittings. The roof was recently replaced, about 10 years ago.

The internal floor level is approximately 200-250mm off the natural ground level and is a polished timber floor.

Sports Hall

The Sports Hall contains two Basketball courts divided by tiered spectator seating. Each court is also line marked for Volleyball and Badminton. There are netball line markings, although the court is not compliant in size or run-off and competition Netball is no longer played at the Stadium.

The run-offs around the court are not compliant to current Basketball standards due to fixed storage, stands and columns within the area. There is no dedicated space for referees.

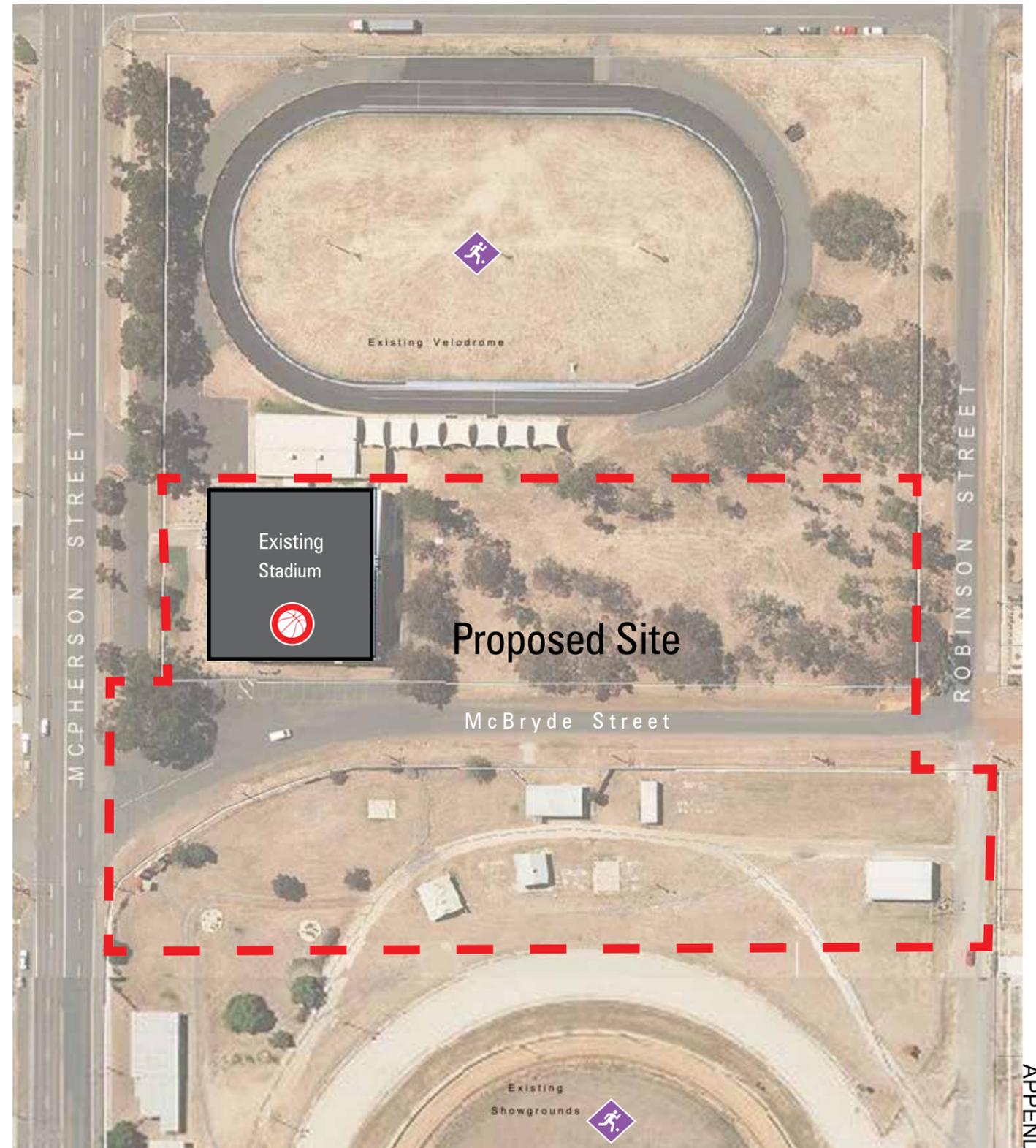
The height of the Sports Hall to the underside of the steelwork is compliant for Basketball, but not for competition Netball.

The internal finishes are exposed, painted blockwork to about 2m high with the exposed steel frame with reflective insulation backing above. The ceiling is exposed steel structure with exposed reflective insulation backing.

A new timber floor was laid directly over the top of the original timber floor approximately 20 years ago. The life remaining of the floor should be verified through destructive testing.



Existing McPherson Street Frontage



Existing Site

Legend



Outdoor Recreation



Indoor Recreation



6.4 Property Titles

The area consists of two Crown Allotments CA 28 Sec 16 and CA 27 Sec 16 Parish of Horsham, both of which have Committees of Management in place.

McBryde Street is a Council owned road.

The existing Stadium is on the same Crown Allotment as the adjacent Velodrome, with a lease line dividing the two functions just to the north of the Stadium.

CA 28 incorporates the existing Stadium and Velodrome. A lease line dividing the two functions runs to the north of the Stadium. The Crown has appointed HRCC as the committee of management of the southern portion of this CA 28 (incorporating the existing stadium).

CA 27 is managed by a Committee of Management which includes members of the Horsham Agricultural Society and Greyhound Racing Club. This committee has been consulted as part of this project.

The process could include:

- consultation about the proposed road closure
- the closed road becomes unreserved Crown Land
- DELWP incorporates this reservation into one of the adjoining parcels

6.5 Planning Scheme

The two Crown Allotments are located in different planning zones with different planning overlays.

Re-zoning of the north portion of the Showgrounds site may be required.

Current Planning Zones and Overlays:

The following planning overlays exist over the northern site, **87 McBryde Street**:

- Public Park and Recreation Zone (PPRZ)
- Development Plan Overlay Schedule 3 (DDO3) - Wider Airport Environs Area
- Land Subject to Inundation Overlay (LSIO)

The property is within or affected by one or more areas of cultural heritage sensitivity:

The property is not in a designated bush fire prone area.

The following planning overlays exist over the southern site, **95 McBryde Street**:

- Special Use Zone (SUZ) Schedule 4 - Horsham Showgrounds
- Development Plan Overlay Schedule 9 (DDO9) - Stormwater Management Area

- Floodway Overlay (FO)
- Land Subject to Inundation Overlay (LSIO)

The property is within or affected by one or more areas of cultural heritage sensitivity:

The property is in a designated bush fire prone area.

6.6 Land Subject to Inundation

Flood investigation modeling undertaken by the WCMA and HRCC has indicated the following implications for the site:

- In a 1:100 year flood event water would not enter the existing Stadium building
- The January 2011 flood event was initially cited as being between 1% and 0.5% ARI flood. In that event, water backed up to the eastern edge of the existing stadium at a shallow depth. Parts of the land to the east of the stadium, through to Robinson Street, held 25-50cm of water. This area was not a flow path for flooding, as the land rises towards the stadium. The McBryde Street part of the site was dry, and above this flood level.

The WCMA has advised:

- The 1:100 year flood level is 127.25 AHD
- The 1:200 year flood level is 127.45 AHD
- Any new development should have a floor level approximately 127.50 AHD.

6.7 Previous Studies and Documentation

The following documents have informed this report:

Related documents:

- Horsham Multi-Use Indoor Sports Stadium Plan - Phase One: Feasibility Study, 2016
- Asbestos Audit Report, 2003
- Planning Scheme documents

Relevant Council Policy and Previous Reports:

- Horsham Rail Corridor - Final Master Plan
- HRCC Sport and Recreation Strategy 2013 - 2018
- Horsham Framework for Managing Growth, Part D - Framework Plan, 2013

7 Design

7.1 Facility Design

7.1.1 Building Imagery and Design

The building will be a significant facility for the Wimmera region, and a large, double height structure. It offers a great opportunity to develop a design reflecting iconic imagery to help market the centre.

The building design should:

- Be welcoming and easily identifiable entry
- Maximise glazing where possible to create visual and physical connection between inside and outside activities
- Use durable and low maintenance materials
- Use materials with environmentally sustainable credentials
- Incorporate indigenous planting
- Incorporate traditional and public artwork

7.1.2 Site Brief

The site design and layout is equally important to supporting good function of the centre. Site design encompasses the following:

Landscape and Urban Design

- Welcoming forecourt with fixed seating, undercover waiting area
- Outdoor netball courts with spectator seating, shelters and lighting to Netball Victoria requirements (refer next section)
- Water sensitive urban design components to lessen impact on existing stormwater infrastructure
- Accessible path networks
- Outdoor fitness elements could include outdoor table tennis, fitness circuit
- Connection to existing bicycle and walking networks
- Safety in urban design principles - passive surveillance and good site lighting

Car Parking and Site Access

- 180 - 200 space car park (as noted for a Basketball Victoria Sub-Regional facility). Actual numbers to be confirmed and provision of overflow parking for events to be considered
- Drop-off / pick-up zone
- Bus parking and through access where possible
- Delivery access
- Waste management and access

7.1.3 Universal Design

Sport and Recreation Victoria (SRV) define Universal Design as: *".....the process of designing products and environments to be used by everyone, to the greatest extent possible, without the need for adaptation or specialised design. Universal design is a process, not an outcome. Universal design assists everyone, not just people with a disability."* from SRV website

Provision for disability access must recognise the diverse range of abilities, ranging from numerous types of physical, intellectual, cognitive, visual, auditory and perceptual disabilities. Measures for some disabilities can sometimes conflict with measures for others.

Provision should be made for additional accessible change facilities wherever possible. The main male and female change rooms should be designed to also be accessible to persons with impaired mobility. Ambulant toilet and shower facilities are to be provided.

The Show Court is a large spectator venue, and therefore is required to provide alternative locations for people in wheelchairs to be seated together with a companion, including possibly also wheelchair-bound. Some seating should be removable to allow for a large number of wheelchair locations on occasions, subject to advance notice.

7.1.4 Healthy by Design

The centre should incorporate Healthy by Design principles to promote healthy and active communities, including:

- Connections to walking and cycling routes
- Connection to public transport
- Access to open spaces for recreation and leisure
- Using safety in urban design principles including good lighting, signage, fencing and walls to support safety and amenity

7.1.5 Environmental Sustainability

The proposed building and surrounding site present opportunity for the integration of ESD principles and initiatives in the overall design. The Centre will have a large expanse of roof area ideal for rainwater harvesting and solar panels in particular.

Integrated environmentally sustainable design proposed to be included;

- Use of drainage swales and Water Sensitive Urban Design (WSUD) elements in the 'green car park'
- Rainwater harvesting for toilet flushing and landscape irrigation
- Building Management System (BMS) software to programme efficient heating, cooling and lighting – automated sensor activated control for day lighting & ventilation.
- Energy and water efficient fittings, HVAC heat recovery and highly efficient plan
- Heat recovery added to return and exhaust air ductwork to

capture and return heat that would otherwise be lost to the outside atmosphere.

- Natural ventilation where possible, maximising benefit of outdoor air conditions when suitable.
- Seek opportunities to re-use, re-cycle and dematerialise the new building materials where possible (such as cement replacement with recycled content to new concrete slabs and thus reduce the demand for materials with high embodied energy)
- High quality thermal envelope – building fabrics to have high insulation values and require less energy to heat or cool (such as double glazing to new Foyer facade, and 'cool roof materials')
- Provision of extensive bicycle parking
- Solar hot water / or heat pump system for provision of hot water to amenities
- ESD interpretation displays for educational purposes
- Use of low VOC paints, sealants and adhesives



Precedent Imagery



7.1.6 Acoustic Requirements

The overall acoustical design objective is to create a comfortable environment, acknowledging that the building houses noisy activities that will be loud at times. Maximising acoustic absorption through internal building materials will assist in reducing some of the impact of such activities.

Noise reverberation and transfer / disturbance between the sports courts and separate activity areas i.e. program room, meeting room should be minimised where possible.

The Show Court has the potential to be the area of most significance in terms of acoustics. The Show Court on occasion may house 400 + spectators, as well as players and officials. The building fabric needs to be suitable to provide acoustic control. Amplified speakers, and surfaces should be designed to avoid acoustic anomalies such as flutter, echo, etc. Extraneous noise from other court events as well as the adjacent mechanical services plant should be minimised

7.1.7 Occupational Health and Safety

The centre is to be configured wherever possible as safe as practicable an environment for all occupants of the centre in accordance with all relevant Acts, Regulations and Codes of Practice. Ideally, risks should be eliminated. Where this is not possible, design and / or operational measures are to be identified to reduce and manage safety risks.

Working at Heights

Sports Halls consist of large volumes, with clearance heights over 8m high. This means that maintenance to lighting, mechanical systems etc will need to be achieved at this height. Using LED light fittings and highly durable materials to ceilings and high level walls will assist in minimising the need to access high level areas often.

Safe and efficient access is required for working at heights to install and repair lighting, mechanical services, and clean highlight windows or skylights.

Note: it is not acceptable for maintenance access to be achieved by ladders at these heights.

Desirably, the construction of the floor should allow for access via scissor lifts, and safe roof access should be provided for cleaning of windows and skylights.

Roof Safety

A safe access system to all roof areas, in accordance with relevant Occupational Health and Safety Acts and Codes of Practice, is required for maintenance access. Note that this could include access via cherry picker, etc, where agreed with the Proprietor.

Roof safety relies upon, where possible:

- Limiting access to those trained to safely access the roof.
- Roof safety harness points system for access to routine maintenance / cleaning locations.
- Safe access to and from the roof via designated stairs (not ladders), roof walkways, paths, and roof perimeter barriers.

7.1.8 Building and Site Services

Key features of the proposed facility include;

- Hydraulic Services: Existing pressure and flow information to be provided by the water authority to assess hydrant coverage in the future design - pumps and tanks may be required by the CFA.
- External hydrant coverage only
- Electrical Services: Upgrading of electrical mains, new switchboards, along with a new sub-station may be required on site.
Any existing boards, wiring, fittings and fixtures to be replaced to achieve Electrical code compliance and present day safety requirements)
- Security – scope inclusive of: integrated members system, AV reticulation, scoreboards digital signage, clocks and hearing loop system
- Mechanical Services:
Evaporative or Indirect Evaporative are the best models for cooling large volume spaces with high intensity activity. Indirect Evaporative cooling deals with higher humidity better than Evaporative, and could possibly be a better solution for the Show Court area.
Heating in the Sports Courts could be via radiant heating. Offices, meeting rooms and the like could have reverse cycle air-conditioning.
- Building Management System (BMS) to control all heating, cooling, ventilation and lighting.
- Natural ventilation to all Sports Courts, to maximise the cooling benefit of outside air when suitable. The use of large overhead fans off-court areas to further increase the cooling effect of air movement is to be considered. To accommodate such fans, additional building height is required as well as structural load capacity.

7.1.9 Regulatory Requirements

The design, construction and operation of the facility are to comply with all relevant Acts, Regulations and Codes of Practice.

Building Occupancy and Amenities

In consultation with Council an appropriate maximum occupation is to be determined, notwithstanding the building's use is limited to sports activities only. Unless otherwise instructed by Council, the building will not be designed or approved for any other activity that further increases the building occupation.

The Certificate of Occupancy will define the number of people legally allowed to be accommodated in the centre at any one time. This figure is based on two factors, the emergency egress provision for safety purposes and the toilet amenities, for health purposes.

Amenity numbers will be determined by occupancy, and as a function of the activities in the centre.

Egress

Escape and egress from all areas is to be achieved as per maximum travel distances.

BCA Section J: Energy Efficiency

The centre design must achieve, and preferably exceed, the requirements of BCA Section J, subject to approval of additional measures by the Proprietor.

Deemed to Satisfy Compliance

Section J regulations have become more stringent and deemed to satisfy compliance will be more difficult to achieve in this type of building.

The use of transparency and transparent materials is key to the success of the centre. The design intent is to provide visual connection between programs and the inside and out. It is essential to the quality of the space and the comfort and enjoyment of patrons and staff that areas of glazing are proposed to the Foyer, cafe and administration areas. Equally important, is the use of transparency into these spaces from the Entry Forecourt and building approach. The Foyer should draw patrons in and through to the Sports Hall. This separation line between the two zones should be transparent.

The Sports Hall should also promote itself externally, and provide a connection with the landscape. As the requirements for natural light vary for different sports, the Sports Hall may require some skylights / clerestory windows as well as some low level light for views. For basketball, it is problematic to have a vertical light source behind the goals, whereas for badminton and volleyball, the preference is for no natural light overhead.

7.1.10 Public and Foyer Spaces

Entry and Forecourt

Animated entry forecourt with visual connection into event and program rooms, administration areas, the cafe and foyer, right through to the sports hall.

The forecourt acts as a dynamic 'shop front' for the various activities of the centre.

Landscaping and materials to reflect the local area.

Foyer Space

Generous foyer space, with centrally located reception desk, capacity for ticketing and transparency through to the show court and sports halls.

Space for display of memorabilia.

Electronic displays to depict events and user / club details.

Reception and Administration

Reception desk visible on arrival with space for display and information. The administration should be directly adjacent to reception, and faces onto the sports hall for maximum supervision.

General facility administration and manager offices.

Shared sports club office facilities.

Meeting room space (potential to use meeting room as social room).

Staff amenities and lunch space

Cafe

Cafe adjacent show court and foyer space with external access. Cafe should have a presence on the approach to the building, and a dining area should be provided both inside and outside.

Kitchen

The kitchen supporting the cafe should double as a plating and re-heating kitchen for community club events at the centre.



Precedent Imagery



Precedent Imagery



7.1.11 Sports Courts & Player Amenities

Sports Hall

Main Sports Hall to have 3 new indoor sports courts, designed to competition standards, with appropriate run-offs & spectator zones, and overhead clearance heights. Each court to be line-marked for:

- Netball
- Basketball
- Volleyball
- Badminton

One court to be designated show court - refer following pages for details.

The existing stadium will be adapted into a separate court for training and Junior competitions for Basketball, Volleyball and Badminton.

Further detail on individual sports in following pages.

Table Tennis

Table Tennis requires 12 table capacity at 9m x 5m run-off for training and say 4-6 tables for competition at 14m x 7m run-off. Ample adjacent storage is required for tables to be wheeled away.

Squash Courts

Six Squash Courts with movable wall(s) between 2 or 3 courts to facilitate singles, doubles and racquetball.

Glazed frontage to courts with space for spectators. Ability to set-up portable tiered seating for competition matches is required.

The courts with movable walls can also be used for other activities such as Kiddie Gymnastics, Indoor Futsal, Program Room activities such as yoga, group fitness.

Outdoor Courts

Five new outdoor netball courts to be accessed directly from the sport hall. Overview from the indoor sports hall to the outdoor courts is required for Netball competitions.

Circulation space between and around courts, spectator shelters fencing and outdoor lighting to Netball Victoria requirements.

Amenities

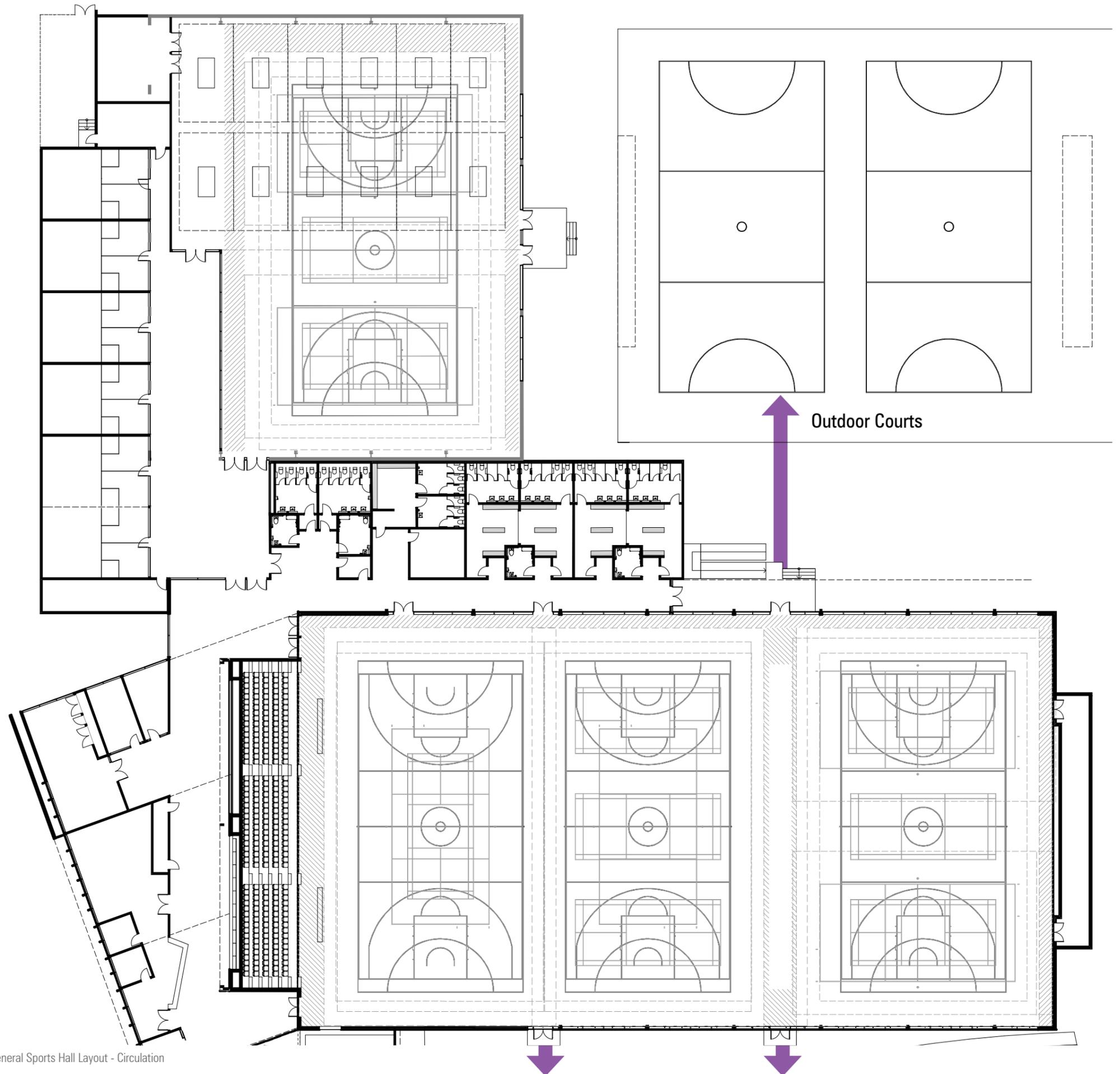
Separate amenities for players and spectators.

Accessible change rooms and ambulant facilities.

First Aid room, accessible from the sports hall

Temporary Spectator Seating

A separate system of temporary tiered seating should be allowed for and stored at the centre. This will provide spectator seating for Squash and Table Tennis events, and could be used for other events.



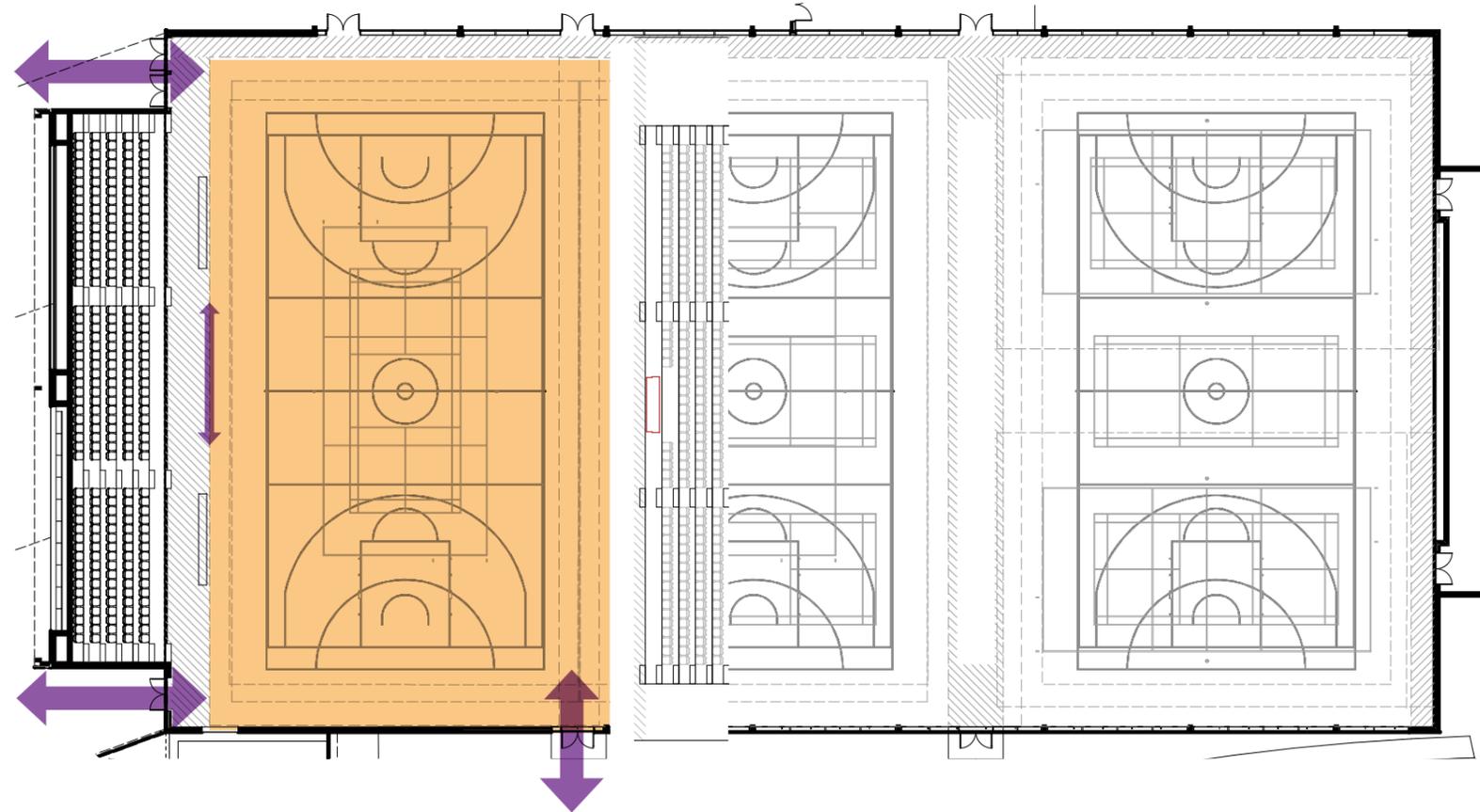
General Sports Hall Layout - Circulation

7.2 Show Court

One court should be designed to have the ability to be a show court for competitions and regional events.

Fixed tiered seating for 400 spectators would be provided to one side, with the ability for an additional say 200 seats to be installed on removable tiers on the other side.

The roof height and perimeter run-offs should be designed to facilitate regional and state competitions for all sports in the centre.

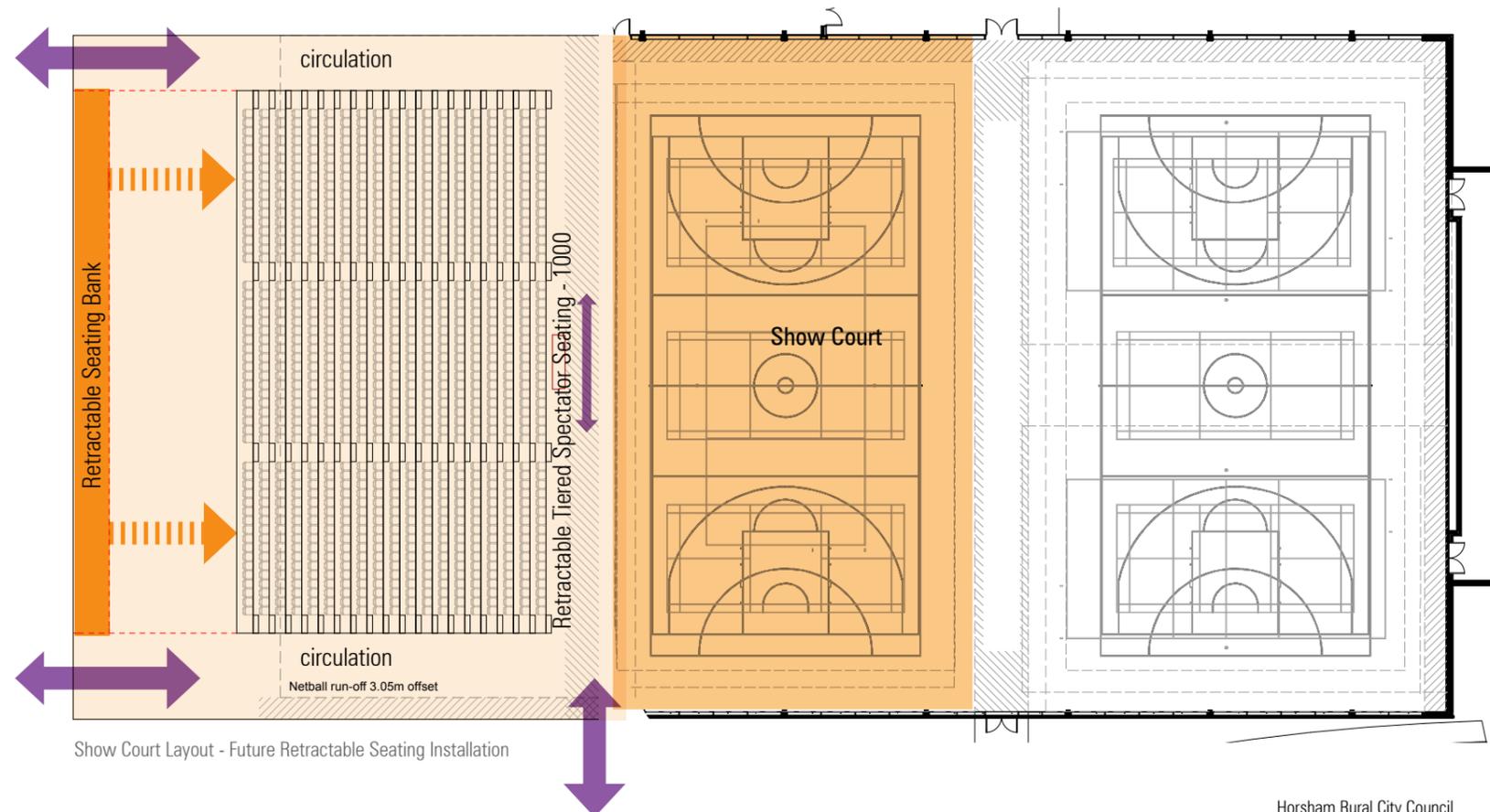


Show Court Layout

In the future the fixed tiered seats could be removed and a 1,000 seat retractable unit could be installed to dramatically increase spectator seating.

In this scenario the show court would shift to the right.

To allow for this future change, the floor should be constructed to accommodate the extra weight of the retractable seating unit, and both the left-hand side courts should be designed with the roof height and perimeter run-offs to be show courts.



Show Court Layout - Future Retractable Seating Installation

7.3 Functional Requirements

7.3.1 Sports Regulations - Court Dimensions & Clearances

Playing court layouts for 'mixed court facilities' (all sports) are determined by the largest single court in this instance being netball. Generally all other nominated sports are well accommodated within the netball footprint.

Reference Documents - Sporting Association Guidelines and Regulations:

- Netball Victoria Facilities Manual, 2017
- Netball Australia National Facilities Policy, 2016
- Basketball Victoria, Facilities Master Plan, 2013
- Basketball Victoria, Indicative Court Layouts
- Badminton Victoria - Reference: World Federation –Handbook 2 – 2011/2012 – August 2011, www.bwfbadminton.org
- Volleyball Victoria - Reference: Volleyball Australia
- Table Tennis - Australian Table Tennis Organisation – Reference: www.tabletennis.org.au
- Squash - Reference: Courttech Australia

Sport	Area per Court	Dimensions per Court	Height	Notes	Storage Requirements
Netball Netball Victoria	781m ²	15.25m W x 30.51 D <i>3.05m run off all round (umpire movement)</i> <i>3.65m between adj courts</i> <i>Refer diagram</i>	8m	Concept shows spectator seating, team benches and circulation is provided in addition to run-off areas to each court	Balls, training kits Allow large double doors to store rooms typically
Basketball Basketball Victoria	608m ²	15m w x 28m l <i>2m run off all round (players), and minimum 4m between adjacent courts for referees</i>	7m	Retractable overhead backboards and rings. Spectator seating to be provided in addition to run-off areas to each court <i>Additional backboards across court for training to be determined in consultation with Council / Users</i>	Balls, training kits
Volleyball Volleyball Australia FIVB (for facilities)	360m ²	9m W x 18m L court 19m W x 34m L incld run-off for competition <i>min 2-3m run off all round for training</i>	7m	Run off standards: Local - 2m Club -3m National – 3m + 2m one side for officials	Posts for net @2.5m high Nets, balls Referee stands and antenna
Badminton Badminton Victoria	175m ²	6.1m w x 13.4m l <i>2m run off all round</i>	Club standard – 9.14m National standard – 12m		Posts for net @1.55m high Racquets, nets Umpire stands
Table Tennis Table Tennis Victoria International Table Tennis Federation	Local: 45m ² National: 72m ² International: 98m ²	Table: 1.525m W x 2.74m D Dimensions including run-off Local: 9m x 5m National: 12m x 6m International: 14m x 7m	Local: 3m National: 4m International: 5m	Non-slip flooring, eg timber semi-sprung, with colour contrast to table	Table storage - 12 Bats and ball storage
Squash Squash and Racquetball Victoria	62.4m ²	6.4m W x 9.75m D	5.64m	Moveable walls between courts to expand for doubles and facilitate other activities	Racquets, training equipment



7.3.2 Netball

Netball court layouts and requirements should be as required in the *Netball Australia National Facilities Policy* document, dated March 2016.

A Regional Netball Victoria facility requires access to a minimum 8 compliant netball courts (refer *Netball Victoria Facilities Manual* April 2017).

Standard requirements include:

- 8 + compliant courts - acrylic, asphalt (outdoor), sprung timber (indoor)
- Goal posts and padding
- Lighting - indoor - 300 lux training; 500 lux competition; outdoor - 100 lux training; 200 lux competition
- Team bench - 2 x team benches per court to accommodate minimum 10 people each
- Team shelters for outdoor courts - 2 x shelters per court with undercover wheelchair space
- Officials bench - 1 x bench per court to accommodate minimum 2 people
- Officials shelter for outdoor courts - 1 x shelter per court
- Player amenities - minimum 2 areas, minimum 20m² each area. Unisex facility - minimum 1 shower, 3 x WCs and 3 x hand basins in each area

Supporting infrastructure and amenities include:

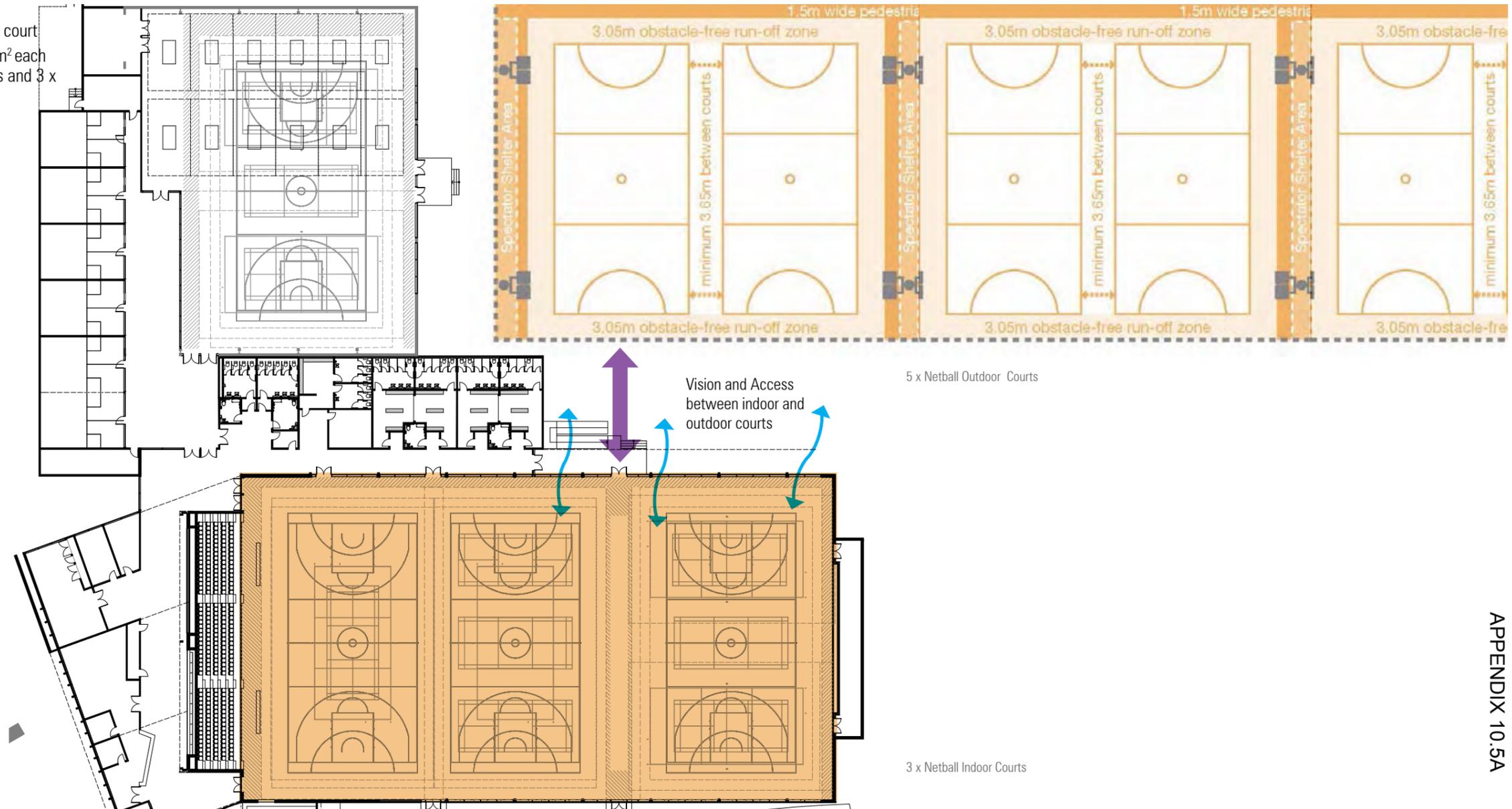
- Spectator seating - bench seating for 30 - 50 people per court
- Spectator shelter (outdoor courts) 20m² per court
- Player changerooms - minimum 2 x rooms, minimum 25m² each room
- First aid room - 1 x room minimum 20m²
- Umpires changerooms and amenities - minimum 2 rooms, minimum 12m² each room. Unisex facility - minimum 1 x shower, 2 WCs and 1 hand basin in each room
- Umpire duty room - 1 x room minimum 25m²
- Administrative office - minimum 25m²
- Tournament office - minimum 20m²
- Canteen / kitchen / kiosk - minimum 30m²
- Multi-purpose Room - minimum 100m² with kitchenette
- Storage - indoor and outdoor minimum 40m²
- Car parking including pick up / drop up, bus facilities, accessible parking

Outdoor Courts

Five new outdoor netball courts to be accessed directly from the Sport Hall. Overview from the Indoor Sports Hall to the outdoor courts is required for Netball competitions.

Circulation space between and around courts, shelters fencing and outdoor lighting to Netball Victoria requirements.

Shelters shown are for players and scorers. Spectator shelters could be constructed on the northern side of the courts in the future.



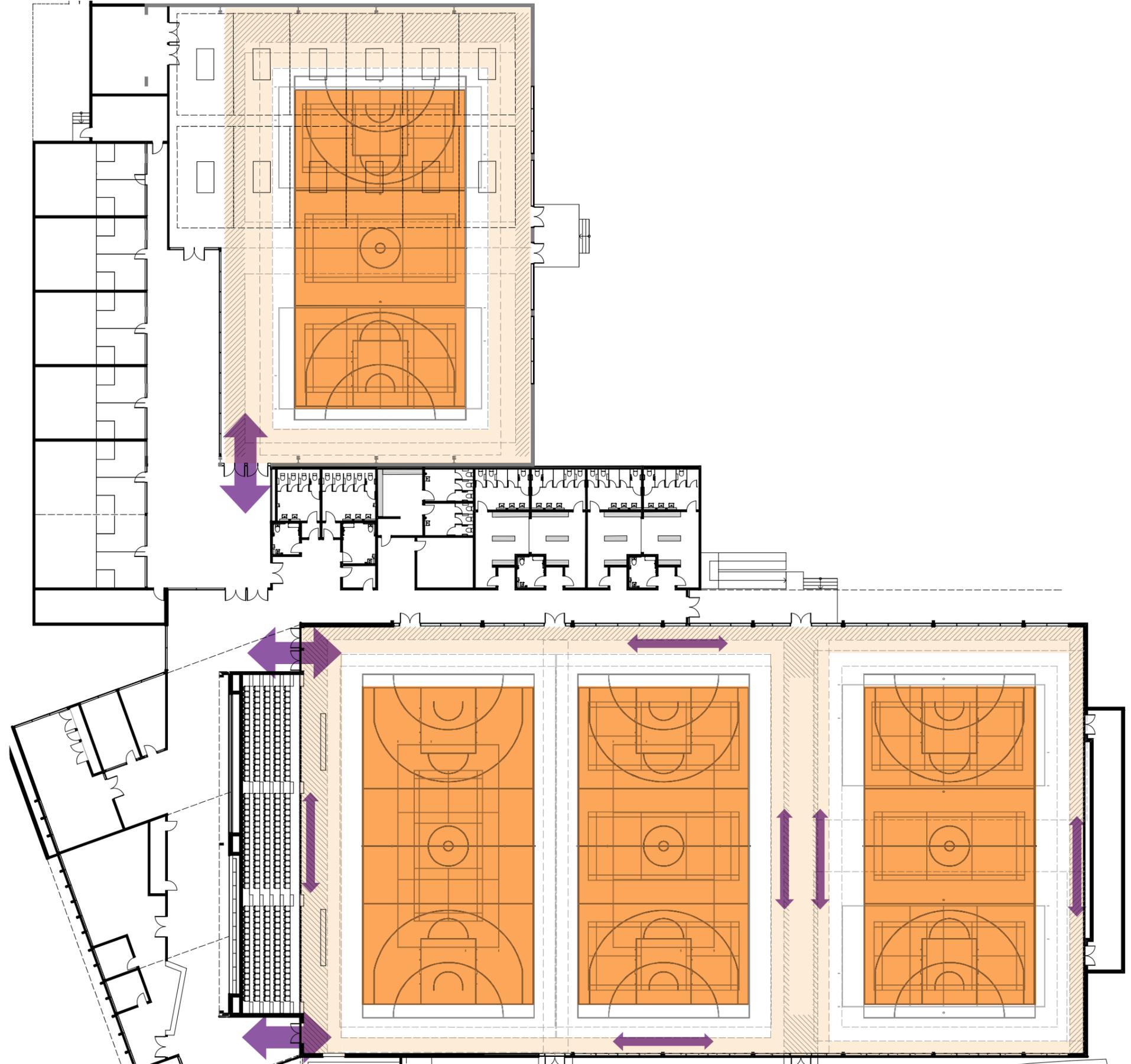
7.3.3 Basketball

Basketball court layouts and requirements should be as required in the *Basketball Victoria Facilities Master Plan* document, dated November 2012.

Based on the municipal population and demand documented in the *Horsham Multi-Use Indoor Sports Stadium Plan - Phase 1 Final Report* the new basketball facilities would be classified as a Sub-Regional Basketball Victoria facility with 4 compliant indoor basketball courts.

Standard requirements include:

- 4 compliant courts - sprung timber floor
- Retractable backboards and goals
- Team benches - 14 seats each
- Scorer's table (mobile or fixed)
- Scoreboard, Game Clock, Shot Clock
- Lighting - 500 lux for competition
- Spectator capacity for 200 - 400
- Storage - for balls and training kits
- Support amenity including 2 x unisex change rooms with showers,
- Officials and control room
- Function space
- Car Parking for 200 cars, including drop-off areas



Basketball Layout

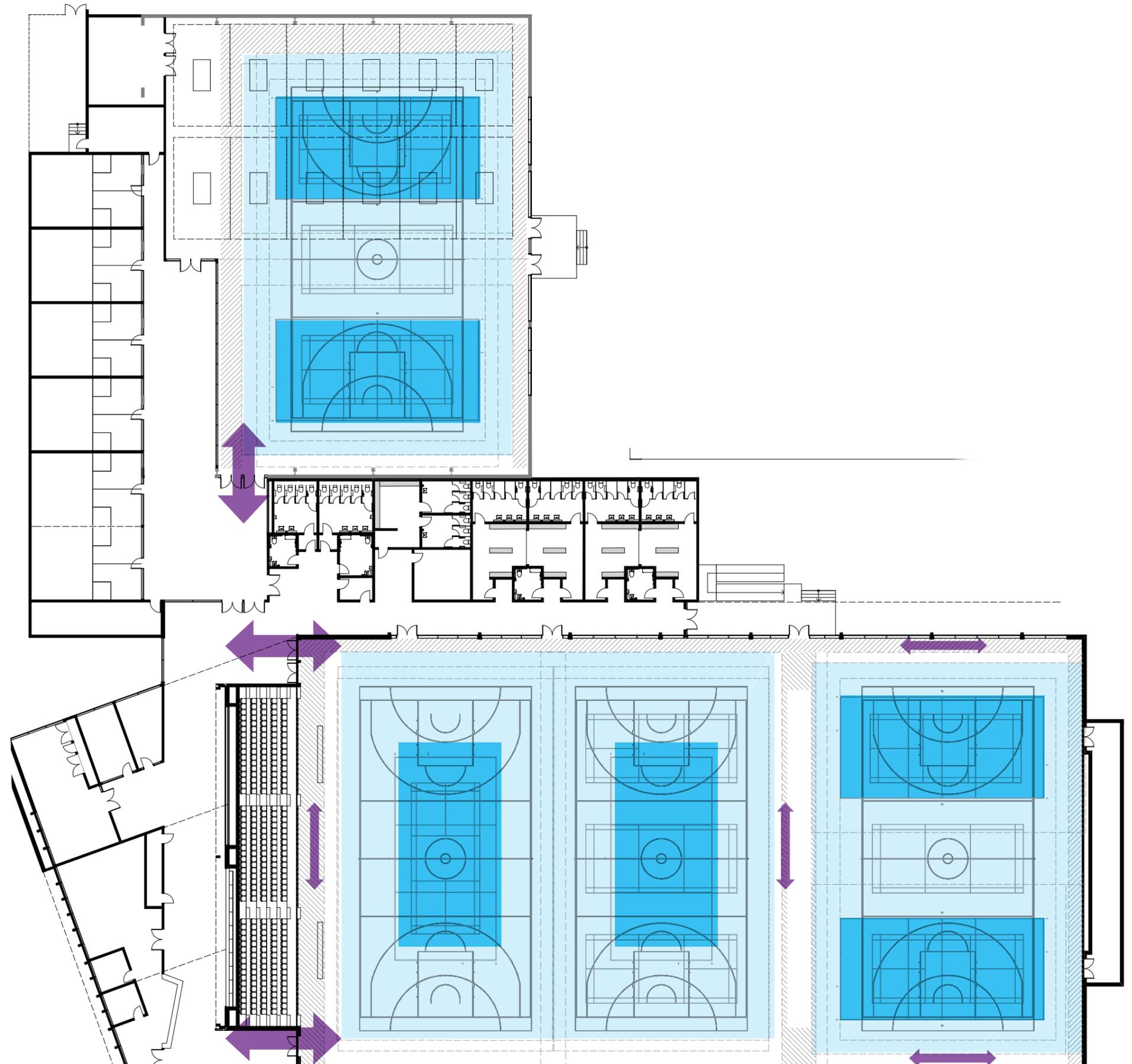
7.3.4 Volleyball

Volleyball court layouts and requirements should be as required by the *Federation International Volleyball*.

Based on a four indoor court plan, it is desirable to have 2 x fully compliant Volleyball courts with full run-off and 4 x Volleyball courts with minimum 3m run-off for training and local competition.

Standard requirements include:

- Compliant courts - sprung timber floor, 7m clear height over court
- Full run-off for Show Court / competition
- 2-3m minimum run-off for training and local competition
- Floor sockets for net posts
- Team benches
- Score's table (mobile or fixed)
- Spectator seating
- Storage - for nets, posts, balls and training kits
- Support amenity including 2 x unisex change rooms with showers
- Lighting - 1,000 lux for competition



Volleyball Layout

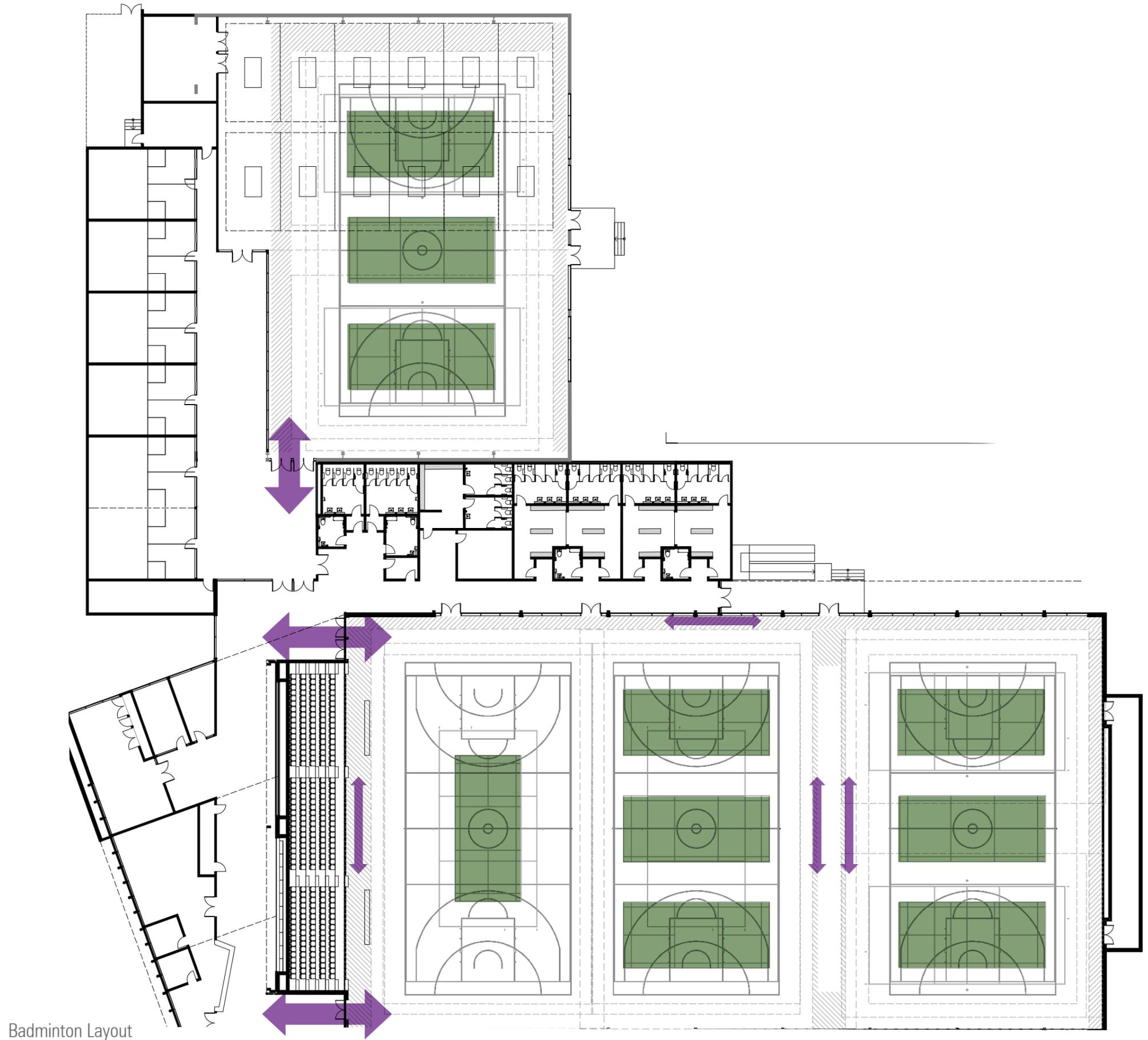
7.3.5 Badminton

Badminton court layouts and requirements should be as required by the *Badminton World Federation*.

Based on a four indoor court plan, it is desirable to have 1 - 2 Badminton courts with 6-9 courts laid cross-ways for training and local competition.

Standard requirements include:

- Compliant courts - sprung timber floor, 9m clear height over Show Court for competition
- 2m minimum run-off for training and local competition
- Floor sockets for net posts
- Space for elevated umpire chair for competition (height 1.55m)
- Spectator seating
- Storage - for nets, posts, shuttles and training kits
- Support amenity including 2 x unisex change rooms with showers
- Lighting - 1,000 lux for competition



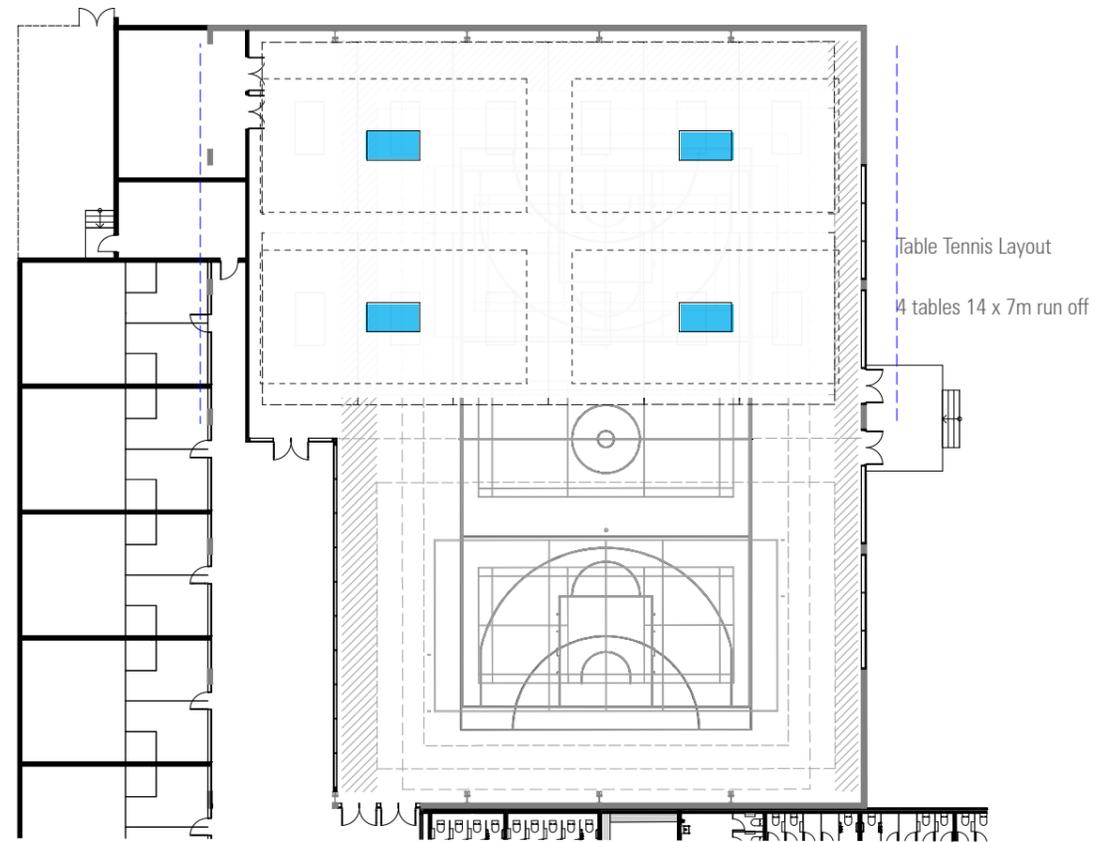
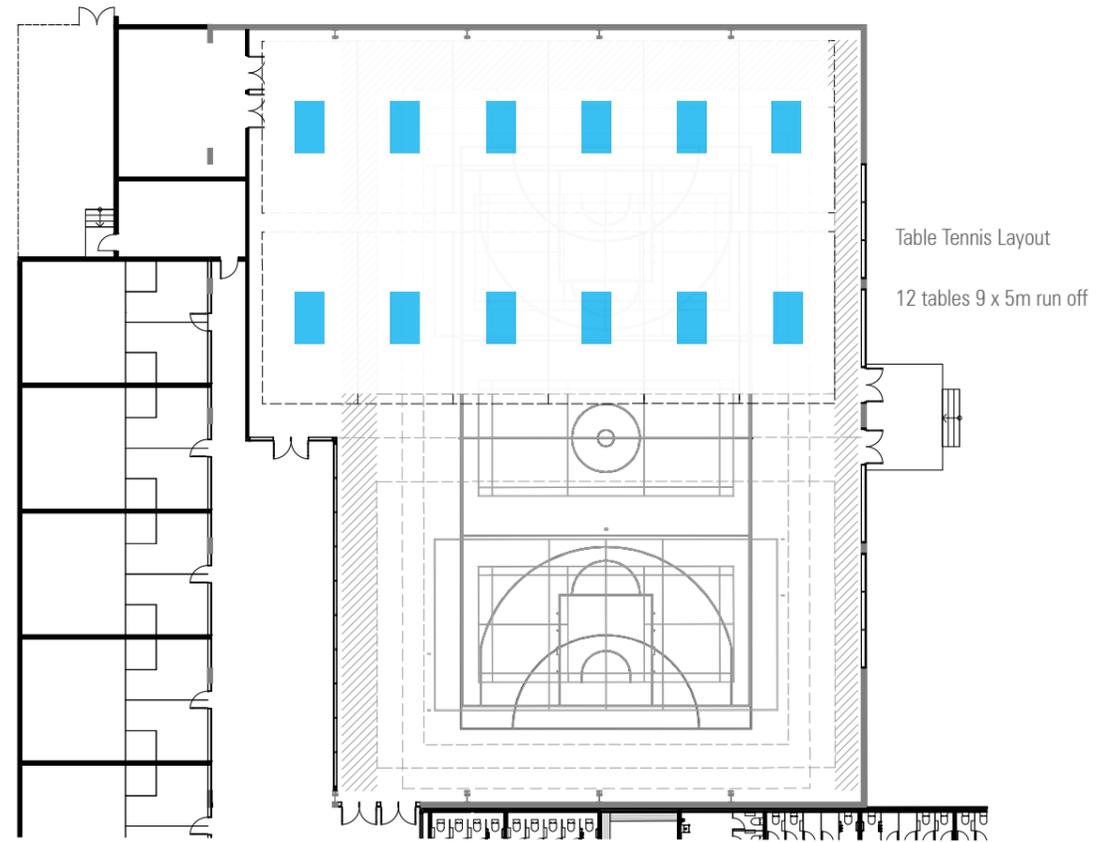
7.3.6 Table Tennis

The layout of Table Tennis tables should suit the requirements of the *International Table Tennis Federation*.

A minimum 12 courts are required for local competition. Further tables could be set up if demand requires.

Standard requirements include:

- Tables within a 14m x 7m run-off area for competition and a 9m x 5m run-off area for training, 8m x 6m minimum for wheelchair events
- 5m clear height over tables
- Contrast floor colour to table colour
- Spectator seating
- Storage - for 12 tables
- Support amenity including 2 x unisex change rooms with showers
- Lighting - 600 lux for competition over the table, 400 lux elsewhere



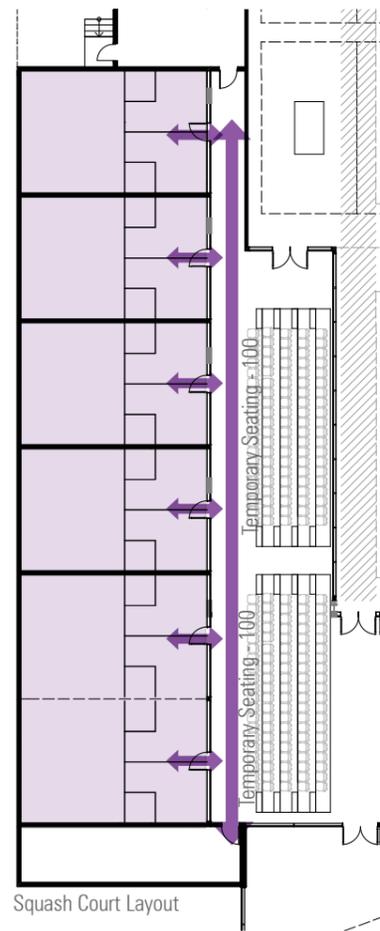
7.3.7 Squash

The layout of Squash courts should suit the requirements of the *World Squash Federation*.

A minimum 4 courts are required for training and 6 courts to run events and competitions.

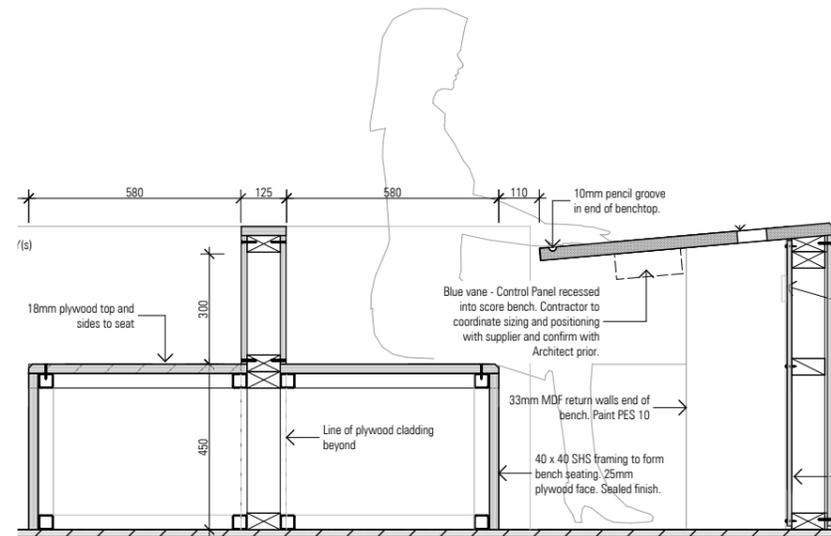
Standard requirements include:

- Courts each 9.75 x 6.4m
- 5.64m clear height over courts
- Glazed frontage, and movable wall to at least two courts to facilitate doubles and other activities
- Temporary spectator seating for events, and ample circulation to allow spectators to watch games
- Storage - for equipment and kits
- Support amenity including 2 x unisex change rooms with showers
- Lighting - 300 lux minimum



7.4 Sports Courts – Spectator Zones

Sports courts are paired together with a central circulation and spectator zone of 4m between the outer edges of each court's netball runoff of 3.05m. Two tiered, back to back spectator seating is proposed for this zone to maximise the spectator potential. A retractable sports net or divider sits centrally on the top tier to separate the courts and provide an additional barrier to limit ball interference. Scoring tables are centrally located along the benches. Wheelchair seating spaces are to be provided within the constructed benches, with the ability for wheelchair bound spectators to sit with able bodied companions.



Scorer Bench and Spectator Seating

7.5 Functional Operation & Division

Functional operation to facilitate multiple users in the facility at one time is important to the viability of the centre. Analysis of event and user timetabling has been undertaken and will inform the following discussion and building layouts.

In general facility planning should enable:

- Patrons to move about without intruding upon the court run-off zones.
- The Show Court to operate independently of the 3 other courts.
- Viewing and waiting areas off court to partially separate courts to avoid ball interruption between sports.
- Access to amenities and administration functions without interruption to other activities.
- Access to user storage without interruption to other activities

7.6 Design Life of Elements

The desirable design life of building elements, subject to reasonable wear and tear and weathering, are as follows:

- Building structure – 50 years minimum
- External finishes – Applied finishes: 5 – 10 years (e.g. paint) - 15 years (e.g. acrylic render); Integral materials – 20 – 25 years
- Roof cladding – 15 – 25 years as per manufacturer’s warranty
- Building services – design life of plant & infrastructure:
 - mechanical plant 15 – 25 years
 - electrical equipment 25 years
- Hydraulic pipe work – 50 years
- Floor surfaces:
 - Public areas – 20 years (e.g. stone, ceramic tile, polished concrete, carpet excluded).
 - Sports Courts – 20+ years (e.g. composite timber). Note: surfacing of courts is subject to user wear and tear – similar venues in Melbourne provide re-surfacing on a 3-5 year schedule.
 - Program or Community Room – 5 – 8 years (eg. carpet)
 - Office / Meeting Rooms – 5 - 8 years (e.g. carpet)
 - Toilet amenities – 20+ years (e.g. ceramic tile, marmoleum)
- Internal fit out (walls, partitions, joinery) – 20 years
- Kitchen / servery joinery – 20+ years (stainless steel)

Marketing, Promotions – Building Imagery, Signage

The building design should be striking and integrate opportunities for high quality, interactive signage (changing with promotions) in order to heighten the profile of the centre and attract visitors.

Materials, Finishes, Maintenance

The design should adopt wherever possible, affordable materials with the greatest durability and lowest practical maintenance demand, as well as take environmental sustainability into account.

Maintenance – Access, Repairs

The facility design must take into account means of efficient and safe access to building elements for maintenance and repair purposes (e.g. changing globes, accessing plant areas, conducting routine maintenance).

Seating, Furniture & Equipment

Supplementary furniture and equipment is to be provided within budget means, as agreed with Council. Fixed or loose bench seating to be provided for all sports courts. Loose furniture for the cafe, administration and function areas.

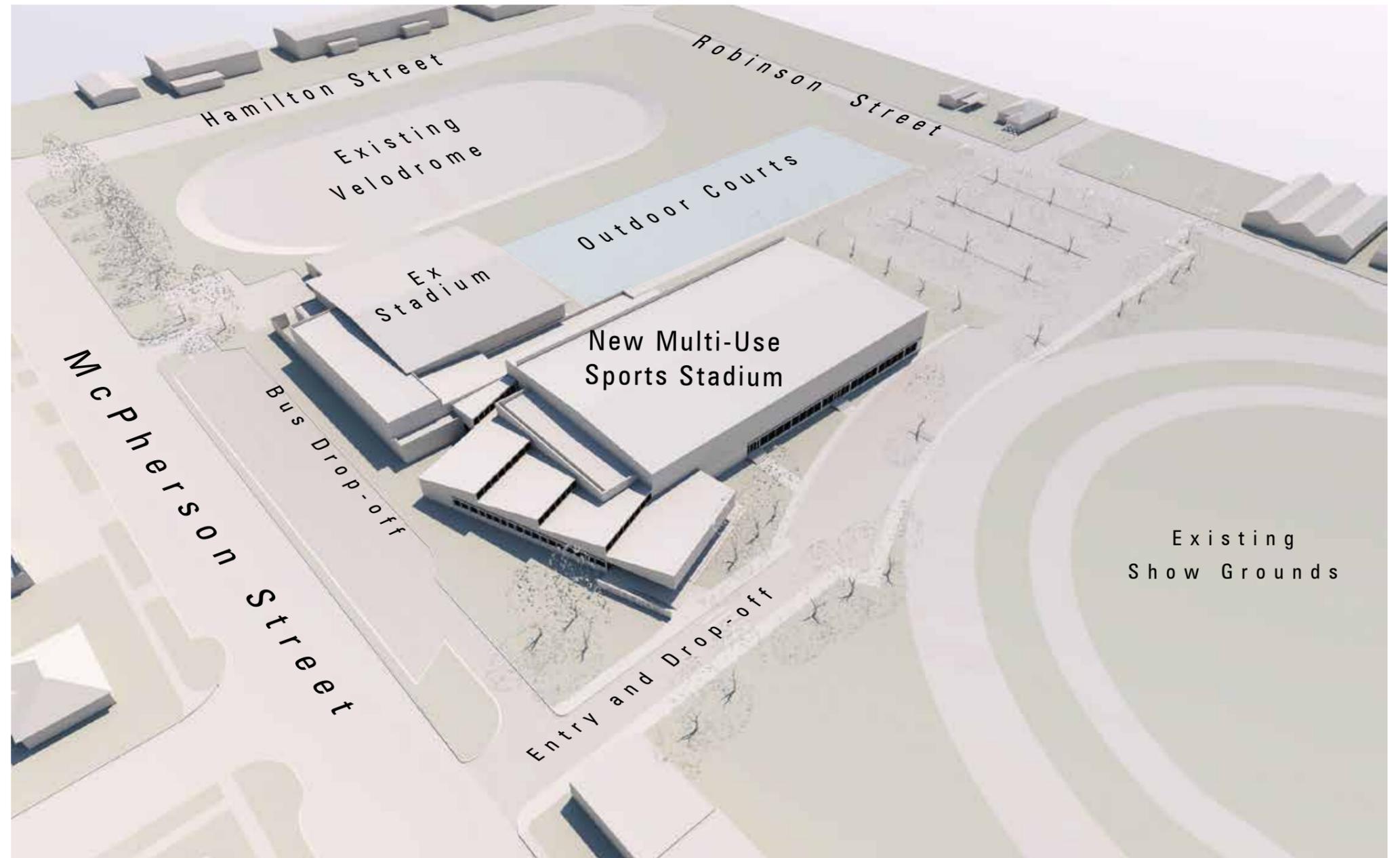
Future-proofing – Services, Access, Expansion

Continuous, accessible pathways for building and technical infrastructure are desirable throughout the facility to easily enable future services upgrades and expansion of services capacity.

Switchboards / sub-boards will be designed with 30% spare capacity both in physical space and in the cable capacity feeding to each board, for future provision.

7.7 Concept Design

The adjacent diagram shows the potential development in the context of existing facilities.



Aerial view of proposed development area







8 Governance

8.1 Management and Operations

Effective management is one of the most critical components to ensure the success of the new Wimmera Sports Stadium. Phase One of the Feasibility Study identified the following governance principles to guide any decisions regarding future management arrangements:

- Maximise use of facilities.
- Encourage multi-use of facilities.
- Promote and support physical activity participation through programming, scheduling and service delivery.
- Maximise operational sustainability of the venue.
- Capacity to support a high level of asset maintenance and periodic renewal.
- Capacity to deliver effective customer service and respond to community needs.
- Support sustainable sports clubs and associations, including impact on volunteers.

Multiple different models were explored, including:

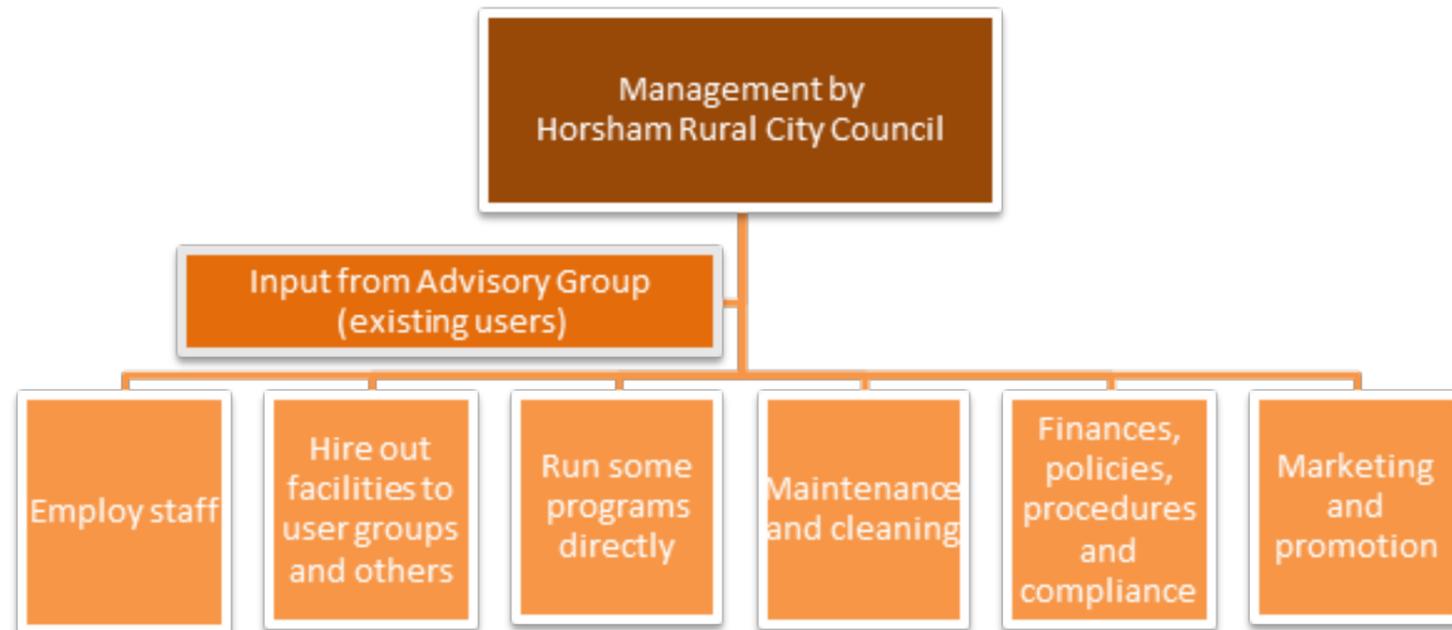
- Council manages the facility in-house
- Council contracts management to a third party
- An independent incorporated 'sports club' or committee of users manage the facility
- An existing sports club / association manages the facility

Please refer to Appendix F for detailed discussion, including examples and advantages / disadvantages of each model.

8.2 Preferred Management Model

Following a review of various management models and their advantages and disadvantages, the Project Control Group indicated an initial preference for a Council managed facility, with input from existing user groups via an advisory group. There should be an opportunity to review this management arrangement after several years to determine whether or not one of the other models may be better in the future, e.g. contracted out to a third party.

The rationale behind this decision is that by enabling Council to manage the facility initially at least, there will be an opportunity to establish what the actual operating costs for this specific facility will be. If a decision is made in the future to contract out the facility, then it will be done in a much more informed way for all parties. Also by enabling Council to manage the facility, at least initially, the facility is more likely to be viewed as a whole of community facility that focuses on health and wellbeing, as opposed to a facility that may be viewed as catering for specific sports only.



9 Schedule of Use

9.1 Indicative Schedule of Use

An annual indicative schedule of use has been developed to show how the facility is likely to be used on a daily basis throughout the year. The activities included have been identified by the current indoor users and through the consultation process.

- Badminton
- Basketball
- Netball
- Volleyball
- Table Tennis
- Squash
- Schools
- Emerging activities

Confirmed events such as tournaments and CBL games have been shown separately.

The following table summarises anticipated programs and helps to inform the proposed schedule.

Activity	Anticipated Usage of the New Facility
Badminton	It is anticipated that badminton will run junior, senior and mid-day competitions.
Basketball	It is anticipated that basketball will run junior & senior competitions, training and squad training throughout the year. Country Basketball League will use the stadium for home and away games and training during summer. An annual junior tournament will be hosted in November.
Netball	It is anticipated the current netball competition could relocate to the new stadium and use both indoor and outdoor compliant courts.
Squash	It is anticipated that squash will use the facility for junior and senior competition and casual usage by members and public.
Table Tennis	It is anticipated that table tennis will use court 4 A for junior, senior, keenagers and all abilities competition and training as well as casual use by members and public. To reduce the burden on volunteers it is recommended that the centre management be responsible for set up and pack up
Volleyball	It is anticipated that volleyball will use the stadium for junior & senior competitions and training. They will also host an annual tournament.
State and Regional Sports Association Usage	A number of State Sporting Associations would consider using facilities at the stadium to run events such as tournaments, training sessions, coaching accreditation, meetings, etc.
Current and emerging programs	Opportunity to run a variety of health and wellbeing programs and classes during the day from 9am-3pm, which could be run by the centre or private organisations.
School use	Opportunity for schools to regularly utilise the facility from 9am-3pm.
Private events	Opportunity for events to be held at the facility from 9am-3pm.
Showgrounds Related Events	It is anticipated that the facility will be used for the annual agricultural show each year and potentially for greyhound events and other events using the adjoining showground area.

9.2 Court Arrangements and Game Durations

Based on standard compliance requirements for each sport the following table shows the courts available for each sport. The second table shows the allocated time allowed for each game/match. These pieces of information have been used when developing the draft schedule of use.

Table A - Court Arrangements

Sport	Court 1	Court 2	Court 3	Court 4A	Court 4B
Badminton	1	1	3	1	1
Basketball	1	1	1	1/2	1/2
Volleyball	1	1	2	1	1
Netball	1	1	1	0	0
Table Tennis	-	-	-	12	-

Table B - Game Duration (measured in hours)

Sport	Junior	Senior	Training
Badminton	2	3	2
Basketball	1	1	2
Volleyball	1	1	2
Netball	1	1	2
Table Tennis	2	2	2
Squash	2	4	2

Court 1- Indicative Annual Schedule of Use

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
9:00 AM						Squad	Squad
10:00 AM						Squad	Squad
11:00 AM						Squad	Squad
12:00 PM						Squad	Squad
1:00 PM						Squad	Squad
2:00 PM							Squad
3:00 PM							Squad
4:00 PM	Junior Training	Junior Training	Junior Training	Emerging Activities	Junior Training		Squad
5:00 PM	Juniors	Juniors	Juniors	Emerging Activities	Juniors		Squad
6:00 PM	Juniors	Juniors	Juniors	Emerging Activities	Juniors		
7:00 PM	Juniors	Juniors	Juniors	Emerging Activities	Juniors		
8:00 PM	Seniors	Seniors	Senior Training	Emerging Activities	Seniors		
9:00 PM	Seniors	Seniors	Senior Training	Emerging Activities	Seniors		
10:00 PM							

Legend

-  Basketball
-  Netball
-  Badminton
-  Volleyball
-  Squash
-  Table Tennis
-  Emerging Activities
-  School Activities

Court 2- Indicative Annual Schedule of Use

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
9:00 AM	Emerging	School	Emerging	School	School	Squad	Squad
10:00 AM	Emerging	School	Emerging	School	School	Squad	Squad
11:00 AM	Emerging	School	Emerging	School	School	Squad	Squad
12:00 PM	Emerging	School	Emerging	School	School	Squad	Squad
1:00 PM	Emerging	School	Emerging	School	School	Squad	Squad
2:00 PM	Emerging	School	Emerging	School	School		Squad
3:00 PM							Squad
4:00 PM	Junior Training	Junior Training	Junior Training	Emerging Activities	Junior Training		Squad
5:00 PM	Juniors	Juniors	Juniors	Emerging Activities	Juniors		Squad
6:00 PM	Juniors	Juniors	Juniors	Emerging Activities	Juniors		
7:00 PM	Juniors	Juniors	Juniors	Emerging Activities	Juniors		
8:00 PM	Seniors	Seniors	Senior Training	Emerging Activities	Seniors		
9:00 PM	Seniors	Seniors	Senior Training	Emerging Activities	Seniors		
10:00 PM							

Court 3- Indicative Annual Schedule of Use

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
9:00 AM	Emerging	School	Seniors	School	School	Juniors	Squad
10:00 AM	Emerging	School	Seniors	School	School	Juniors	Squad
11:00 AM	Emerging	School	Seniors	School	School	Juniors	Squad
12:00 PM	Emerging	School	Seniors	School	School	Juniors	Squad
1:00 PM	Emerging	School		School	School	Juniors	
2:00 PM	Emerging	School		School	School		
3:00 PM							
4:00 PM	Training	Juniors	Juniors	Juniors	Juniors		Training
5:00 PM	Training	Juniors	Juniors	Juniors	Juniors		Training
6:00 PM	Training	A & B Grade	C Grade	Seniors	Emerging		
7:00 PM	Training	A & B Grade	C Grade	Seniors	Emerging		
8:00 PM	Training	A & B Grade	C Grade	Seniors	Emerging		
9:00 PM	Training	A & B Grade	C Grade	Seniors	Emerging		
10:00 PM							

Legend

-  Basketball
-  Netball
-  Badminton
-  Volleyball
-  Squash
-  Table Tennis
-  Emerging Activities
-  School Activities

Court 4a- Indicative Annual Schedule of Use

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
9:00 AM	Keenagers		Keenagers		Keenagers		
10:00 AM	Keenagers		Keenagers		Keenagers		
11:00 AM							
12:00 PM							
1:00 PM							
2:00 PM							
3:00 PM							
4:00 PM	Juniors				Juniors		
5:00 PM	Juniors				Juniors		
6:00 PM	Juniors				Juniors		
7:00 PM		Seniors	All abilities	Training			
8:00 PM		Seniors	All abilities	Training			
9:00 PM		Seniors	All abilities	Training			
10:00 PM		Seniors					

Court 4b- Indicative Annual Schedule of Use

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
9:00 AM							
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM							
2:00 PM							
3:00 PM							
4:00 PM	Training	Training	C Grade	Juniors	Training		
5:00 PM	Training	Training	C Grade	Juniors	Training		
6:00 PM	Training	Training	C Grade	Seniors	Training		
7:00 PM	Training	Training	C Grade	Seniors	Training		
8:00 PM	Training			Seniors	Training		
9:00 PM							
10:00 PM							

Legend

- Basketball
- Netball
- Badminton
- Volleyball
- Squash
- Table Tennis
- Emerging Activities
- School Activities

Squash Courts - Indicative Annual Schedule of Use

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
9:00 AM							
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM							
2:00 PM							
3:00 PM							
4:00 PM		Juniors					
5:00 PM		Juniors					
6:00 PM	Practice	Juniors	Seniors	Seniors			
7:00 PM	Practice	Juniors	Seniors	Seniors			
8:00 PM	Practice	Practice	Seniors	Seniors			
9:00 PM	Practice	Practice	Seniors	Seniors			
10:00 PM			Seniors	Seniors			

Annual Tournaments / Events

Sport	No Courts	Day	Time	Proposed Dates
Country Basketball League	1	Saturday	4pm - 10pm	8 days Oct- April
Junior Basketball Tournament	4	Fri/Sat/Sun	7am-10pm	November
Volleyball Tournament	4 (6 volleyball)	Fri/sat/Sun	7am-10pm	November
Table Tennis Tournament	1 (12 tables)	Fri/Sat/Sun	7am-10pm	August

10 Operational Costs

10.1 Indicative Operational Costs

The following table shows the estimated income and expenditure for the stadium over a ten year period. Council's annual investment into the community's health and wellbeing through the stadium and its various programs is projected to be between \$230,000-\$260,000 annually. This is based on income increasing at a rate of 5% per annum and expenses increasing at a rate of 3% per annum. Note that clubs / organisations are able to generate income by charging players game fees, training fees, affiliation fees, etc.

The initial operational costs are based on information received from many similar facilities in Victoria. Until such time as the Wimmera Sports Stadium is constructed and operational, it will be difficult to predict with high accuracy the actual figures, as facility design, usage, climate, quality / type of lighting / air conditioning, etc will all have an impact on costings.

It is assumed that when the facility is first constructed, that it will essentially be catering for the current amount of usage by the various user groups. As time goes on, the new facilities should enable each of these sports to grow and increase their usage. Increased usage will result in additional income for the stadium, but may also result in marginal increased costs. Once schools and other organisations such as State Sporting Associations, event managers and others become aware of the stadium, it is anticipated that there will be greater demand for usage and therefore additional income. There are time slots available in the nominal roster for sports to grow.

After several years time, a renewal fund will need to be established to ensure that funds are set aside for facility upgrades and the ultimate replacement of the facility at the end of its life-span.

Estimated Expenditure										
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Staff	160,000	164,800	169,744	174,836	180,081	185,484	191,048	196,780	202,683	208,764
Cleaning	25,000	25,750	26,523	27,318	28,138	28,982	29,851	30,747	31,669	32,619
Maintenance	50,000	51,500	53,045	54,636	56,275	57,964	59,703	61,494	63,339	65,239
Electricity	40,000	41,200	42,436	43,709	45,020	46,371	47,762	49,195	50,671	52,191
Water	5,000	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	6,524
Gas	5,000	5,150	5,305	5,464	5,628	5,796	5,970	6,149	6,334	6,524
Insurance	10,000	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048
Office costs	20,000	20,240	20,847	21,473	22,117	22,780	23,464	24,168	24,893	25,639
Fire services	8,000	8,240	8,487	8,742	9,004	9,274	9,552	9,839	10,134	10,438
Security	6,000	6,180	6,365	6,556	6,753	6,956	7,164	7,379	7,601	7,829
Grounds maintenance	6,000	6,180	6,365	6,556	6,753	6,956	7,164	7,379	7,601	7,829
General rates	40,000	41,200	42,436	43,709	45,020	46,371	47,762	49,195	50,671	52,191
Facility management	20,000	20,600	21,218	21,855	22,510	23,185	23,881	24,597	25,335	26,095
Sub-total	395,000	406,850	419,056	431,627	444,576	457,913	471,651	485,800	500,374	515,385
Estimated Income (\$)										
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	166,220	174,531	183,258	192,420	202,041	212,144	222,751	233,888	245,583	257,862
Estimated Profit / Loss										
Income (\$)	166,220	174,531	183,258	192,420	202,041	212,144	222,751	233,888	245,583	257,862
Expenditure(\$)	395,000	406,850	419,056	431,627	444,576	457,913	471,651	485,800	500,374	515,385
Loss (\$)	-228,780	-232,319	-235,798	-239,207	-242,535	-245,770	-248,900	-251,912	-254,792	-257,524

10.2 Proposed User Fees

A benchmarking activity was undertaken in order to determine fees charged at other stadiums. Stadiums benchmarked against include those located in:

- Shepparton
- Warrnambool
- Mildura
- Wodonga
- Geelong
- Frankston
- Dandenong
- Doncaster
- Blackburn
- Oakleigh
- Preston
- Albury (NSW)
- Parramatta (NSW)
- Sydney (NSW)
- Gladstone (QLD)
- Joondalup (WA)
- Kalgoorlie (WA)

Item	Benchmarked Fee	Proposed Fees
Basketball / netball court hire (indoor)	Fees ranged from \$19 to \$77	\$30 per court per hour for commercial hire \$25 per court per hour for senior domestic competition \$20 per court per hour for senior training \$20 per court per hour for junior / pathway competition \$15 per court per hour for junior / pathway training \$30 per court per hour for event (tournament hire) Half court (50% of the court hire rate)
Badminton	Fees ranged from \$12-\$20	\$12 per court per hour (assumes 3 badminton courts on a basketball sized court) for juniors \$15 per hour for adults
Volleyball / Futsal / handball	Fees ranged from \$33-\$65	\$25 per court per hour (assumes 1 volleyball court on a basketball court) for seniors \$20 senior training \$20 for junior games \$15 junior training
Table tennis	Fees ranged from \$10-\$21	\$3 per table per hour (assumes 12 table tennis tables on a basketball sized court)
Squash / racquetball	Fees ranged from \$10-\$30	\$12 per court per hour (\$72 for all 6 courts)
Outdoor netball courts	Fee benchmarked was \$8	\$6 per court per hour
Meeting rooms	Fees ranged from \$23 to \$38 per hour	Community group \$25 per hour Commercial group \$35 per hour
Schools		\$20 per court per hour
Casual use of courts by external hirer		\$30 per court
Squash court programs		\$12 per court
Events		\$2,000 per event
Office rental		\$100 per week – 4 offices

*Potential annual membership option will be investigated in the future.



11 Capital Cost and Funding Opportunities

11.1 Capital Cost

A Quantity Surveyor was commissioned to provide a cost estimate of the planned works, based on the preferred design outlined in this report. The estimate was for \$25.9 M (ex GST).

This estimate was well beyond the preliminary advice provided in the Phase 1 report, and greater than the PCG's expectations for the project. Comparisons had been made with a range of other facilities across the country, with an indicative price of \$3.5 M per new court. In addition to the three new courts, the Indoor Sports Stadium proposal includes:

- 5 outdoor courts
- squash courts
- a moderate office / kiosk area
- car parking area
- deeper foundations to cater to Horsham's more poorer soils.

Hence these features would add to the cost, but not to the extent of the estimate. As a result, the PCG sought a second estimate.

The estimate of the second Quantity Surveyor was \$17.0 M. This second estimate was assessed as being low in some areas, in particular the provision for contingency which was cited as only 4% of the build cost.

It was assessed that:

- These costs are certainly large, but comparable to other similar projects co-funded by Governments.
- It would not be advisable to delete elements from the project scope. For example, arguably the external netball courts could be constructed later, but the justification for these courts on a standalone basis would not be strong, and it may only be practical to get these courts funded as part of an overall proposal.

An assessment of the two Quantity Surveyor's estimates, and comparison with the recent Ballarat Sports and Events Centre costing, suggests that the project is most likely to have a \$20m build cost. The range of estimates and the uncertainties in them should be outlined in subsequent information presented to Governments so that they can understand the rigour in the cost assessment process

11.2 Funding Sources

Given the estimated cost of the proposed facility, i.e. \$20m, the attraction of external funding will be highly desirable to help fund the construction of the facility. Likely sources of external funds include State and Federal Government grants. Less likely sources include philanthropic grants, grants from businesses / the private sector, community fund raising efforts and donations from individuals.

11.2.1 Federal Government

The most likely source of funding from the Federal Government is the Building Better Regions Fund (BBRF). Under the Infrastructure Projects Stream, funding of between \$20,000 and \$10 million is available on a 1:1 ratio for projects that involve the construction of new infrastructure, or the upgrade or extension of existing infrastructure in regional or remote Australian towns and cities. The primary purpose of the grant is to create jobs, drive economic growth and build stronger regional communities into the future.

Funding is not available for purchase of land or repair / replacement of existing infrastructure.

11.2.2 State Government

The most relevant State Government grant is Sport and Recreation Victoria's Better Indoor Stadiums Fund. The purpose of this funding program is to help fund purpose-built, indoor multi-sport stadiums, to improve participation outcomes and to demonstrate gender equity of programming. Priority will be given to projects that can demonstrate collaboration with schools, multiple sporting organisations and are of regional significance.

Specifically, proposals should demonstrate how the project:

- will increase or maintain participation
- encourages participation by females, juniors, people living in growth areas and communities experiencing disadvantage
- improves health and wellbeing of the community
- encourages development of multi-use, shared and co-located facilities
- collaborates with schools and community groups
- collaborates with state sporting associations or relevant peak bodies
- improves or implements environmental sustainable design
- applies or demonstrates principles of Universal Design
- applies the Healthy Choices Guidelines.

A maximum of \$3 million is available on a \$1:\$1 basis.

Consideration will be given to claiming in-kind expenses to a maximum of 25 per cent of the total project cost. Proposals may include project management fees of up to 5 per cent of the total project cost.

25 per cent of the requested grant amount must be allocated to components that will improve energy or water efficiency and environmental sustainability. This must be demonstrated with a specific Environmental Sustainable Design budget in the Full

Application.

Projects may utilise other state government funding sources as their local contribution. However, a minimum of 25 per cent of the total project cost must be made up of non-state government funding sources.

11.2.3 Potential Funding Contribution Mix

At \$20 M the project is larger than was anticipated in the Phase 1 report. The project is too large for the State Government's Better Indoor Stadiums fund, which is limited to a \$3 M grant – and the timing for application to this fund has expired. Hence the project falls outside the normal annual grant allocations for the Victorian Government, and requires a one-off type allocation to be funded – e.g. potentially election commitments may need to be considered.

The project would be eligible for funding under the Federal Government's Building Better Regions Fund, which is limited to \$10 M per project.

The funding mix proposed is as follows:

- Council \$4 M
- State \$7 M
- Federal \$9 M.

These ratios have the following merit:

- The State grant would be less than double the Council contribution.
- The Federal grant is less than 50% of the total and less than the \$10 M limit.

11.2.4 Club / Association Contributions

Rather than clubs contributing financially to the construction of the stadium, it has been suggested that they agree to contribute a set amount of funds each year to grow participation in their sport and to attract regional tournaments.

A Facility Area Analysis

prepared by WRA



Horsham Multi-Use Sports Stadium Concept Design

Facility Area Analysis

Issue: FINAL
Date: 19/09/17
WRA Ref: 1703

Area Analysis Summary:

Area analysis is a non site-specific pre-design tool to assist in projecting the approximate area requirements of a facility. As it does not take into account specific site constraints it indicates the most efficient, lowest theoretically possible area facility, which may not be achievable in particular site situations. Site constraints often result in less efficient facility planning leading to increased floor area. An area "contingency" allowance is added to provide for further circulation and site related facility planning constraints.

Occupancy numbers as based on i) probable usage, or ii) Building Code area calculations. Occupancy numbers are used to determine toilet amenity requirements.

Issues / Revision Record:

Issue Date

Description	Number of Participants	Number of Public'	Number of Staff	Recommended Area (m2)	External Area (m2)
Public Spaces	0	0	4	472.8	0.0
Administration	0	0	14	216.0	0.0
Sports Courts	112	480	0	5,179.7	0.0
Support Facilities and Amenities	0	0	10	363.6	0.0
Building Services & Ancillary	0	0	0	120.0	360.0
External Areas	0	0	0	0.0	9,240.0
Sub-total	112	480	28	6,352.1	9,600
Area contingency (circulation, site planning) @ 10%					960.0
Total Projected Persons / Area	112	480	28	6,352.1	10,560

Total Site Area Required 16,912

Note, actual new building area is likely to be greater than projected.

Room / Space	Description	Number of Participants	Number of Public	Number of Staff	Recommended Area (m2)	External Area (m2)
Public Spaces						
Airlock					12.0	
Entry	Waiting and information area; Display and merchandising				50.0	
Reception	ticketing??, information desk, workstation			1	20.0	
Foyer	Foyer and circulation space to suit Show Court events. Extensive pinboards / display areas, memorabilia, gallery, ATM.				100.0	
Meeting Room	Function space, meeting room, program room (yoga etc) - shared with sports spaces				70.0	
Furniture Store	Tables and chairs for events. Temporary seating tiers				20.0	
Merchandise / retail	display, merchandise shelves & cabinets, point of sale				12.0	
Café	Part of foyer and circulation space				70.0	
Café Kitchen	Kitchen to serve café and events			3	30.0	
Café Kitchen Store					10.0	
Public Spaces		0	0	4	394.0	0
Structure & Circulation @ 20%					78.8	
Public Spaces		0	0	4	472.8	0
Administration						
Treatment / Consultation 1	Treatment table, desk, hand basin				24.0	
Treatment / Consultation 2	Treatment table, desk, hand basin				24.0	
Centre Manager	Dedicated office with small meeting table			1	12.0	
General Administration	Shared workspace, reception support			1	20.0	
Sports Development Office	Shared workspace			6	40.0	
Sports Associations Office	Shared workspace			6	40.0	
Admin Store					10.0	
Staff Kitchenette	In general admin area				5.0	
Staff Lockers	In general admin area				5.0	
Administration		0	0	14	180.0	0
Structure & Circulation @ 20%					36.0	
Administration		0	0	14	216.0	0

Room / Space	Description	Number of Participants	Number of Public	Number of Staff	Recommended Area (m2)	External Area (m2)
Sports Courts						
Indoor Courts - including Show Court	3 x courts - Basketball, netball, volleyball, badminton. (netball at 30.5x15.25 plus 3.0m all round = 36.5x21.25 (775), assume 2.0m overlap between courts), sprung timber sports floor, min. 8.0m clearance	60			2,800.0	
Court Spectators	Assume 1 per player (space allocated above)		80		0.0	
Stadium Equipment Store					60.0	
Show Court spectator seating	Fixed (8.0m depth to full court length - 400 seats)		400		300.0	
Training Court	Adapt existing Stadium for training court for table tennis, basketball, netball, volleyball and badminton	40			1,210.0	
Table Tennis Store	For 12 tables				52.0	
TV camera placement	fixed camera platform, commentary position				12.0	
Squash Courts	6 courts with moveable walls to create shared use for table tennis, Junior Gymnastics	12			372.0	
Squash Court Spectators	Space for temporary tiered seating to be set-up (100)				100.0	
Additional Sports Store					27.0	
Sports Courts		112	480	0	4,933.0	0
Structure @ 5% (circ included above)					246.7	
Sports Courts		112	480	0	5,179.7	0

Room / Space	Description	Number of Participants	Number of Public	Number of Staff	Recommended Area (m2)	External Area (m2)
	Support Facilities and Amenities					
Umpires Change and Amenities 1	As per Netball Vic requirements			5	12.0	
Umpires Change and Amenities 2	As per Netball Vic requirements			5	12.0	
Umpires Duty Room	As per Netball Vic requirements				25.0	
First Aid	As per Netball Vic requirements				20.0	
Public Male Toilets	Based on spectators and meeting room capacity - 270 people: 1 pan; 2 urinals 2 hand basin				20.0	
Public Female Toilets	Based on spectators and meeting room capacity - 270 people: 4 pan; 2 hand basin				20.0	
Public Accessible Toilet	1xWC, 1xWHB, accessible grab rails, mirror, TRH, hand dryer,				7.0	
Public Accessible Toilet and Change	1xWC, 1xWHB, 1 x shower, accessible grab rails, mirror, TRH, hand dryer,				9.0	
Player Change and Amenities 1	Not necessarily separate from Public Amenities (just for purposes of calculation) Based on Netball Victoria Facilities Guide: 3 pan; 3 hand basin; 2 shower. Change space and lockers				40.0	
Player Change and Amenities 2	Not necessarily separate from Public Amenities (just for purposes of calculation) Based on Netball Victoria Facilities Guide: 3 pan; 3 hand basin; 2 shower. Change space and lockers				40.0	
Player Change and Amenities 3	Not necessarily separate from Public Amenities (just for purposes of calculation) Based on Netball Victoria Facilities Guide: 3 pan; 3 hand basin; 2 shower. Change space and lockers				40.0	
Player Change and Amenities 4	Not necessarily separate from Public Amenities (just for purposes of calculation) Based on Netball Victoria Facilities Guide: 3 pan; 3 hand basin; 2 shower. Change space and lockers				40.0	
Accessible Amenities and Change	1xWC, 1xWHB, 1xshwr accessible grab rails, mirror, TRH, hand dryer				9.0	
Accessible Amenities and Change	1xWC, 1xWHB, 1xshwr accessible grab rails, mirror, TRH, hand dryer				9.0	
	Support Facilities and Amenities	0	0	10	303.0	0
	Structure & Circulation @ 20%				60.6	
	Support Facilities and Amenities	0	0	10	363.6	0

Room / Space	Description	Number of Participants	Number of Public	Number of Staff	Recommended Area (m2)	External Area (m2)
	Building Services & Ancillary					
Substation	If required?					35
Loading Dock	receipt & handling of equipment, FF&E, food and drink					25
Cleaners Room	Sink, resource & equipment storage.				10.0	
Switchboard	Say				30.0	
Pumps & Meters	Say				20.0	
Plant	Say				20.0	300
General Storage	Say				20.0	
	Building Services & Ancillary	0	0	0	100.0	360
	Structure & Circulation @ 20%				20.0	
	Building Services & Ancillary	0	0	0	120.0	360
	External Areas					
Public Forecourt	Landscaped and paved circulation space					800
Car spaces	BV sub-regional basketball centre with 4 courts = 200 car spaces @ 22sq.m each Incl 2 accessible					4,400
Playing Courts	5 courts (netball at 30.5x15.25 plus 3.0m all round = 36.5x21.25 (775), assume 2.0m overlap between courts). Player and umpire shelters. Goos access to amenities and sightlines to indoor courts					3,800
Drop off / Pick up	Buses, taxis, private cars, ambulance					180
TV broadcast vehicle bay	8.0l x 3.0w x 4.2h					60
	External Areas	0	0	0	0.0	9,240

HORSHAM MULTIPURPOSE FACILITY

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BUILDING SERVICES

PRELIMINARY SERVICES REPORT

Job No. 9959
Status Preliminary
Date 16.08.17
Revision PR-01
File Name 9959 Horsham Site Service Report.doc

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1.0 INTRODUCTION

This is a preliminary services report on the proposed building services for the new Sports Stadium for Horsham Rural City Council.

The purpose of this report is to communicate to the stake holders (client, architect, etc) the state of existing building services and how they impact on the SD design and to provide an overview of the proposed design reflected in the SD cost estimates. The SD Cost Estimate report should be read in conjunction with this report.

2.0 SITE SERVICES

2.1 Electrical

The power to the existing sports facility is an overhead aerial supply from McPherson Street.



The supply will need to be upgraded. Preliminary estimates indicate that the supply required will be in the order of 250A per phase. The current supply will most likely be around 100A per phase.

A new supply will be available from the high voltage cables in McPherson street. There will either be a need for a sub-station on site or a pole mounted sub-station on the street. This will depend on Powercor.

An application for a cost estimate to upgrade the power supply has been sent to Powercor. Unfortunately, due to a change in process, these applications can take up to 6 months just to receive a cost estimate.

The preferred option building of McBryde Street.

This will mean that the current overhead power poles in McBryde street will need to be removed or relocated to make way for the building.



There two possible options:

1. Relocate to two western poles to the south and re-route the high voltage cables. Off the record discussion with Powercor indicate that this could cost in the order of \$250K. BR have submitted an application for a quote to relocate the poles. Council will need to pay around \$5,000 for Powercor to prepare the quote. The quote may take up to 6 months to receive.
2. The second option is possibly available due to the development that is occurring to the north east. The new development requires a new high voltage supply. There could be a possibly that this high voltage supply be extended to the south along Robinsso Street from Hamilton Street. This would mean that the pole in McBryde Street can be removed all together. Council are in contact with Powercor in relation to this option. It would possibly be cheaper and less disruptive than relocating the power poles.

2.2 Cold Water and Fire

There is a cold water main that runs along McBryde Street. Preliminary advice from GWM water is that the main can be made redundant. BRT is currently waiting on an estimate to have the pipe made redundant.

BRT have been in discussion regarding the pressure and flow conditions of the water mains in McPherson Street to the west and Robinson Street to the east. Both have major truck mains.

The pressure and flow conditions of the main dictates whether the building requires supplementary equipment, tanks and pumps, to enable the building to be adequately protected from Hydrant's in a fire scenario.

Generally, the pressure is low in the Horsham Area. GWM water have indicated that they are looking at the over conditions of the water mains in the area. It is understood that there may be a solution to increasing the pressure in the main over the next 12 months.

If this is done it is assume that the development will not require supplementary pumps and tanks. Even if this was not achieved there are avenues to negotiate with the CFA to allow reduced pressure to the water protecting the building.

At a worst case, the building may only need a small tanks and a pump at a cost in the order of \$80K.

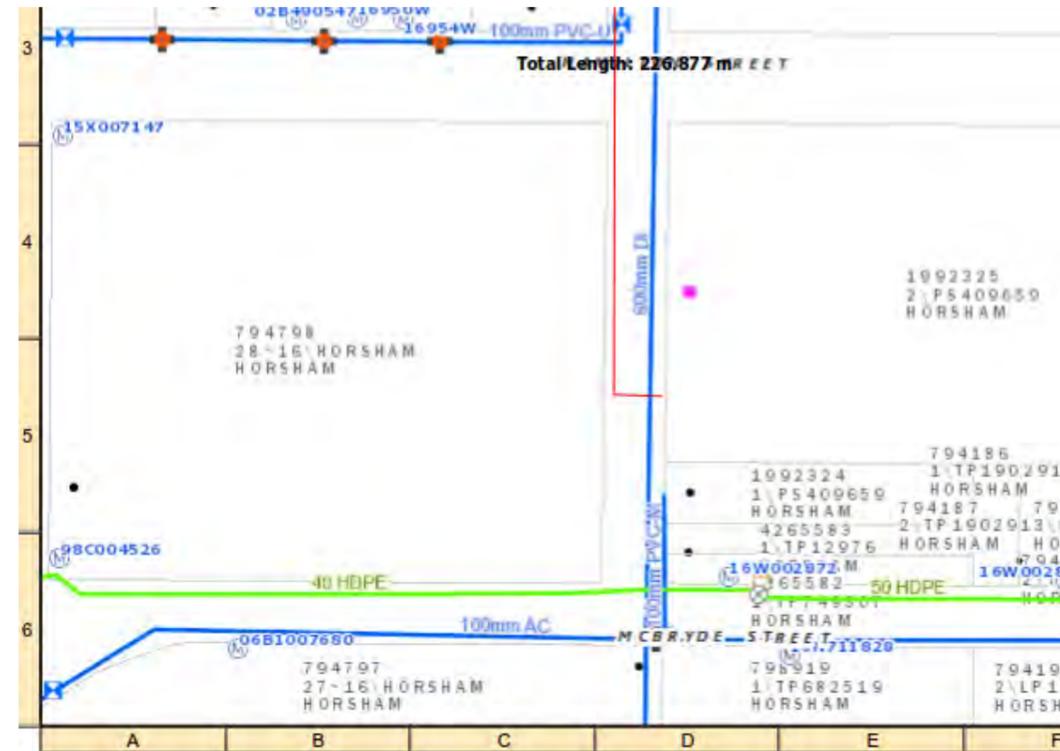
At this stage however we are fairly confident that pumps and tanks will not be required. This can only be confirmed once we know the actual condition of pressure and flow in the main.



2.3 Sewer

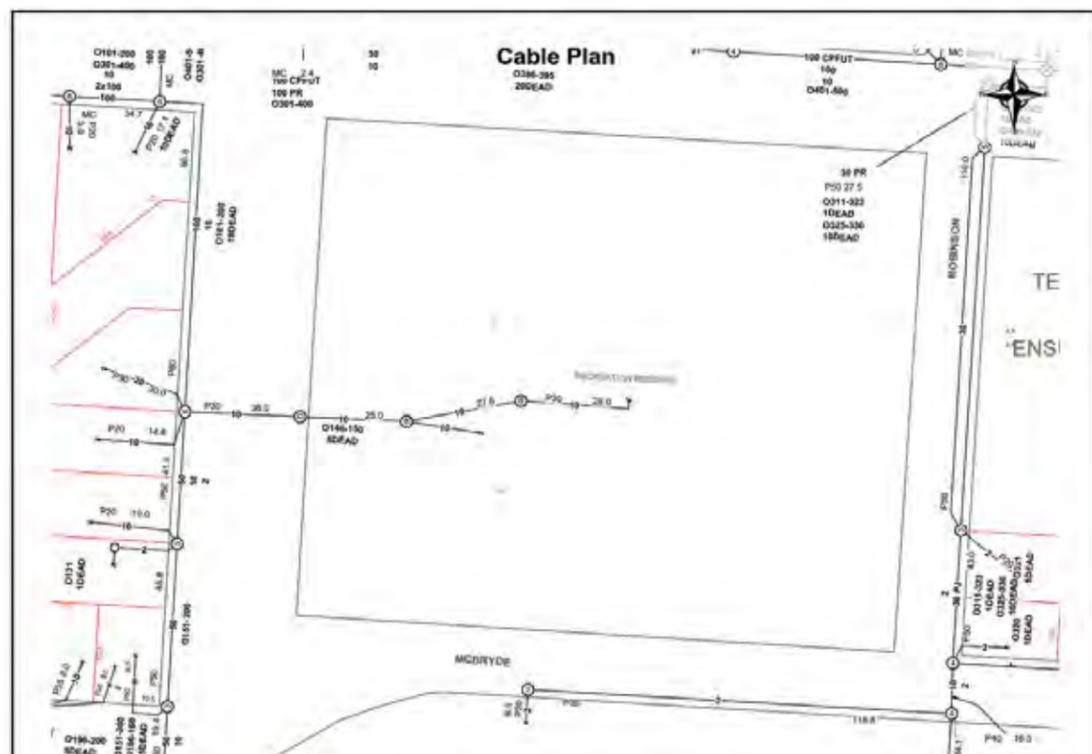
McBryde Street has a 40mm Rising main the connects into McPherson Street that comes from a pump that services the properties to the east.

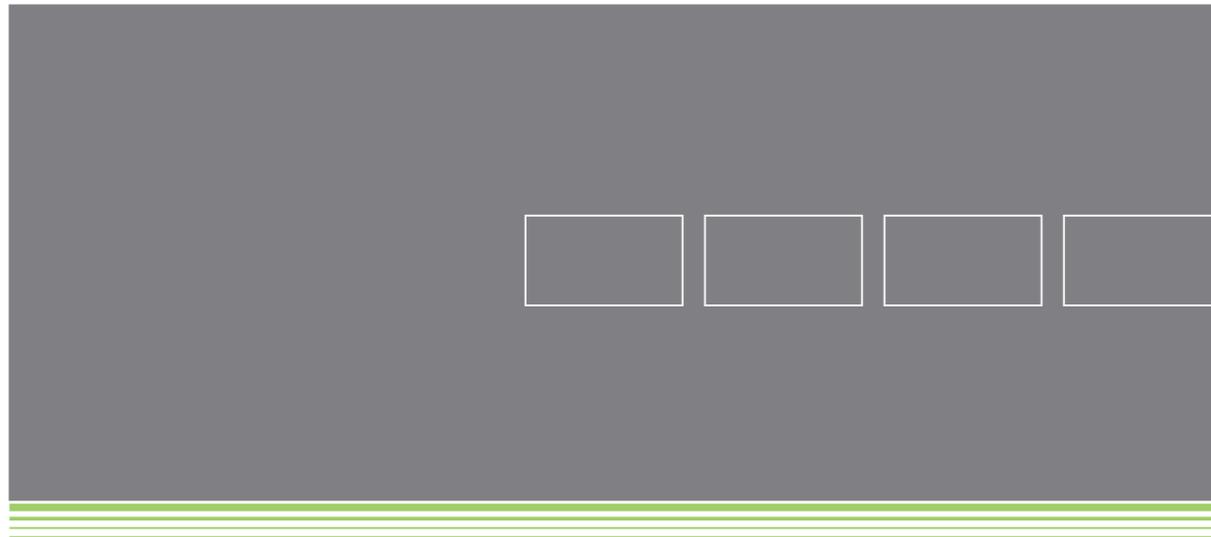
This pipe will need to be relocated. There is however a possibility that it could be removed all together if this pump main was redirected to the north along Robinson Street and connects into the new rising main that is being installed as part of the development, mentioned above, to the NE of the property.



2.4 Communications

The existing Telstra assets that service the site. These should not be an impediment to the development as planned.





Horsham Multi-Use Indoor Sports Pavilion Environmentally Sustainable Design Report

11/09/2017
revision 1
job no: 17ME0008

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0	21/8/17	Description: Draft for Review			
			Prepared	Checked	Approved
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		Initial			
		Date			



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1 Introduction – Environmentally Sustainable Design (ESD)

1.1 Definition

Conventional design and construction methods often produce buildings and spaces that negatively impact on the environment as well as building user health and wellbeing. These buildings are expensive to operate and contribute to excessive resource consumption, waste generation and emissions. Environmentally Sustainable Design endeavours to reduce the impacts of the construction and use of buildings on the natural environment, in addition to improving the wellbeing, productivity and comfort of inhabitants by providing a high level of indoor environment quality (IEQ).

1.2 ESD Objectives

The ESD objectives for this development are to:

- Reduce energy use, CO2 emissions and associated costs.
- Provide a high standard of indoor environment quality (IEQ) that promotes building user comfort, productivity, health and wellbeing;
- Reduce potable water consumption; and
- Reduce the overall impact of the development on the immediate and global environment.

1.3 Performance Targets

No performance targets have been set to date. However, the project is an opportunity to establish a “state of art” environmental facility that can be used as a standard for future projects. The Green Star *Design & As-Built* tool should be used to guide the design process and set individual performance targets where appropriate. However, no minimum point score or star rating should be mandated to avoid costly “points chasing”.

The following performance targets are recommended:

- Insulation: BCA compliance +25%
- Glazing: BCA compliance + 10%, i.e. glazing calculator pass by an average of 10%.
- 35% reduction of potable water use against the standard practice building, calculated in accordance with Green Star Design and As Built methodology.
- The indoor environment quality to be of sufficient standard equivalent to a 5 Star NABERS IEQ rating (note that the building cannot be certified under the current NABERS scheme).

1.4 Reference Standards

This strategy is guided by several relevant performance standards:

- Green Star Design and As Built v1.2
- NABERS IEQ
- NSW Environmental Management System Guidelines (2009)
- National Construction Code (NCC) 2016

1.5 Hierarchy of ESD Principles

During the design process, ESD initiatives are to be considered for their environmental impact, value for money, effect on on-going costs, capital cost etc.

The proposed ESD hierarchy is:



In compliance with that hierarchy, the following principles are proposed for the design process:

First: Passive Design

Passive solar design principles should be adopted under considerations of site constraints. This crucial first step ensures an optimised building before the building services strategy is considered.

Second: Indoor Environment Quality (IEQ)

A high level of indoor environment quality is paramount to the project, ensuring the building promotes health and wellbeing for occupants, which in turn will make each visit a pleasurable and productive experience.

Third: Equipment Efficiencies

Only when a reasonable balance between building energy demand (heating, cooling and artificial lighting), water consumption and IEQ is achieved, consideration should be given to the efficiency of equipment. The approach should be based on Greenhouse Gas emissions rather than energy consumption.

Fourth: Environmental Impact

The environmental impact, although often difficult to measure, should be considered for every material and technology assessed. A lifecycle approach should be adopted when choosing materials, considering resource extraction, manufacture, installation, operation and end-of-life treatment.

Fifth: Financial Viability

Initiative should be implemented after consideration of capital expenditure, operational costs including maintenance and end-of-life treatment cost.

2 ESD Opportunities

The following section outlines ESD initiatives that we recommend for consideration within the development. The initiatives are organised into the 8 industry standard categories for assessing sustainable design in line with the *Green Star Design & As-Built* tool:

- Management
- Indoor Environment Quality
- Energy
- Transport
- Water
- Materials
- Land Use and Ecology
- Emissions



2.1 Management

OBJECTIVE

To enable sustainable building development through the project concept, design, construction, commissioning, tuning and operation phases.

2.1.1 Construction Waste Management

Description	Large volumes of waste materials are often generated from building demolition and construction activities. Most of these waste materials have the potential to be reused or recycled, including common materials such as timber, concrete, steel, bricks and plasterboard.					
Performance Target	Construction and demolition waste to landfill does not exceed 10 kg/m ² GFA, or at least 90% of all construction and demolition waste generated is diverted from landfill.					
Reference Standard	Green Star <i>Design and As-Built</i> – Credit 22 “Construction and Demolition Waste”					
Project Comment	The contractor should be contractually required to ensure that (and prove through records) <ul style="list-style-type: none"> - Construction waste is minimised to ≤10 kg/m² GFA; or - At least 90% of the project’s demolition and construction waste is diverted from landfill through recycling or reuse. 					
Assessment	Enviro. Value	Medium-High	Cost Impact	Low	Priority	High



2.1.2 Construction Environmental Management						
Description	Environmental Management Plans (EMPs) are an important tool for minimisation of adverse environmental impacts during any construction project. Prior to construction commencing, the contractor should develop a project and site-specific EMP, covering items such as environmental risks, air quality, noise, soil contamination, water quality, impacts to flora and fauna and waste management.					
Performance Target	-					
Reference Standard	NSW Environmental Management System Guidelines (2009)					
Project Comment	The contractor should be contractually required to develop a site-specific EMP in accordance with the NSW Environmental Management System Guidelines (2009).					
Assessment	Enviro. Value	Medium-High	Cost	Low	Priority	High



2.1.3 Building Tuning						
Description	Building tuning over the first 12 months of a building's occupancy can provide significant improvements in a building's energy and water efficiency, and help to identify any issues or problems with the building systems that were not captured during commissioning					
Performance Target	For the first 12 months of operation, the building undergoes quarterly monitoring and tuning of all building systems by a nominated party in accordance with an approved building tuning manual or plan.					
Reference Standard	Green Star <i>Design & As-Built</i> – Credit 2.3 "Building Systems Tuning".					
Project Comment	The building owner should appoint an independent specialist to undertake building tuning of all of the building's systems in accordance with the requirements of the Green Star <i>Design & As-Built</i> , Credit 2.3 "Building Systems Tuning".					
Assessment	Enviro. Value	Medium	Cost	Low	Priority	Medium



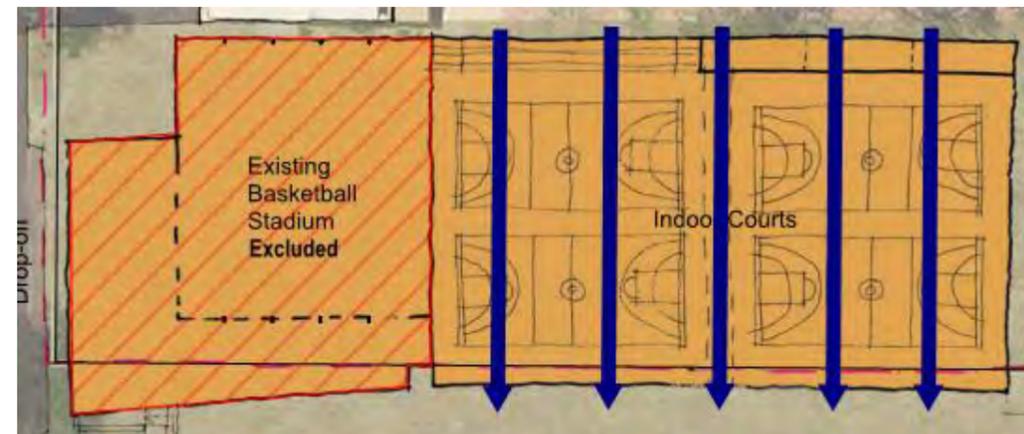
2.2 Indoor Environment Quality

OBJECTIVE
To create a healthy, comfortable and productive indoor space for the building occupants.

2.2.1 Design for Natural Daylight						
Description	Providing building occupants, and in particular staff, with good exposure to natural daylight has been shown to improve productivity and visual comfort, and aids the body's circadian rhythms.					
Performance Target	-					
Reference Standard	BCA Volumes 1 and 2, "Provision of natural light".					
Project Comment	All glazing to have a high visible light transmittance. Internal finished to have a relative high reflectance to ensure daylight penetration deep into the building.					
Assessment	Enviro. Value	High	Cost	Low-Medium	Priority	High



2.2.2 Natural Ventilation						
Description	Natural ventilation, also called passive ventilation, uses natural outside air movement and pressure differences to both passively cool and ventilate a building. Natural ventilation is important because it can provide and move fresh air without fans. During mid-season and summer it can help meet a building's cooling loads without using mechanical air conditioning systems which can be a large fraction of a building's total energy use.					
Performance Target	All internal spaces to be naturally ventilated, additional mechanical ventilation to selected spaces only. Single sided ventilation for smaller spaces up to 5.0m deep, cross ventilation for larger spaces.					
Reference Standard	NCC/BCA Section F4.6					
Project Comment	Openable windows to all internal spaces should provide sufficient opportunities for single sided ventilation and cross ventilation.					
Assessment	Enviro. Value	High	Cost	Low	Priority	High



Natural Ventilation Paths

2.2.3 Low-VOC Materials						
Description	VOCs are organic compounds that readily evaporate into harmful gasses at room temperature. They are very common in many construction materials such as carpets, paints, adhesives, vinyl flooring and other synthetic materials. Products containing VOCs will “off-gas” significantly within the first few weeks after installation but will then continue to emit harmful gases throughout their life. Ongoing exposure to VOCs can cause headaches and nausea, and some VOCs are considered carcinogens. Where possible, buildings should substitute materials or construction methods such that VOCs are avoided or low-VOC materials are specified.					
Performance Target	At least 95% of all internally applied paints, adhesives, sealants and carpets should be “low-VOC” products.					
Reference Standard	Green Star <i>Design & As-Built</i> – Credit 13.1: “Paints, adhesives, sealants and carpets”.					
Project Comment	The project should include requirements for low VOC paints, adhesives, sealants and carpets.					
Assessment	Enviro. Value	High	Cost	Low	Priority	High



2.2.4 Low Formaldehyde Wood Products						
Description	Many engineered wood products are traditionally manufactured using formaldehyde resins as a bonding agent. The formaldehyde contained within these materials can leach out over time, with exposure to formaldehyde potentially causing skin and eye irritation, damage to the respiratory system and carcinogenic effects. Low or zero-formaldehyde engineered wood products are now widely available on the market, removing the potential health hazard.					
Performance Target	At least 95% of all engineered wood products should be low-formaldehyde materials in accordance with the Green Star credit criteria.					
Reference Standard	Green Star <i>Design & As-Built</i> – Credit 13.2: “Engineered wood products”.					
Project Comment	The project should include requirements within the specification of all engineered wood products to be Super E0, E0 or equivalent low-formaldehyde products.					
Assessment	Enviro. Value	High	Cost	Low	Priority	High



2.3 Energy – Passive

OBJECTIVE

To reduce the operational energy use of a building; benefiting both the building owner and the environment through reduced energy bills and greenhouse gas emissions.

2.3.1 Thermal Mass

Description	The appropriate use of exposed internal thermal mass construction materials can significantly improve the energy efficiency and thermal comfort of a building. Thermal mass should be used such that it is insulated from the ambient conditions and located within the building to moderate the internal air temperature fluctuations over the course of a day. During cooler weather thermal mass can be used to absorb and retain beneficial solar heat gains, in warm weather thermal mass can absorb excess energy from the air to keep it cooler.					
Performance Target	-					
Reference Standard	-					
Project Comment	Exposed thermal mass could be achieved by selective use of exposed concrete floors or brickwork/concrete walls.					
Assessment	Enviro. Value	Medium	Cost	Low-Medium	Priority	Medium



2.3.2 Energy Sub-Metering

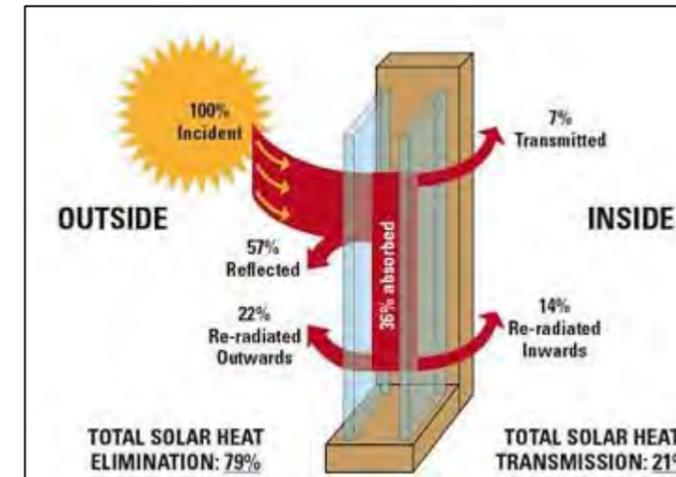
Description	For medium or large buildings, a comprehensive energy sub-metering system can provide valuable data for a building owner or manager to be able to constantly assess the performance of the building and potentially identify any errors or areas where energy savings can be made. The sub-metering network should be broken up into the major building systems (lighting, mechanical systems, lifts etc.) and also be broken down into zones, floors or different functional areas within the building.					
Performance Target	-					
Reference Standard	-					
Project Comment	The building's mechanical and electrical design should incorporate a number of electrical sub-meters to allow the building's facility manager to monitor the energy usage across specific systems and zones of the building.					
Assessment	Enviro. Value	Medium	Cost	Low	Priority	Medium



2.3.3 Insulation						
Description	Insulation is an important factor in determining the energy performance of the building. The new building, and any redevelopment works should include insulation in excess of the current BCA Section J minimum requirements.					
Performance Target	NCC DTS minimum + 25%					
Reference Standard	NCC 2016					
Project Comment	The following insulation levels are recommended:					
	Construction	NCC minimum (system values)	Proposed (system values)	Improvement over minimum		
	Externally exposed wall	R2.8 m ² K/W	R3.5 m ² K/W	25%		
	Roof	R3.2 m ² K/W	R4.0 m ² K/W	25%		
	Slabs, where externally exposed	R2.0 m ² K/W	R2.5 m ² K/W	25%		
Assessment	Enviro. Value	High	Cost	Medium	Priority	High



2.3.4 Glazing						
Description	Facade glazing has to fulfil a number of roles: <ul style="list-style-type: none"> - Protect the interior from the elements, - Provide a thermal barrier, - Provide a radiant heat barrier, and - Allow sufficient daylight into the building. Finding a balance between the last three roles is often a challenge. However, a recently introduced high performance product (Viridian PerformaTech) achieves a very high visible light transmittance (VLT) while providing outstanding thermal and radiant heat performance.					
Performance Target	NCC 2016 Section J compliance +10 % (average value)					
Reference Standard	NCC 2016					
Project Comment	Precise performance values for the glazing will be determined as design progresses.					
Assessment	Enviro. Value	High	Cost	High	Priority	High

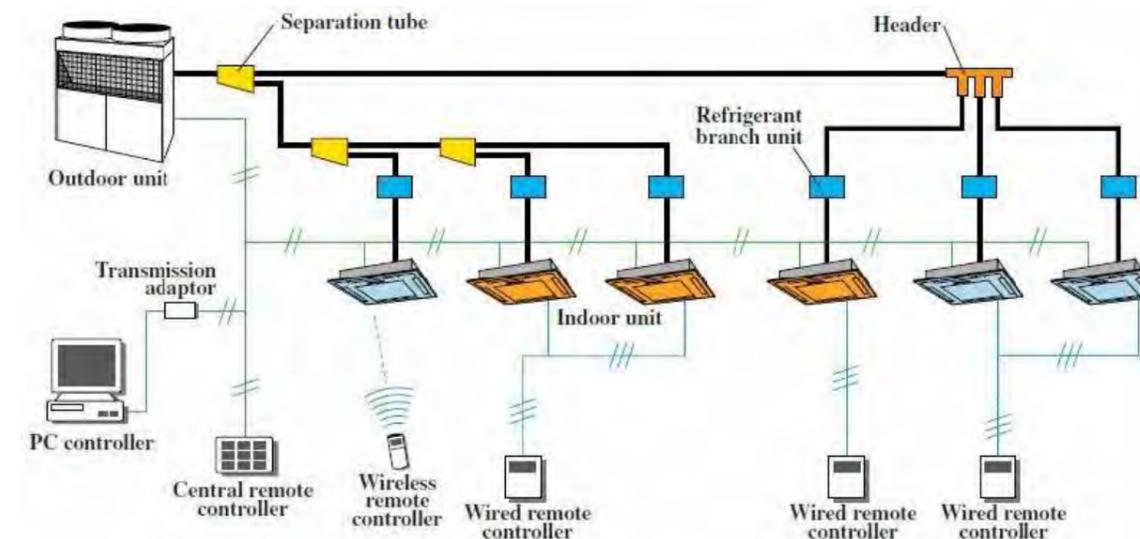


2.3.5 High Reflectance Internal Finishes						
Description	Internal finished with high daylight reflectance values ensure deep daylight penetration into the building, thus reducing the requirement for artificial lighting.					
Performance Target	-					
Reference Standard	-					
Project Comment	Internal finished should be as lightly coloured as practicable. Walls in general should be of a light colour and new ceilings brilliant white. Medium coloured floor finishes are acceptable as lightly coloured floor finishes would show dirt and blemishes.					
Assessment	Enviro. Value	Medium	Cost	Low	Priority	Medium



2.4 Energy – Active

2.4.1 Mechanical Systems						
Description	Heating and cooling of a sports hall is best achieved using local conditioning methods only in addition to natural ventilation. On hot days evaporative cooling will provide a reasonable reduction of the indoor air temperature.					
Performance Target	-					
Reference Standard	-					
Project Comment	In the Horsham climate, simple mechanical cooling of the sports hall can be achieved through evaporative cooling or indirect evaporative cooling. Localised radiant heating can provide thermal comfort where required (spectator seating, meeting/coaching areas) at relative low operational costs. Administration areas can be served using simple reverse cycle split systems or VRV package units.					
Assessment	Enviro. Value	High	Cost	Medium	Priority	High



2.4.2 LED Light Fittings						
Description	The choice of light fittings and lighting strategy has a significant influence on the overall energy efficiency of the building. A well-designed lighting layout ensures quality and even lighting throughout the building without excessive energy requirements. LED light fittings are currently the best option for internal artificial lighting as they are amongst the most efficient while providing a very long lifespan that minimised maintenance requirements.					
Performance Target	-					
Reference Standard	-					
Project Comment	LED light fittings should be installed throughout the development with possible exemption of specialist lighting where/if required.					
Assessment	Enviro. Value	High	Cost	Low	Priority	High



2.4.3 Solar Hot Water						
Description	Solar hot water heaters are widely used throughout Australia in domestic and commercial applications. For this technology to be effective the panels generally need to be orientated towards the north at a pitch of approximately 35° (for Horsham) to ensure maximum exposure to solar radiation. However, since solar hot water generation is largely dependent on ambient weather conditions year round supply cannot be guaranteed in Horsham. Depending on system size and technology the solar contribution for domestic hot water can be between 30% and 85%. The shortfall is usually made up by gas boosters (recommended) or electric heating elements in the tank.					
Performance Target	50% solar contribution					
Reference Standard	-					
Project Comment	Solar hot water heaters are a valuable initiative when hot water demand is relatively high and constant. If demand is high but intermitted (i.e. two teams showering after a game on weekends but no significant demand during the week) instant gas may be the most economical and environmental solution.					
Assessment	Enviro. Value	High	Cost	Medium	Priority	Medium



2.5 Transport

OBJECTIVE

To promote the building occupants and visitors to use more sustainable modes of transport when travelling to and from the building.

2.5.1 Cyclist and End-of-Trip Facilities

Description	Providing secure and functional end-of-trip facilities for cyclists is the most effective way to promote cycling as a means for building users and staff to cycle.					
Performance Target	<ul style="list-style-type: none"> - End-of-trip facilities and one bike rack per 7.5% of the building users. - Secure bike racks per 5% of peak building visitors (spectators). 					
Reference Standard	Green Star <i>Design & As-Built</i> – Credit 17.B.4: “Active transport facilities”.					
Project Comment	<p>For users (players, coaches etc.) of the facilities a secure storage area for bicycles and a clean and comfortable area containing showers, change facilities and lockers should be provided.</p> <p>Visitors (spectators) should be provided with bicycle racks that are in close proximity to a main building entrance and are highly visible.</p>					
Assessment	Enviro. Value	Medium	Cost	Low	Priority	High



2.5.2 Bicycle Repair Station

Description	A self-service bicycle repair station is equipped with an air pump and tools to for minor repairs and maintenance.					
Performance Target	-					
Reference Standard	-					
Project Comment	A bicycle repair station is proposed for the project, close to the bicycle parking spaces. The exact location is yet to be determined.					
Assessment	Enviro. Value	Medium	Cost	Low	Priority	Medium



2.6 Water

OBJECTIVE

To reduce the consumption of mains potable water through water efficiency measures and use of reused or alternative water sources.

2.6.1 Water Efficient Fittings and Fixtures

Description	Water fittings and fixtures including basin taps, shower heads, toilets dishwashers and washing machines in Australia are supplied with a WELS rating, which rates the water consumption of these devices and converts it into a star rating system. Higher WELS rated devices use less water (measured in litres per minute or litres per flush). Using higher efficiency devices (where the device is supplied by potable mains water) helps a building reduce its overall water use.					
Performance Target	Toilets: 4 Star WELS (3.5 Litre average per flush) Urinals: 6 Stars (0.8 Litre per flush) Basins: 5 Star WELS (< 6 L/min) Showers: 3 Star: (< 9 L/min)					
Reference Standard	Water Efficiency Labelling and Standards (WELS)					
Project Comment	The project's hydraulic design and fixtures and fitting specification should nominate performance requirements for water efficiency of all hand basins, showers and toilets as per the Performance Targets listed above.					
Assessment	Enviro. Value	High	Cost	Low	Priority	High



2.6.2 Rainwater Harvesting and Reuse

Description	Rainwater harvesting and reuse involves diverting rainwater that is captured from a building's roof or other clean impervious surfaces into a rainwater storage tank for later reuse in the building. Captured rainwater can be used with minimal treatment for toilet flushing, landscape irrigation and equipment washdown. Further treatment of rainwater can bring it up to a potable standard for use throughout a building. Rainwater harvesting not only reduces a building's potable water consumption but it also benefits the local waterways by reducing the flows into the stormwater system.					
Performance Target	-					
Reference Standard	-					
Project Comment	Rainwater tanks should be included in the design. The stored water should be used for toilet flushing and equipment wash-down.s					
Assessment	Enviro. Value	High	Cost	Medium	Priority	High



2.7 Materials

2.6.3 Efficient Landscape Irrigation						
Description	Traditional irrigation methods such as hosepipes and sprinklers are subject to high evaporative losses. Subsurface irrigation offers a solution to this by delivering water directly to the plant roots.					
Performance Target	-					
Reference Standard	-					
Project Comment	Subsurface irrigation should be provided where feasible. It is expected that irrigation will only be required for plant establishment and extreme drought periods.					
Assessment	Enviro. Value	High	Cost	Low	Priority	High



OBJECTIVE
To reduce consumption of natural resources and promote selection of sustainable materials in construction.

2.7.1 Material Selection						
Description	Select materials that address the following: <ul style="list-style-type: none"> ▪ Low environmental impact (LCA) ▪ Recycled or Reused Materials ▪ Environmental Product Declarations ▪ Low embodied energy ▪ Low emissions or off-gassing of toxic chemicals ▪ Durability ▪ Low maintenance ▪ Fit for purpose ▪ Product Stewardship 					
Performance Target	-					
Reference Standard	Green Star <i>Design & As-Built</i> – Credit 19: “Life Cycle Impacts” Green Star <i>Design & As-Built</i> – Credit 21: “Sustainable Products”.					
Project Comment	The project’s design and specification should factor in environmental impact when choosing the construction materials and specifying products and finishes. Materials selections should favour products with a lower environmental impact.					
Assessment	Enviro. Value	Medium	Cost	Low	Priority	High



2.7.2 Timber						
Description	Timber & wood products are potentially among the most sustainable products designers can specify. Trees are a fast renewing resource with the ability to store carbon in their wood fibres (known as carbon sequestration) until fire or decay releases it back into the atmosphere. Timber is also relatively easy to recycle, especially larger sections, and can last many hundred years if treated right.					
	However, wood as a building material can also be among the most environmentally destructive. Unsustainable harvest from old growth forests, mono-cultures and land clearing for timber plantations can harm the environment greatly. Responsibly-sourced timber has a low environmental impact because it ensures that old growth forests and important habitat areas are not damaged. Forestry certification schemes ensure that timber is sourced from responsible and sustainable plantations and mills.					
Performance Target	FSC / PEFC / AFS certification with relevant Chain of Custody					
Reference Standard	Green Star <i>Design & As-Built</i> – Credit 20.2: “Responsible Building Materials – Timber”.					
Project Comment	Specifications should nominate all timber to be sourced from FSC / PEFC / AFS certified timber suppliers, and for those suppliers to provide adequate chain-of-custody documentation.					
Assessment	Enviro. Value	High	Cost	Low	Priority	High



2.7.3 Steel						
Description	The manufacturing process for steel products is highly energy and resource intensive. Accredited sustainable steel suppliers have reduced energy consumption in their manufacturing processes and use some recycled steel to further reduce the environmental impact.					
Performance Target	Responsible Steel Maker: ISO 14001 EMS accreditation and WSA CAP membership.					
Reference Standard	Green Star <i>Design & As-Built</i> – Credit 20.1: “Responsible Building Materials – Steel”					
Project Comment	The project specification should nominate all steel (structural and reinforcement) to be sourced from a Responsible Steel Maker.					
Assessment	Enviro. Value	Medium	Cost	Low	Priority	High



2.7.4 Concrete						
Description	Concrete with reduced Portland Cement content, using water and aggregate from a sustainable source.					
Performance Target	40% Portland Cement reduction 50% recycled water 40% recycled aggregate or 25% manufactured sand					
Reference Standard	Green Star <i>Design & As-Built</i> – Credit 19.B.1: “Life Cycle Impacts – Concrete”.					
Project Comment	The project’s structural design should investigate using at least 20% Portland cement substitution and at least 20% recycled aggregate or 15% manufactured sand.					
Assessment	Enviro. Value	Medium	Cost	Low	Priority	High



2.7.5 PVC						
Description	The manufacture of PVC has traditionally involved the use of large quantities of toxic materials, causing terrible environmental impacts nearby to the manufacturing facility. The environmental impact can be significantly reduced by substituting standard PVC products (pipe, cables, flooring etc) with either “Best Practice” PVC or alternative materials such as HDPE piping, mPPE cables etc.					
Performance Target	90% (by cost) of all cables, pipes, flooring, and blinds do not contain PVC, or contains PVC that meets Best Practice Guidelines.					
Reference Standard	Green Star <i>Design & As-Built</i> – Credit 20.3: “Responsible Building Materials – Cables, pipes, floors and blinds”. Green Star “Literature Review and Best Practice Guidelines: Life cycle of PVC building products”.					
Project Comment	The project’s building services and architectural specifications should specify PVC alternative or Best Practice PVC materials only.					
Assessment	Enviro. Value	Medium	Cost	Low	Priority	Medium



2.8 Land Use and Ecology

OBJECTIVE
To reduce the impact on the local environment and ecosystem and to encourage restoration of flora and fauna habitats.

2.8.1 Protection of Topsoil						
Description	High quality, productive topsoil takes years to generate. Where possible, all works on site should maintain the topsoil that is on-site to prevent new topsoil having to be brought in.					
Performance Target	All topsoil impacted by the construction works is separated and protected from degradation, erosion, or mixing with fill or waste; The topsoil may be re-used on site or moved / sold for re-use at other sites. Topsoil shall not be disposed of (fill or landfill).					
Reference Standard	-					
Project Comment	The project's landscape design and specification should allow for all existing productive topsoil on the site to be retained and reused for the project's landscaping.					
Assessment	Enviro. Value	Medium	Cost	Low	Priority	Low



2.8.2 Indigenous Vegetation						
Description	Landscape design that includes indigenous or native vegetation helps maintain or enhance the site's ecological value because the plant species are usually more suited to the site's climate and soil conditions, and are better able to provide habitat for native fauna.					
Performance Target	-					
Reference Standard	-					
Project Comment	The project's landscape design should prioritise hardy and drought tolerant indigenous and native Australian plant species wherever possible. The landscape design should prioritise species that do not require any irrigation once established.					
Assessment	Enviro. Value	Medium	Cost	Low	Priority	Medium



2.9 Emissions

OBJECTIVE
To reduce pollution from buildings into the local atmosphere, waterways and ecosystems.

2.9.1 Water Sensitive Urban Design (WSUD)						
Description	Water Sensitive Urban Design (WSUD) is the approach taken to minimise the impacts on a city's stormwater system due to urban development, with the aim of reducing the peak flows and total volume of stormwater leaving a site, and providing cleaner, better quality stormwater to reduce the levels of pollution in local rivers and bays. WSUD can use many different techniques depending on the type of site. The first approach is to maximise the site permeability to reduce the total volume of stormwater generated. Other strategies to reduce flow rates or pollution levels include rainwater harvesting, raingardens, swales, wetlands and infiltration trenches.					
Performance Target	STORM score 100%					
Reference Standard	Green Star <i>Design & As-Built</i> – Credit 26: "Stormwater"					
Project Comment	The project's hydraulic services, civil services and landscape designs should consider how stormwater discharge can be reduced and filtered prior to leaving the site. For this project, rainwater harvesting and raingardens would be suitable as well as maximising the amount of permeable areas at ground level.					
Assessment	Enviro. Value	Medium	Cost	Low	Priority	Medium



3 ESD Budget

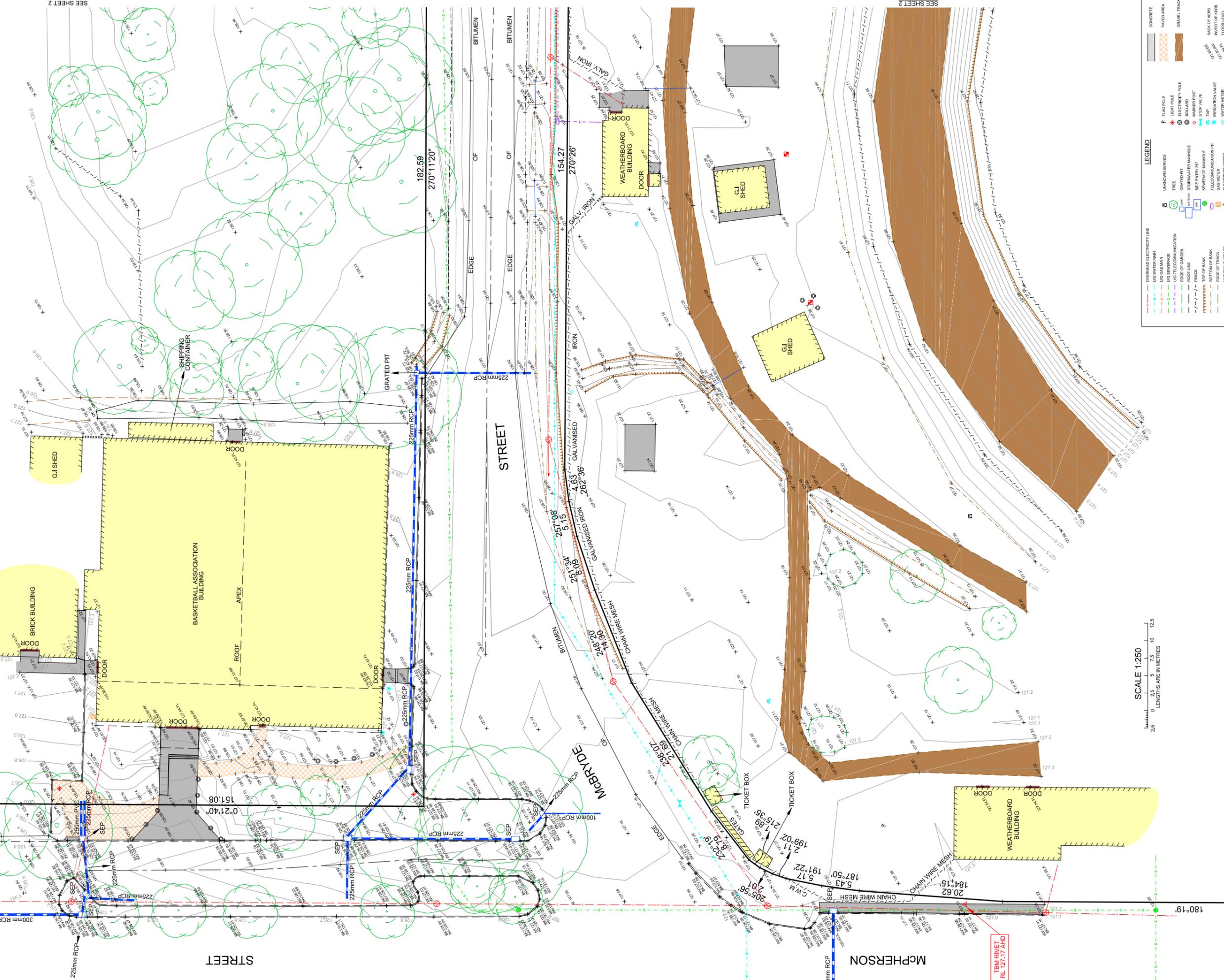
It is recommended to establish a defined ESD budget for the development to ensure the agreed performance targets will be achieved once the building is in operation. The ESD budget should be guaranteed throughout the design and construct phases, i.e. protected from value engineering.

We recommend to allocate 1%-2% of the construction budget for ESD to ensure the performance targets outlined under Section 1.3 will be achieved. An increase to up to 3% is recommended if the project is to implement all of the ESD initiatives listed under Section 2.

We note that a clear definition will be required of what entails ESD. The following is suggested:

- Energy performance upgrades in excess of BCA Section J minimum requirements
- Water savings initiatives currently not considered standard (rainwater harvesting would be considered standard)
- Stormwater initiatives in excess of townplanning minimum requirements.
- For all other initiatives the baseline should be business-as-usual. This baseline will have to be more clearly refined with the design team.

M.G.A. 94 ZONE 54
WIDE GNSS OBSERVATIONS



SCALE 1:250
LENGTHS ARE IN METRES

LEGEND

OVERHEAD ELECTRICITY LINE	UNKNOWN SERVICE	CONCRETE
3 PHASE MAIN	TREE	PAVED AREA
US GAS MAIN	GRATED PIT	GRAVEL TRACK
US SEWERAGE	STORMWATER MANHOLE	
US TELECOMMUNICATION	SEWERAGE MANHOLE	
EDGE OF GARDEN	TELECOMMUNICATION PIT	
ROOF LINE	GAS METER	
FENCE	WATER METER	
TOP OF BANK	WATER VALVE	
BOTTOM OF BANK	INVERT OF FLOOR	
EDGE OF THICK	INVERT OF PIPE	
EDGE OF THIN	ELECTRICAL CONNECTION/ SWITCH BOARD	
EDGE OF SHOULDER		
GATE		
CROWN OF ROAD		

FEATURE AND LEVEL PLAN
AT 85 & 95 MCPHERSON
STREET HORSHAM

SHEET 1 OF 2 DRAWING N°. H011917 REV.

NOTATIONS
LEVELS SHOWN THUS + ARE IN METRES TO AUSTRALIAN HEIGHT DATUM BASED ON HORSHAM PM 205 (RL - 126,956)
THE POSITIONS OF UNDERGROUND SERVICES HAVE BEEN LOCATED WHERE POSSIBLE BY FIELD SURVEY. SOME SERVICES MAY NOT BE SHOWN.
PRIOR TO EXCAVATION OR CONSTRUCTION ON THE SITE THE RELEVANT AUTHORITY SHOULD BE CONTACTED.
FOR POSSIBLE LOCATION OF FURTHER UNDERGROUND SERVICES AND DETAILED LOCATIONS OF ALL SERVICES.
THIS NOTE IS AN INTEGRAL PART OF THIS PLAN.
SOME BOUNDARY DIMENSIONS SHOWN HEREON HAVE BEEN ADOPTED IN RELATION TO EXISTING SURVEYS AND MAY NOT AGREE WITH THE TOWNSHIP AND PARISH PLANS.

SCALE: 1:250 (A1)
DESIGNED:
DRAWN: M.H. 28-08-17
APPROVED:

N°.	DATE	REVISION

APPENDIX 10.5A
Ferguson
Surveying

McPherson Pty Ltd
122 McPherson Street Horsham,
VIC 3400
(03) 5382 2023
www.ferguson-surveying.com.au

A member of Alexander Symonds Group
+ Construction + Surveying
+ Spatial Information Management +

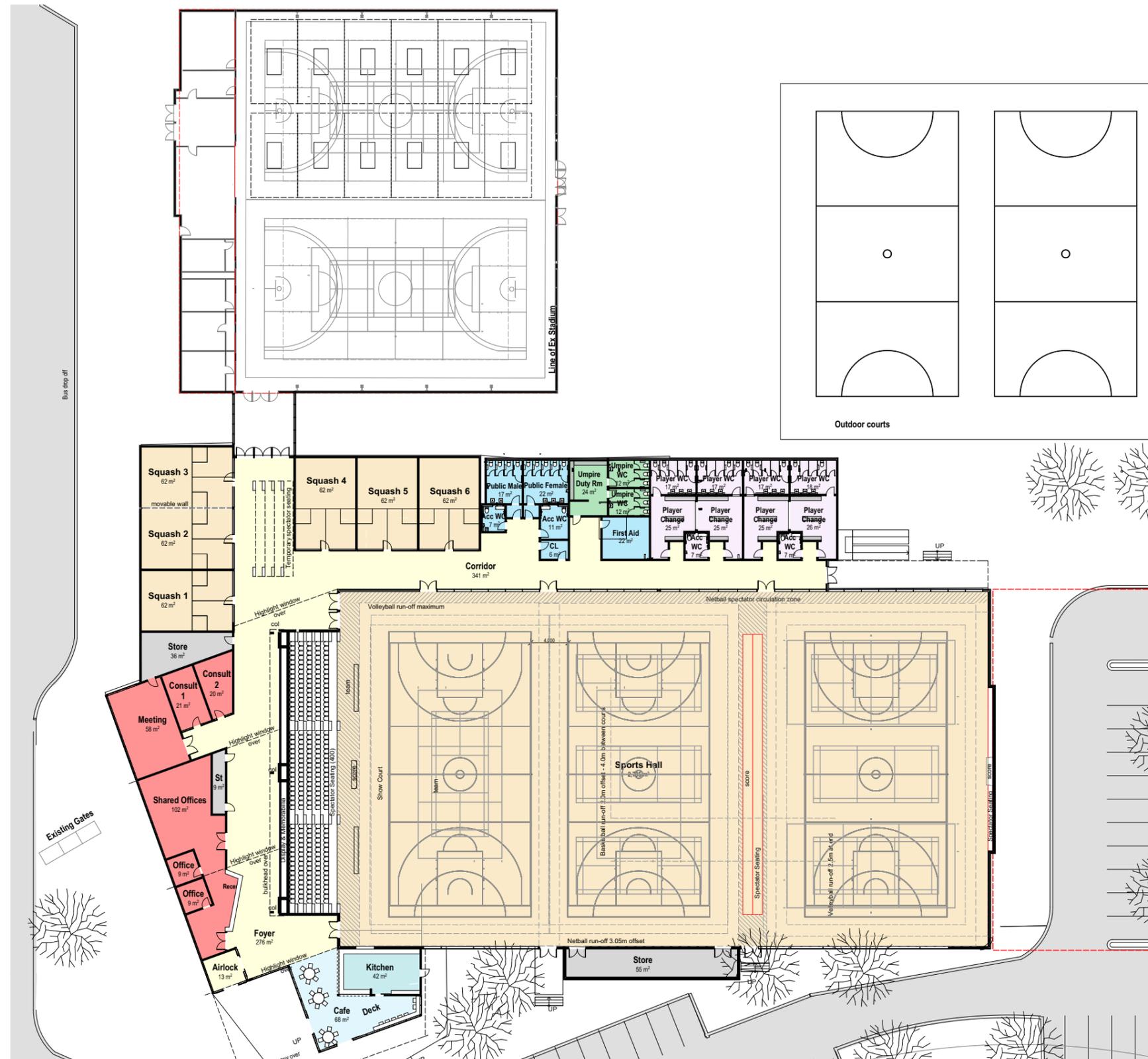
E Alternate Option

A range of siting and development options were reviewed for the site. The proposal in the main report was endorsed by the PCG as the preferred option as being most suited to deliver on the vision and principles of the project. The PCG received feedback requesting reviewing an option to maintain the existing stadium in its current form due to its long association with our sporting community and of affordability to not only the future users but to the broader community in construction.

The adjacent option was developed as an alternate to explore the implication of retaining the existing Stadium as a stand-alone facility. As any work on the existing stadium would trigger requirement for it to meet current building regulations, this option allows an adjoining corridor that in the current opinion would not trigger the building code regulations for the existing stadium.

The PCG DID NOT endorse this as the preferred option for the following reasons:

- The proposal does not meet the Vision for this project – “A facility that serves as a regional facility”
- There is a loss of amenity and function due to the separation of activities
- The potential for increased community participation in sport and collaboration between sports organisations is reduced
- The cost savings were not significant as some upgrades would still be required to ensure the existing facility met the expectations of the community, particularly in terms of Universal Access, energy efficiency and general compliance.
- The existing stadium would not be safe, modern or compliant.



F Governance Options

The following was prepared by Communityvibe for discussion with the PCG.

Effective management is one of the most critical components to ensure the success of the new multi-purpose indoor stadium. Phase One of the Feasibility Study identified the following governance principles to guide any decisions regarding future management arrangements:

- Maximise use of facilities.
- Encourage multi-use of facilities.
- Promote and support physical activity participation through programming, scheduling and service delivery.
- Maximise operational sustainability of the venue.
- Capacity to support a high level of asset maintenance and periodic renewal.
- Capacity to deliver effective customer service and respond to community needs.
- Support sustainable sports clubs and associations, including impact on volunteers.

There are a variety of different options available. The following table provides an overview of these options and the advantages and disadvantages of each:

Management model	Description	Advantages	Disadvantages
<p>Council manages the facility in-house</p> <p><u>Examples:</u></p> <p>Lauren Jackson Sports Centre, Albury City Council (NSW)</p> <p>Hume City Council Stadium - Broadmeadows, Hume City Council</p> <p>Warrnambool Stadium, Warrnambool Rural City Council</p>	<p>HRRRC would be responsible for all management, operation and maintenance of the facility and would employ staff to undertake these roles. User groups would access the facility through a hiring agreement.</p>	<ul style="list-style-type: none"> • Council maintains control over the facility and is likely to be able to minimise any risks • Council may be able to be more effective at achieving its strategic objectives around issues such as health and wellbeing and liveability through the nature of the programs it operates and through the provision of incentives / rebates to clubs to reward an increase in participation. • Any profits can be directed back into the facility • This model provides the least burden for volunteers • Council is likely to have a greater focus on asset management than other forms of management 	<ul style="list-style-type: none"> • Clubs are unlikely to receive any revenue from facility profits under this model • This option may be the most expensive option for Council as Local Government Awards penalty rates may increase staffing costs when compared with other options • User groups are unlikely to have much influence over management decisions • Council may need to provide additional administrative support for the centre manager • There is potential for political interference under this model • Council may not have much experience operating such facilities
<p>Council contracts management to a third party</p> <p><u>Examples:</u></p> <p>Darebin Community Sports Stadium, Darebin City Council (YMCA managed)</p> <p>The Yarra Centre, Yarra Ranges Shire Council (Belgravia Leisure Centre managed)</p>	<p>The contractor / third party is responsible for day to day operations, hiring, cleaning and basic maintenance activities. It is paid a fee by Council to carry out these tasks, but is required to meet certain objectives. An agreement may also be made in relation to retention of a certain percentage of income or profit. Clubs can hire courts from the contractor or have a licence agreement.</p>	<ul style="list-style-type: none"> • Generally appointed contractors are experienced at running similar facilities and are familiar with regulations, operational requirements, marketing, finance, OH&S, etc. • Council will know what it's annual cost will be in relation to this model (except for unexpected maintenance issues) • Contractors are likely to encourage greater usage of the facility during periods of under-utilisation in order to increase 	<ul style="list-style-type: none"> • There is potential that the contractor might prioritise more commercially viable activities at the expense of regular club based activities • It may be more expensive for clubs to hire courts under this model if there is a focus on profit • Clubs are unlikely to receive any revenue from facility profits under this model • Clubs may not have a sense of ownership of the facility if it is run by more of a commercial business than

Management model	Description	Advantages	Disadvantages
		<p>their profit share / help them meet their objectives</p> <ul style="list-style-type: none"> • Council has no administrative functions on a daily basis under this model • Contractor may be able to reduce operating costs through economies of scale / greater buying power when linking with other centres managed by the same company. • There is limited political interference in this model • There will be a limited burden on volunteers in this model. 	<p>if it was more of a community based business</p> <ul style="list-style-type: none"> • User groups are unlikely to have much influence over management decisions • Council does not have much control over operations • There is a degree of financial risk to Council
<p>An independent incorporated 'Sports Club' or committee of users manages the facility</p> <p><u>Example:</u></p> <p>Wallan Stadium, Mitchell Shire</p>	<p>An independent incorporated 'sports club' would lease the indoor stadium from HRCC. Regular user groups make up the membership of the sports club (not just members of one sport) and it is potentially chaired by Council or an independent person not associated with the user groups. The sports club would be responsible for hiring the facility out to user groups and for hiring of staff or volunteers to run kiosks, etc. Revenue from hire fees, catering, sponsorship, etc would be distributed back to user groups on an agreed percentage basis once all of the operating expenses are covered.</p>	<ul style="list-style-type: none"> • The more successful the stadium is, the more funds user groups can generate • Can use a mix of volunteers or paid staff to reduce operational costs • This model is community-driven and is likely to be quite responsive to community needs • From a Council perspective, this can be a cost-effective management option • User groups are likely to have an influence over management decisions 	<ul style="list-style-type: none"> • The sports club (including its staff / volunteers) may not have the skills and experience to effectively manage the facility and be aware of all of the requirements associated with management of a stadium • If funds are split on an equal basis between user groups, those who work hardest at generating use are not necessarily rewarded fairly • It can be difficult to track what amount of funds should go to each user group if funds are split according to the usage they generate • There is a degree of financial risk to Council
<p>An existing sports club / association manages the facility</p> <p><u>Examples:</u></p> <p>Colac Stadium, Colac Otway Shire</p> <p>Korumburra Stadium, South Gippsland Shire</p>	<p>Under this model, an existing sports club in Horsham would take on management of the new stadium under a long term, low cost agreement. The sports club's committee of management would be responsible for management decisions, operations and maintenance tasks. It would be responsible for hiring the facility out to user groups and for hiring of staff or volunteers to run kiosks, etc. Revenue from hire fees, catering, sponsorship, etc would go back to the sports club once all of the operating expenses are covered. These funds could be reinvested back into the facility or be used for other development programs at the club's discretion.</p>	<ul style="list-style-type: none"> • Council will know what it's annual cost will be in relation to this model (except for unexpected maintenance issues) • Council will not be required to undertake the level of administration that it may be required if it was the direct manager • There is limited political interference in this model 	<ul style="list-style-type: none"> • There may be a perception that the tenant club is favoured over other sports clubs in terms of access to courts for competitions and in terms of fees • There is potential that the sports club might prioritise more commercially viable activities at the expense of regular club based activities by other user groups • It may be more expensive for clubs to hire courts under this model if there is a focus on profit



Management model	Description	Advantages	Disadvantages
			<ul style="list-style-type: none"> • Other clubs are unlikely to receive any revenue from facility profits under this model • Other clubs may not have a sense of ownership of the facility if it is run by one specific sport • User groups are unlikely to have much influence over management decisions • Council does not have much control over operations • Asset management is likely to be a low focus in this model • The management organisation is likely to have limited experience in relation to maximising facilities through multi-use programming and scheduling • There is some financial risk to Council.

Following a review of various management models and their advantages and disadvantages, the Project Control Group indicated an initial preference for a **Council managed facility**, with input from existing user groups via an advisory group. There should be an opportunity to review this management arrangement after several years to determine whether or not one of the other models may be better in the future, e.g. contracted out to a third party.

The rationale behind this decision is that by enabling Council to manage the facility initially at least, there will be an opportunity to establish what the actual operating costs for this specific facility will be. If a decision is made in the future to contract out the facility, then it will be done in a much more informed way for all parties. Also by enabling Council to manage the facility, at least initially, the facility is more likely to be viewed as a whole of community facility that focuses on health and wellbeing, as opposed to a facility that may be viewed as catering for specific sports only.

Case Studies of Council Managed Facilities

Lauren Jackson Sports Centre, Albury, NSW

Name of stadium	Lauren Jackson Sports Centre, Albury, NSW
Management of stadium	Owned and operated by City of Albury.
	Supported by an advisory committee made up of: <ul style="list-style-type: none"> • Albury Junior Basketball Association • Albury Senior Basketball Association • Albury Wodonga Badminton Association • Albury Indoor Netball Association (Juniors) • Border Basketball Club • AlburyCity (Chairperson - Councillor) • AlburyCity – staff members (2)
	Committee provides advice on: <ul style="list-style-type: none"> • Major issues • Court usage • Risk management • Fees and charges.
Contact details	Brad Chalmers bchalmers@alburycity.nsw.gov.au
Address	229 North Street (cnr Keene Street), Albury NSW 2640 (02) 6043 5810 sportscentre@alburycity.nsw.gov.au
When constructed	1984
Components of stadium	<ul style="list-style-type: none"> • 5 multi-purpose courts including a show court. Can be configured to accommodate: <ul style="list-style-type: none"> ○ 5 basketball courts ○ 5 netball courts ○ 5 volleyball courts ○ 5 futsal courts ○ 16 badminton courts • Tiered grandstand for 344 spectators, including 9 corporate boxes. Additional mobile seating to create total seating capacity for over 1,000 people • Change rooms • Heating and cooling • Kiosk (extensive) – serving basic snacks and meals • 3 meeting rooms (catering for 8 pax, 40 pax and 50 pax) • Public address system • Free WiFi • Onsite parking
Number of users annually	160,000
Opening hours	<ul style="list-style-type: none"> • Monday to Friday: 8am – 11pm • Saturday: 8am – 5pm • Sunday: closed • Public holidays: closed • The centre is also open at other times by arrangement and bookings for specific events and activities.
Associations / clubs / organisations involved	<ul style="list-style-type: none"> • Albury Junior Basketball Association • Albury Senior Basketball Association • Albury Wodonga Badminton Association • Albury Indoor Netball Association (Juniors) • Border Basketball Club • Commercial Club Bandits (play in the South East Australian Basketball League) • Schools • Private sector

Activities available	<ul style="list-style-type: none"> • Basketball (junior and senior competition, mixed basketball, day time women’s social basketball) • Netball (junior and senior competition, mixed netball, day time women’s social netball) • Badminton (senior competition and social daytime badminton) • Volleyball (mixed) • Futsal • AusTag • Heart Support walkers group (daytime)
Types of events	<ul style="list-style-type: none"> • Carolling (day time) • School holiday programs and camps, e.g. Commercial Club Bandits Basketball Camps, netball camps and clinics • Junior development programs, e.g. NetSetGo and Billy Ball, Next Step Junior Hoops • Birthday parties for children • Expos, trade shows, etc
	<ul style="list-style-type: none"> • Wodonga Invitational Junior Basketball Tournament • Southern Shootout Wheelchair Basketball Event • Inter-schools Volleyball • SSV Ovens and Mitta Volleyball • SSV Hume Region Volleyball Carnival • Southern Junior League Basketball Carnival • Riverina Primary School Basketball Trials
Hiring arrangements and fees	<ul style="list-style-type: none"> • Basketball Association is charged \$42 per court per hour (has about 60 time slots), regardless of forfeits. • Netball Association is charged \$50 per court per hour (has about 15 time slots), regardless of forfeits. • Women’s Social Basketball costs \$11.50 per game per player (includes insurance) • Mixed and Thursday night women’s netball costs \$301 to register a team and costs \$76.50 per game (shared by all players on the team) • NetSetGo costs \$117 per participants (which includes a ball and t-shirt) • Volleyball costs \$226.60 to register a team and costs \$62.80 per game (shared by all players on the team) • Badminton costs \$25 for seniors and \$20 for juniors annually to cover the cost of registration through the local and state association. Game fees are \$12 per senior and \$6 per junior. Social badminton costs players \$6. • Futsal costs \$226.60 to register a team and costs \$62.80 per game (shared by all players on the team) • School use - \$4 per student • School holiday program for 5-13 year olds from 9.15am-3pm each day cost \$42 per day and \$40 for the second child per day. • Birthday parties for children cost from \$16.50 per child for a minimum of 12 children • Disability – Heart Support Groups cost \$5 per client to use space and sporting equipment at the venue. • Commercial rate for court hire - \$51 for one court and \$44 per court for 3 courts. Weekly usage is around \$5,500. • Meeting room hire is \$216 commercial rate and about 50% of that rate for regular users such as basketball or netball association. Regular users get to use meeting rooms for free for their AGMs.
Income	Not available
Expenditure	Not available
Net cost to Council	Approximately \$97k in 2016/17. Has been up around \$200k in previous years.
Success factors	Have continued to upgrade facility, e.g. air conditioning, change rooms, hoops and backboards, etc.
Challenges	Maintaining financial viability when the number of users of key sports such as basketball and netball decline (this impacts how many courts are hired and therefore income to Council). Have tried to manage this by putting less staff on and not opening the kiosk on some nights.
Other issues	Planning an upgrade in 3-4 years

Warrnambool Stadium, Warrnambool Rural City Council

Name of stadium	Warrnambool Stadium
Management of stadium	Warrnambool City Council
Contact details	Rod Sanderson Phone: (03) 5559 4555 Fax: (03) 5559 4900 Email: stadium@warrnambool.vic.gov.au
Address	71-77 Carramut Rd, Warrnambool
When constructed	2002 for \$3m
Components of stadium	<ul style="list-style-type: none"> • Show court with seating for 1,000 people • A highball court area able to cater for: <ul style="list-style-type: none"> ○ Basketball (2 courts); or ○ Netball (2 courts); or ○ Volleyball (4 courts); or ○ Badminton (10 courts) • Multi-purpose room with full catering and views to the show court • Small meeting room • Kitchen • Kiosk • Also runs gymnastics at the showgrounds • Outdoor basketball rings
Opening hours	9am-11pm
Associations, clubs, organisations involved	<ul style="list-style-type: none"> • Warrnambool Basketball Inc. • Warrnambool Junior Basketball • Warrnambool Volleyball • Warrnambool Badminton • Warrnambool City Netball • Schools • Deakin University
Activities available	<ul style="list-style-type: none"> • Basketball – senior, junior, U19, Aussie Hoops, junior squad program, tournaments, Seahawks, Mermaids, wheelchair basketball • Netball – senior, junior, NetSetGO, umpire development sessions, tournaments • Volleyball • Vacation Care Program • Sport for All Programs • Clinics
Types of events	<ul style="list-style-type: none"> • Expos • Youth events • Dance workshops • Concerts • Sports tournaments and events, e.g. Australian indoor bias bowls championships in 2015 • Craft fair
Hiring arrangements and fees	<ul style="list-style-type: none"> • Basketball teams play a team registration of \$300. Each player pays an annual BVC insurance and affiliation fee of \$40.58. Each player also pays a nightly fee of \$10 for seniors and \$7.80 for juniors. \$2 from each player goes directly to the Warrnambool Basketball Association. Council retains the remaining \$8 and \$5.80 respectively to help cover the cost of running the stadium. • Charge netball an annual lease of \$44k to use facility next door plus \$7k-\$8k for infrastructure • Training hire for regular groups - \$25 per hour without lights and \$30 per hour with lights • Training hire rate for community groups is \$45 per hour • Training hire rate for commercial groups is \$70 per hour
Income	<ul style="list-style-type: none"> • \$1.2m turnover • Gymnastics makes profit of around \$30k • OSHC makes a profit of around \$60k-\$70k • Stadium makes a profit of around \$40-\$50k • Kiosk makes \$40k per year

Expenditure	<ul style="list-style-type: none"> • Stadium costs are \$400k • Gymnastic costs are \$340k • OSHC costs are \$300k • Staff and cleaning costs are approx \$160k • Electricity was around \$35k prior to introduction of LED lights, but there is no airconditioning • Gas costs are around \$2k per year, but very few people shower at the stadium • Water costs are around \$3.5k per year • Minor maintenance costs \$50-\$60 annually • Minor capital works cost \$30k annually • Cleaning contractor is around \$25k-\$34k annually • Insurance is \$10k annually • IT, consumables, printing, phones and bank fees amount to around \$20k per year • Fire services are approximately \$4k per year • Kiosk costs \$18k
Net cost to Council	Profit of around \$10k-\$20k anticipated
Success factors	<ul style="list-style-type: none"> • Running the centre enables Council to have more control over the provision of health and wellbeing programs it can offer and when it can do this. • Collecting fees from users enables the stadium to have more control over finances • Council can encourage user groups to increase participation by offering financial incentives, i.e. a 2% increase in participation will result in clubs receiving an additional \$0.50 per player. • Skylights have reduced the need for lighting during the day and therefore saved electricity costs • Commercial kitchen leased out at \$150 per day and enables user groups to make up to \$4k during tournaments if they use volunteers • Use night managers in the kiosk to keep staff costs to a minimum
Challenges	<ul style="list-style-type: none"> • Previously contracted out to third party, but this did not work out in the end • Need to budget for renewal, e.g. resurfacing of netball courts

Horsham Rural City Municipality

Municipal Emergency Management Plan 2017 – 2020

Version 2.0



RESTRICTED VERSION

Quick References

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- Risk Management: p27
- Planning Arrangements: p29
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**Horsham Rural City
Council**

FOREST FIRE
MANAGEMENT VICTORIA



vicroads



Health
and Human
Services



Department of
Environment, Land,
Water & Planning



Department of
Economic Development,
Jobs, Transport & Resources

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Authority and Endorsement

Authority

The Horsham Rural City Council is the custodian of the Horsham Rural City Municipal Emergency Management Plan (MEMP) pursuant to Section 20(1) of the Emergency Management Act 1986. This MEMP was endorsed through a formal motion by the Horsham Rural City Municipal Emergency Planning Committee (hereafter referred to as "the MEMPC" or "the Committee").

Chairperson of the Horsham
Rural City MEMPC

X  X 17/11/17

Endorsement

Version 2.0 of the Horsham Rural City MEMP was adopted by the Horsham Rural City Council on:

XX/XX/XXXX

Chief Executive Officer
Horsham Rural City Council

_____ / /

Disclaimer

No reader should act on the basis of any matter contained in this publication without appreciating that it may be the subject of amendment or revocation from time to time without notice. The Councillors of Horsham Rural City Council expressly disclaim all and any liability (including liability in negligence) to any person or body in respect of anything and of the consequences of anything done or omitted to be done by any such person or body in reliance, whether total or partial, upon the whole or any part of this publication.

Document Information

Amendment Register

Version Number	Date endorsed by MEMPC	Date adopted by Council	Amendment History
1.0	July 2013		Adoption of Version 1.0
1.1	June 2015		Recommendations from 2014 audit and legislation changes. Adoption of Version 1.1
1.1	March 2017		VICSES Audit review passed
2.0	November 2017		Full review and endorsement, inclusive of 2017 audit recommendations

Table 1 Horsham Rural City MEMP Amendment Register

Administrative Updates

Administrative updates will be made to this plan from time to time that will be noted in the [Amendment Register](#) section. These amendments are of an administrative nature and do not substantially change the content or intent of this plan. These amendments do not require the plan to be endorsed by the Committee or Council.

Where there is substantial change required to the content or intent of the plan, the plan will go through the formal endorsement process.

Distribution of the MEMP

The Horsham Rural City MEMP is for the use of the members of the Horsham Rural City MEMPC. The Horsham Rural City MEMP and amended copies will be distributed to the MEMPC membership electronically.

A Public Copy is available from the:

- Horsham Rural City Council website: www.hrcc.vic.gov.au
- State Library of Victoria: www.slv.vic.gov.au

Access to the restricted version of the plan may be considered upon application to the MERO via the [MEMP Contact Details](#)

Please refer to the [Disclaimer](#) of this plan for further details about the intended uses and appropriate distribution of this document.

Public Access

- A Public Access version of the plan is placed on the Council's website under the Emergency Management tab: www.hrcc.vic.gov.au
- Please note the Public Version has information and contact details removed to comply with confidentiality and privacy requirements. The Restricted version has full details and is only made available to the MEMPC membership or approved agencies that have a role or responsibility detailed in this plan.
- The current version of this sub-plan is maintained by Council on the "Crisisworks" emergency management platform for Council and approved agency staff access.

MEMP Contact Details

This Plan is administered by the MERO. Please address all enquiries to

The Municipal Emergency Resource Officer:

Horsham Rural City Council

PO Box 511

Horsham Victoria 3402

council@hrcc.vic.gov.au

www.hrcc.vic.gov.au

Glossary and Acronyms

Definitions of words and phrases used in the MEMP have the same meaning as those prescribed in the relevant legislation and should be referred to, they include:

- Emergency Management Act 1986
- Emergency Management Act 2013
- [Emergency Management Manual Victoria Part 8: Appendices & Glossary](#)
- Local Government Act 1958
- Risk Management Standard ISO: 31000 2009

The MEMP follows the practice of writing a name in full followed by the acronym in brackets after it and is used thereafter in the plan.

Statistical Data

Statistical data referenced in this document is from the following sources:

- (1) Australian Bureau of Statistics 2016 Census
- (2) Department of Health and Human Services 2015 Local Government Area Statistical Profiles
- (3) VicHealth Indicators Survey 2015

Introduction

The unpredictable nature of emergencies can cause loss of life, destruction of property and dislocation of communities. Coping with hazards gives our reason and focus for planning. Emergency management planning at the municipal level is a multi-agency responsibility with Council playing an important role as direct participants as well as facilitating the planning process.

Experience shows that good planning for the use of resources in preventative (risk management) activities, in the response to emergencies and towards the recovery of affected communities and environments, can significantly lessen the harmful effects of those emergencies.

Context of the Plan

The framework for the management of all types of emergencies in Victoria is provided by the [Emergency Management Act 1986](#), the [Emergency Management Act 2013](#) and by the planning arrangements contained within the [Emergency Management Manual Victoria](#).

This plan is one component of the broader framework that enables emergency services, support agencies, service providers and the community to better understand hazards, determine priority risks, prepare for, respond to and recover from emergencies to strengthen community resilience and safety within the Horsham Rural City municipality.

This Plan is the result of the cooperative efforts of the agencies and organisations that comprise the Horsham Rural City MEMPC. It is these collaborative efforts of the membership that will ensure the objectives of the plan are implemented.

State Planning

[The State Emergency Response Plan \(Part 3 of EMMV\)](#) identifies the organisational arrangements for managing the response to emergencies within, or with the potential to affect, the State of Victoria. It applies to all agencies having roles or responsibilities in response to those emergencies, regardless of the scale of the emergency.

The State Emergency Response Plan, in conjunction with the [State Emergency Relief and Recovery Plan \(Part 4 of EMMV\)](#), set the strategic framework for preparedness, planning and emergency operations in Victoria.

Regional Planning

Emergency management agencies may develop plans that cover the Grampians regional area, that have a focus for a coordinated response across the region. These plans are managed by the respective agencies. As appropriate, this MEMP and its sub-plans are linked to these regional plans e.g. Grampians Relief and Recovery Plan, Grampians Regional Strategic Fire Management Plan.

Local Planning

Local emergency management planning in the Horsham Rural City municipality is facilitated by the Horsham Rural City Council. The Horsham Rural City MEMP is a multi-agency plan that describes the emergency management arrangements at the local level.

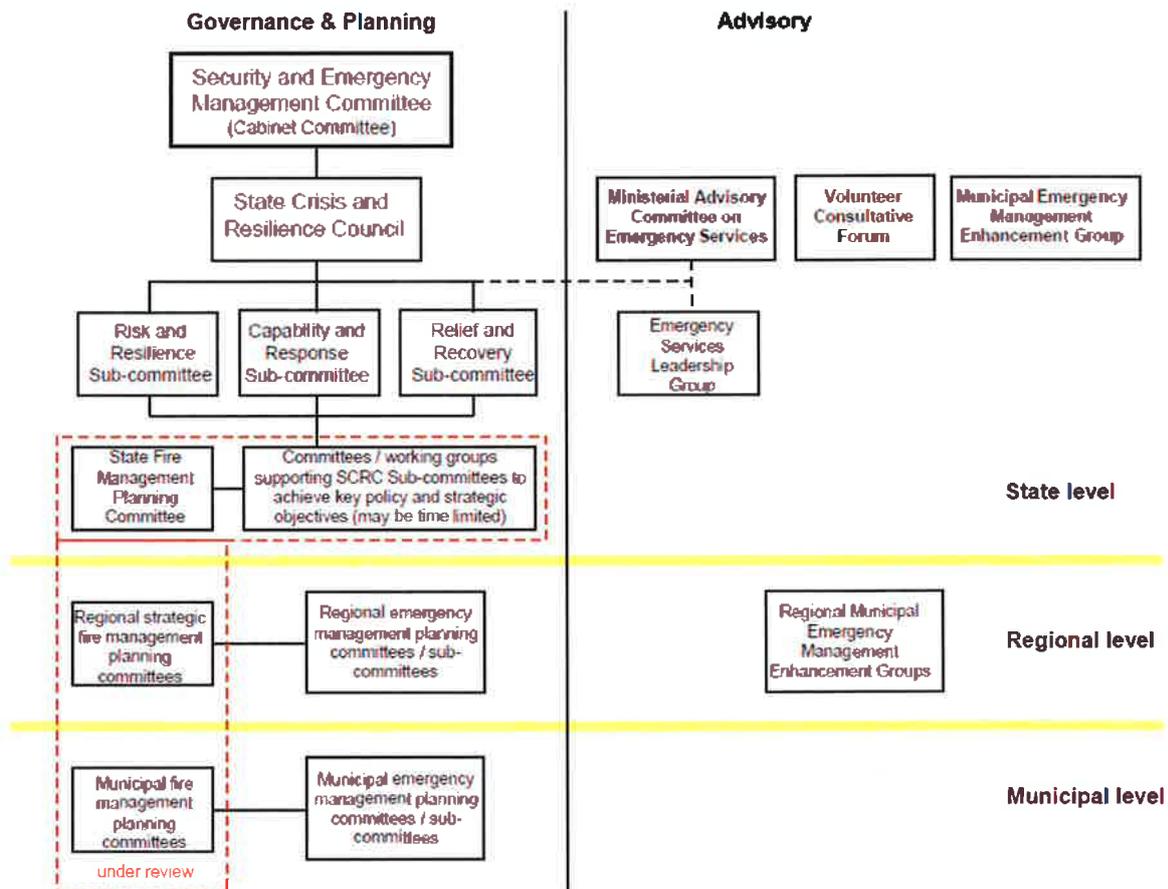


Figure 1 EMMV Part 6, Overview of the State's Planning & Committee Structure

Purpose

The purpose of this plan is to detail agreed multi-agency and community arrangements for the prevention of, preparedness for, response to, and recovery from emergencies that may occur in the municipality of Horsham Rural City.

Objectives

The Horsham Rural City MEMP has the following objectives:

- Identify and evaluate hazards and their risks that may affect the municipality
- Identify mitigation strategies to manage the likelihood or consequences of emergencies
- Promote educational programs that reduce the community's vulnerability and supports its resilience
- Managing arrangements for the utilisation and implementation of available municipal resources and other resources
- Assisting the community to recover following an emergency
- Complementing other local, regional and state government planning arrangements

Plan Evaluation and Reporting

Audit

The Municipal Emergency Management Planning Committee (MEMPC), pursuant to Section 21A of the Emergency Act 1986, will submit the MEMP to the Victoria State Emergency Service for audit. The purpose of the audit is to assess this plan's compliance with the guidelines issued by Victoria's Emergency Management Coordinator. MEMPC will respond to all requests resulting from the audit as required. This plan will be subject to audit every three (3) years.

The MEMP is a multi-agency plan for the municipal district. It is not owned by Council. The result of the emergency planning process is a coherent plan that should be known and understood by all agencies, MEMPC members, senior council officers and all staff who have emergency management responsibilities.

Review

The MEMP will be reviewed and updated as required:

- Annually in full or part at each MEMPC meeting
- After each major event where the plan has been activated
- Where the MEMP has been Exercised
- As part of its programmed three (3) year major review.

It is acknowledged that planning cycles may change as planning processes evolve in the future.

All agencies that are represented and have responsibilities in the MEMP and associated plans are required to notify the MEMPC of any changes to their contact details, agency responsibilities and resourcing levels so that the arrangements can be updated as required.

Testing (Exercising) of the Arrangements is undertaken following completion of the development or major review of the arrangements and associated plans. This will be done in a form determined by the MEMPC. Other aspects of the Arrangements may be tested in part as determined by the MEMPC.

Reporting

The MEMPC reports after each meeting to the:

- Horsham Rural City Council by providing a copy of the meeting Minutes and any other information as required on the progress of any work being undertaken by the Committee
- Grampians Regional Municipal Emergency Management Planning Committee (GREMPC) by providing a summary and notification of issues for the Regional Committee to consider

Agencies assigned actions by the Committee report on their progress at each meeting in an appropriate form until the action is complete.

Municipal Profile

The Land

Traditional Owners

Horsham Rural City acknowledges the Aboriginal history of the municipality as the traditional lands of the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk people.

Topography

The Rural City of Horsham is strategically located on the National Highway and rail systems approximately halfway between Melbourne and Adelaide. The section of the Western Highway which passes through the municipality is a known Fatigue Zone. The municipality encompasses a large area of Victoria's highly productive, broad acre dry land cropping country in the north graduating to highly prized grazing land in the southern areas bordering the Grampians National Park. The heritage Wimmera River and a network of recreational lakes throughout the municipality compliment the diverse local topography and pleasant climate.

Horsham is the largest regional centre in the Wimmera area, providing goods and services not only to its own residents but those from the surrounding municipalities. Its location on the junction of the Henty, Wimmera and Western Highways makes it a key hub for distribution of a range of goods and services across the region.

The northern area of the municipality is characterised by wide open clay soils becoming more undulating towards the south as the plains meet the Great Dividing Range in the Grampians National Park. The iconic Wimmera River, as well as the Natimuk Creek system, cut through the wide open lands as they traverse the municipality.

For further information on the Rural City of Horsham geography refer to Appendix F - Maps

For additional information please refer to [Appendix D: Horsham Rural City Municipality Boundary Map](#)

Climate

The climate in the area is dominated by warm dry summers and cool wet winters. The bushfire season generally runs from November to April. Weather conditions associated with the bushfire season in the Shire include warm to hot north-westerly winds, high temperatures and low relative humidity followed by a cool south westerly change. In recent years there has been a significant decrease in average spring and autumn rainfalls.

The State Government climate change projections predict that the municipality can expect:

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- increased temperatures with the greatest increases occurring in summer.
- to be drier with greater decreases in rainfall expected in spring.
- to have an increase in the intensity of rainfall but a decrease in the number of rainy days.

With increased temperatures and a decreased amount of rainfall, water will be a key issue in the future for the community, council, primary producers and businesses.

Land Use

Rural land use comprises of around 85.7% of total land in the municipality with less than 1% being used for business, industrial or residential purposes ⁽²⁾. Approximately 8,078 households are present in the region ⁽¹⁾. The municipality encompasses a large area of Victoria's highly productive broad acre dry land cropping country in the north to highly prized grazing land in the south, bordering the Grampians National Park.

The land in the northern area is characterized by wide open flat clay soils with isolated small settlements scattered throughout. As you move further south the land becomes more undulating as it reaches the Great Dividing Range in the Grampians National Park. This change in landform aligns with the characteristics changes in fire behaviour, with fast moving grassfire in the north with few settlements, to more intense grass and bushfires with many scattered isolated residents in the south. The increase in population growth of Horsham has seen an increase in subdivision on the edge of town.

Even though the Grampians National Park is not within the municipality boundary, Horsham provides the largest centre for visitors to stay or purchase supplies. Wartook Valley area and Dadswells Bridge townships abut the National Park and provide a range of accommodation and associated industries for visitors. These areas, in particular, have a large increase in seasonal population mostly in the spring/summer period. Mount Arapiles is a hub for rock climbers from all over the world and there is a constant but transient population in Natimuk and Mt Arapiles visiting this location. Many of the visitors to both Grampians and Mount Arapiles are from overseas.

The Wimmera Mallee Pipeline has been implemented across the municipality. This system has replaced the earthen channel system which has been removed. Long established olive plantations exist in the Mt Zero area along with some private property blue gum plantation. There are also a number of private property agro forestry plantations.

Water Supply and Management

The Wimmera Mallee Pipeline supplies water for agricultural practices as follows:

- Horsham, Pimpinio – supplied by supply system 1, Yaapeet line
- Natimuk, Horsham, Noradjuha – supplied by supply system 6, Natimuk line

As part of the construction of the pipeline, a number of water tanks for firefighting purposes have been strategically placed along its length.

The city of Horsham's water is supplied from Lake Wartook in the Grampians. The water travels along MacKenzie Creek and then to the Mount Zero storage via 50 kilometres of open channel. A water treatment plant is present at Mount Zero which treats the water for Horsham to drinking water quality. Smaller communities around the municipality rely on their own water sources for drinking water purposes.

The People

The total population of the region is 19,642 people ⁽¹⁾. Actual and projected population growth for Rural City of Horsham are both lower than the state measures. Horsham has higher percentages than the state population in all age groups other than 15–24 and 25–44. The percentage of people of Aboriginal and Torres Strait Islander origin is above the state measure and the percentage of people born overseas is among the lowest in the state ⁽²⁾.

Horsham Rural City residents reported significantly greater wellbeing than all Victorians. Residents gave their wellbeing an average score of 80.6 out of 100, compared with the Victorian average of 77.3 ⁽³⁾.

Within the Rural City of Horsham ⁽²⁾:

- The rate of family violence incidents, drug usage and possession offences and total offences are among the highest in the state.
- Horsham's results for most measures of social capital are higher than the state measures.
- The percentage of people aged over 75 years who live alone is among the highest in the state.
- The percentage of people who delayed medical consultation being unable to afford it, is among the highest in the state.

The city of Horsham has a population of around 14,543 people ⁽¹⁾, with the remainder of the population scattered across the municipality in smaller localities. Natimuk, to the west on the Wimmera Highway, is the second major town of the region with a population of 514 people.

Its location on the junction of the Wimmera, Henty and Western Highways makes it a key hub for the distribution of a range of goods and services across the district.

Localities around the region which make up the rest of the population are Blackheath, Brimpaen, Bungalally, Clear Lake, Dadswells Bridge, Dooen, Douglas, Drung, Duchembeggara, Grass Flat, Green Lake, Greenland Dam, Haven, Jilpanger, Jung, Kalkee, Kanagulk, Kewell, Laharum, Longeronong, Lower Norton, McKenzie Creek, Mitre, Mockinya, Mount Talbot, Murra Warra, Noradjuha, Nurrabel, Pimpinio, Quantong, Riverside, St Helens Plains,

Telangatuk East, Toonan, Toolondo, Vectis, Wall, Wartook and Wonwondah, all of which have a population less than 200 people.

The largest ancestries in Horsham Rural City in 2016 were Australian (41.3%), English (41.0%), Scottish (12.0%) German (10.7%) and Irish (10.1%) .

There has been growth in communities with Indian, Filipino and Chinese ancestries since 2011 .

The Aboriginal and Torres Strait Islander population is 1.5% of the total population.

60.6% of the population identify as Christians, 0.4% each identify as Buddhist, Hindu and Moslem, while 29.6% classify themselves as non-religious.

In Horsham Rural City, 3.8% of people spoke a language other than English at home, with the most common being Italian, Malayalam, and Filipino/Tagalog at 0.4% of the population each ⁽¹⁾.

The percentage of the population with a severe or profound disability or who requires assistance with core activities is 6.0%, compared to the state measure of 5.1% ⁽¹⁾.

Services

The Horsham Rural City is a well serviced municipality which provides, and supports the provision of a range of services that promote public health, education and wellbeing. Listed below are a range of hospitals, aged/disability service centres and the schools and early learning centres in the area.

Township	Kindergarten/Early learning	School/College	Health/Care Facilities
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Township	Kindergarten/Early learning	School/College	Health/Care Facilities
Horsham	Bennet Road Kindergarten Natimuk Road Kindergarten Horsham North Kindergarten Roberts Avenue Kindergarten Green Park Casuarina Kindergarten	Horsham Primary School - 298 Campus - Rasmussen Rd Campus Horsham Lutheran Primary School Horsham West Primary School St Michael & St John's Primary School Horsham Special School Horsham College (Secondary) St Brigid's Secondary College Longerenong Agricultural College (Further Education) Federation University Centre for Participation (Certificate,	Wimmera Base Hospital (24 hour emergencies) Wimmera Medical Centre Grampians Community Health Lister House Medical Clinic Tristar Medical Group Horsham Medical Centre Mynara Medical Centre

Township	Kindergarten/Early learning	School/College	Health/Care Facilities
Natimuk	Natimuk Kindergarten	Natimuk Primary School	Natimuk Surgery Rural City of Horsham Health Service Natimuk
Haven	-	Haven Primary School Horsham College – McKenzie Creek Campus (specialty learning years 7-9)	-
Laharum	Laharum Kindergarten	Laharum Primary School	-

Table 2 Horsham Rural City Service Organisations & Facilities

A comprehensive list of services including contact details can be found in the supporting document: *Vulnerable People in Emergency Policy*. Each of these facilities has their own Emergency Management Plan.

Vulnerable People and Facilities

The state-wide database for vulnerable people is regularly updated and available via Victoria Police for response agencies in the event or possible event of a major incident. Horsham Rural City Council provides a Vulnerable Persons Coordinator who assists other agencies with maintaining their entries in the state-wide database on an ongoing basis.

Facilities including schools, health services and aged care and disability services are listed in the Vulnerable People register and need to be considered as vulnerable facilities which would require extra care and attention when dealing with evacuation and emergency procedures.

The Industry

Horsham is the largest regional centre in the municipality and the Wimmera, providing goods and services not only to its own residents but also to those from surrounding regions.

The city of Horsham provides the main agricultural service centre for the Wimmera as well as the main retail and tourist centre. The main commodities are cereals and sheep and lambs for meat and wool.

The Wimmera Intermodal Freight Terminal at Dooen is expected to transform the efficiency and capacity of the grain handling and storage in the Wimmera. The 23.5 ha terminal provides a central location for grain storage facilities and grain export processors, improved access to freight depots, grain silos and processing plants, and builds on the region's nationally significant and export focussed grains industry. Complimentary activities and businesses such as container park facilities, large volume container packing, bulk loading and warehousing facilities will be established near the WIFT, further extending commercial opportunities.

Major Transport

Major Highways within the area are the Western Highway, Wimmera Highway and the Henty Highway, which all meet at Horsham. The section of the Western Highway which passes through the municipality is a known Fatigue Zone.

The main rail line which passes through the area is the Adelaide-Melbourne line. The overland passenger train travels along this track daily on its route between Melbourne and Adelaide. This line is used frequently by freight trains carrying various cargos between Melbourne and Adelaide, as well as the local products manufactured in the area. The line is also connected to the Intermodal Freight Terminal in Dooen which transports the agricultural commodities from across the region to processing plants and ports such as Portland.

The Horsham Aerodrome is located to the north of Horsham and has two sealed runways equipped with pilot activated lighting and therefore suitable for day and night operations. Regular mail and air ambulance service as well as a flying school operate in and out of Horsham Aerodrome on a daily basis

The Economy

The total number of businesses in the municipality in 2016 was 2,154 with over 30% of these related to the agricultural industry ⁽¹⁾. The next largest number of business in the Shire are construction, rental and real estate services, retail trade, finance and insurance services. Rural City of Horsham results for most measures of social capital are higher than the state measures and the unemployment rate is lower than average at 4.7% ⁽²⁾.

Tourism

The heritage Wimmera River and a network of recreational lakes traverse and lie throughout the municipality providing relaxing and recreational areas for both locals and visiting tourists. Even though the Grampians National Park is not within the boundary of the municipality, Horsham provides the largest centre for visitors to stay or purchase supplies and is the entry point for many visitors. Horsham Rural City is the centre of the Wimmera providing numerous festival and cultural events, functions and conventions throughout the year. The Wartook Valley and the township Dadswells Bridge provide accommodation and associated industries for visitors of the Grampians. A large seasonal increase in population occurs in the region especially in the spring and summer periods. Another major attraction in the region is the Giant Koala at Dadswells Bridge on the Western Highway, a popular stop for passers-by.

Natimuk is home to the magnificent Mount Arapiles, known as a world-famous rock climbing destination, certainly one of the best in Australia. The rock formation is home to many quality climbing routes and attracts numerous tourists both national and international year round keeping the population constant but transient.

The Wimmera Machinery Fields Days are an iconic three day event held each year at the purpose built Wimmera Events Centre at Longerenong. The Field Days is a showcase of the latest developments in farming practice, machinery, equipment, technology and services and has grown into country Australia's largest agricultural events.

History of Emergencies

Fires

Due to the patchwork nature of public and private land across the municipality most fires, regardless of ignition, will impact on both tenures. Some of the major bushfires across the region are depicted below. A full list of all fires including structure fires is included in the Rural City of Horsham Municipal Fire Management Plan.

Year	Location	Size [ha]	Ignition Source
Jan 2015	Rocklands – Rees Rd	4700	Lightning
Jan 2014	Northern Grampians Complex	55000	Lightning
Jan 2010	Roses Gap	1715	Lightning
Feb 2009	Remlaw – Horsham	1782	Power Pole
Jan 2006	Mt Lubra - Grampians	140000	Lightning
Dec 2007	Little Desert	15000	Lightning
2005	Fulham	10000	Campfire Escape
2002	Dock Lake – Highway	100	Vehicle/Fairy Grass
2000	Laharum	1400	Burn Off
1999	Mt Difficult	6500	Lightning
1994	Telangatuk	1500	Burn Off
1991	Jilpanger	500	Lightning

Table 3 Major Fire Summary

Floods

Flood events from the Wimmera River and smaller tributaries have been a regular feature of the history of Horsham, with large floods occurring most recently in 2010 and 2011. Large floods throughout the Horsham Rural City municipality area generally occur as a result of moderate to heavy rainfall after a prolonged period of general rainfall.

Pest Plague

Late in 2010 and early in 2011 a plague of locusts ravaged the state of Victoria impacting greatly on the agricultural industry of the municipality. The occurrence of high summer and autumn rainfall provided an ideal environment for extensive breeding and egg-laying. The Australian plague locust is a native Australian insect and is a significant agricultural pest. In recent years, crops in the Wimmera have also been affected by mouse plagues. In 2010, 2011 and

2014 particularly, numerous regions across Victoria, South Australia and Western Australia were subject to mouse plagues.

Future Implications for Emergency Management

Future vulnerabilities will include larger landholdings managed by consortiums and serviced by contractors leading to declining populations across the shire. This demographic combined with an ageing population has seen previously robust rural communities replaced by smaller, older more vulnerable communities isolated from services. The shift in population may reduce emergency services volunteer capacity and resources potentially leading to delayed suppression activities in rural areas reducing brigade capacity and resources.

Changes in farming practices have led to increased fuel content being left on ground throughout the year potentially increasing fire spread due to continuity of fuel load. Hay production is widespread throughout the shire and there is potential for spontaneous combustion in stored product.

An increase in individuals purchasing property for investment purposes has resulted in more absentee land owners. These land owners traditionally have less understanding of fuel and fire management requirements, have little engagement with the community and live externally to the municipality. This limits their capacity and ability to undertake regular fuel management works and participate in local community networks.

As predicted by the State Government climate change projections, an increase in temperature can be expected in the future. This escalation in temperature will potentially increase the likelihood and frequency of heatwaves across the municipality. Increased heatwaves in conjunction with an ageing population could be a cause for concern.

Emergency Risk Management

Risk Assessment

Emergency Risk Management is a systematic process that produces a range of measures that contribute to community and environmental wellbeing.

'Unexpected' emergencies can affect the community differently as they generally happen without warning or predictability. These may include transport accidents, flash floods, terrorism and structure fires. Due to the 'unexpected factor' of these events, it is difficult to plan all suitable counter measures at the municipal level.

The Horsham Rural City MEMPC recognizes it has a key role in prevention and mitigation activities to reduce the risk or minimize the effects of emergencies that may occur in the Horsham Rural City municipality.

To ensure an effective response to such events, the risk management approach considers the most likely aspects and consequences of all types of potential hazards, which is incorporated into all levels of municipal emergency planning. This is further supported by the emergency risk management planning adopted at the State Level, as detailed in [Part 2 of the Emergency Management Manual Victoria \(EMMV\)](#).

The risk management approach provides the MEMPC with a framework for considering and improving the safety and resilience of their community from hazards and emergencies. It aims to identify the likely impacts of a range of emergency scenarios upon community assets, values and functions.

The assessment helps users to identify and describe hazards and assess impacts and consequences based upon the vulnerability or exposure of the community or its functions. The outputs of the assessment process can be used to inform emergency management planning, introduce risk action plans and ensure that communities are aware of and better informed about hazards and the associated emergency risks that may affect them.

Horsham Rural City MEMPC regularly undertakes risk assessment programs based on the Australian/New Zealand Standard AS/NZS 31000 and the National Emergency Risk Assessment Guidelines (NERAG) Handbook 10, 2nd Edition 2015. Full risk assessments have been undertaken in 1997, 2008, 2012 and 2015.

Horsham Rural City Risk Register

Through the risk assessment process, the following hazards were identified that impact significantly on the Horsham Rural City community:

Risk	Risk
Flood	Extreme Temperature - Heatwave
Drought	Transport Accident - Road
Bushfire	Fire - Residential
Service Disruption - Electricity	Hazardous Material - Release in Transport
Service Disruption - Communications	Falls

Table 4 Major Hazards Impacting Horsham Rural City Municipality

A comprehensive risk profile worksheet has been developed for each of the above listed risks. This worksheet identifies the hazards, the risks, and treatment options. The Risk Register is reviewed at each MEMPC meeting to ensure that it is current. The Risk Assessment worksheets are recorded in "Crisisworks".

Planning Arrangements

Multi Agency Approach

Multi agency collaboration is paramount to good municipal emergency management planning and implementation. Emergency services and recovery agencies work together at the municipal level to Plan, Prepare, Respond and Recover for all emergencies, taking a broad risk approach.

Control agencies responsible for each risk area will involve other agencies (including local government) in a support capacity.

These relationships work because of:-

- Annual Exercising
- Trigger points & level of activation
- Communications to stakeholders and the community
- Working together as one culture

[Appendix B: MEMP Agency 24 Hour Contact List](#) contains a list of agency 24 hour contact details for the MEMP. Additional information can be found in the [Emergency Management Manual of Victoria Part 7](#).

Municipal Emergency Response Coordinator (MERC)

The member of Victoria Police appointed as an emergency response coordinator for each municipality is known as a Municipal Emergency Response Coordinator (MERC).

The MERC sits on the Municipal Emergency Planning Committee.

The Officer in Charge at the Warracknabeal Police Station is the delegated MERC for the Horsham Rural City municipality. For the full role description of the MERC refer to the [EMMV \(Part 3\)](#).

Council Emergency Management Functions

The Emergency Management Act 1986 and 2013 and the Local Government Act 1989, identifies that Councils play a role in Victoria's emergency management arrangements and systems.

Councils have emergency management responsibilities as they are the closest level of government to their communities and have access to specialised local knowledge about the environmental and demographic features of the municipality. People will naturally seek help from their local council and emergency management agencies during emergencies and the recovery process.

The Horsham Rural City Council accepts the responsibility for the management of municipal resources and the coordination of community support to counter the effects of an emergency during the response to and recovery from emergencies. Emergency management responsibilities of Council include:

- provision of emergency relief to the community affected by the emergency during the response phase
- provision of supplementary supply (resources) to lead and relief agencies during response and recovery
- relevant Municipal assistance to agencies during the response to and recovery from emergencies
- secondary impact assessment and post emergency needs assessment of the impact of the emergency
- recovery activities within the municipality, in consultation with Department of Health and Human Services and the Department of Economic Development, Jobs, Transport and Resources
- reviews and debriefs post incident and the development of the corresponding reports to agencies and Government

Council Emergency Management Roles

Horsham Rural City Council maintains a number of emergency management roles to meet its responsibilities and support these arrangements where appropriate and as capacity allows.

It is anticipated that assistance will be required from neighbouring Shires and emergency service agencies to support the Horsham Rural City Council depending on the size of the emergency.

Staff have been appointed to the following roles:

- Municipal Emergency Resource Officer (MERO)
- Municipal Recovery Manager (MRM)
- Municipal Fire Prevention Officer (MFPO)

Municipal Emergency Resource Officer (MERO)

The Director of Technical Services has been appointed to the position of MERO pursuant to Section 21(1) of the Emergency Management Act 1986. Council has also appointed Deputy MERO's to ensure continuity of service in the absence of the MERO.

Responsibilities of the MERO during the response phase of an emergency include:

- Coordination of municipal resources
- Establish and maintain an effective structure of personnel whereby municipal resources required responding to an emergency can be accessed on a 24 hour basis
- Establish and maintain effective liaison with agencies within or servicing the municipal district
- Ensure procedures and systems are in place to monitor and record all expenditure by the municipality in relation to emergencies

For the full role description of the MERO refer to the [EMMV \(Part 6\)](#)

Municipal Recovery Manager (MRM)

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The Manager Community Development has been appointed by Horsham Rural City Council to fulfil the function of the MRM. Council has also appointed Deputy MRM's to ensure continuity of service in the absence of the MRM.

Responsibilities of the MRM include:

- Manage municipal and community resources for community support and recovery
- As part of the Emergency Management Group, liaise with the MERC and MERO on the best use of municipal resources
- Liaise with the Regional Recovery Committee and Department of Health and Human Services
- Establish the Emergency Relief and Recovery Centres, as required
- Liaise, consult and negotiate with recovery agencies and Council on behalf of the affected area and community recovery committees
- Coordinate the accurate dissemination of recovery information to Council's senior managers and the community
- Support the post impact assessment process for the collation and evaluation of information
- Ensure effective management of the Council Emergency Coordination Facility for recover
- Ensure the monitoring and recording of Council's expenditure is undertaken
- Manage the timely and planned withdrawal of recovery services

For the full role description of the MRM refer to the [EMMV \(Part 6\)](#)

Municipal Fire Prevention Officer (MFPO)

The Country Fire Authority Act 1958 requires each council to appoint a MFPO, and any number of assistant MFPOs. The MFPO together with the MFMPC regularly reviews the municipal fire prevention plan and fire planning activities within the municipality.

Under the Act, an MFPO may delegate, by written instrument, to an assistant, any power or duty of the fire protection officer, except the power of delegation.

Emergency Management Liaison Officer (EMLO)

The EMLO is appointed by Council to undertake liaison duties in respect of an emergency event and/or when requested to attend an Incident Control Centre (ICC) established by a Control Agency for an emergency event. Their main role is to provide two way communications between Council and the ICC/Emergency Service Agency. The staff member appointed is required to have sufficient knowledge and decision making capability to fulfil this role and ensure efficient and effective outcomes in the management of the emergency event.

Municipal Emergency Management Planning Committee (MEMPC)

This Committee is formed pursuant to Section 21(3) and (4) of the Emergency Management Act 1986. Its main purpose is to develop the Municipal Emergency Management Plan (MEMP) for Council's consideration in relation to the prevention, response and recovery arrangements in relation to emergencies that may impact the Horsham Rural City Municipality.

The Terms of Reference for the Committee can be accessed at [Appendix A: Horsham Rural City MEMPC Terms of Reference](#)



It is not the role of the MEMPC to manage emergencies. This is the responsibility of agencies allocated the role due to their expertise and resourcing to manage emergency events as the Control Agency or aspects of them in support of the Control Agency.

The Figure on the left describes the organisational relationship between the MEMPC, MEMPC Executive and Sub-committees.

Figure 2 MEMPC Organisational Relationship

MEMPC Executive Group

The primary function of the Executive Group of the MEMP Committee is to ensure that the local arrangements between Council and partner agencies remain current and that agencies are aware of their role and responsibilities under these arrangements. The Executive Group also ensures the appropriate debriefs and reviews are undertaken when these arrangements have been activated or tested.

The membership of this sub group of the MEMPC is:

- Horsham Rural City Council representatives (MERO, MRM)
- Victoria Police – Horsham (MERC)

Sub Committees and Working Parties

To assist with the activities of the MEMPC, sub-committees may be established to examine various issues in more detail then report back to the MEMPC. These may include:

- MEMPC Executive Group
- Municipal Fire Emergency Management Planning Committee
- Recovery Sub-committee
- Other sub-committees, as required

Preparedness Arrangements

Preparedness

Preparedness for emergencies includes a range of activities that require the allocation of resources and the support of agencies to ensure a coordinated and well planned approach that delivers required outcomes.

Preparedness takes many forms including planning, training, exercising, resource acquisition and the development and implementation of programs. Whilst much of this work is integrated within the everyday business and activities of Council and agencies, community preparedness is an important component.

Resource Sharing Protocol

Horsham Rural City Council is a signatory to the [Municipal Association of Victoria \(MAV\) Resource Sharing Protocol](#). The Protocol clarifies operational, insurance and reimbursement issues that may arise through municipal resource-sharing arrangements in an emergency.

Mutual Aid and Support

Horsham Rural City Council accepts responsibility for the management of municipal resources and the coordination of community support to counter the effects of an emergency during response and recovery from emergencies. However it is recognised that when Horsham Rural City Council is required to enact any of the functions below, support will be requested from neighbouring & sister shires, state & federal government departments and other agencies to assist in the delivery of those functions appropriate to the event

This includes the management of:

- provision of emergency relief to the affected community during and immediately after the response phase
- provision of appropriate assistance and resources to control and relief agencies during response and recovery
- secondary impact assessment and post emergency needs assessments following the emergency
- financial support arrangements that arise
- recovery activities within the municipality, in consultation with Department of Health and Human Services (DHHS) and the Department of Economic Development, Jobs, Transport and Resources (DEDJTR)
- municipal debriefs, reviews and the development of corresponding reports.

Emergency Relief Centres

An Emergency Relief Centre is a building or a place that has been activated for the provision of essential personal needs for people affected by an emergency. The decision to activate an emergency relief centre (ERC) is based on an Incident Controller's determination, in consultation with the MEMPC Executive Group. For information on Emergency Relief Centres in the Horsham Rural City municipality refer to [Appendix C: Supporting Arrangements and Useful Links](#).

Vulnerable People

Horsham Rural City Council is one of several organisations in the municipality that maintains a Vulnerable Persons Register (VPR) in keeping with the current policy definition and procedures developed by Department of Health and Human Services. Each agency's VPR Coordinator will release information according to the procedure: [Appendix C: Supporting Arrangements and Useful Links](#)

Neighbourhood Safer Places – Bushfire Places of Last Resort (NSP-BPLR)

Neighbourhood Safer Places – Bushfire Places of Last Resort are Council designated buildings or spaces within the community that may afford some protection from bushfires. Neighbourhood Safer Places – Bushfire Places of Last Resort:

- is a place of last resort in bushfire emergencies and are not designed to replace a personal bushfire survival plan
- may assist people when there is imminent threat of bushfire and they have no plan, or their planned options are not possible
- are not locations to relocate to when leaving early. On days when there is advice to leave early people should relocate well away to an area of lower risk either the night before or early in the morning

Neighbourhood Safer Places – Bushfire Places of Last Resort are reviewed annually. Sites are nominated by Council and then assessed by CFA for their suitability.

For more information refer to Horsham Rural City Municipal Fire Management Plan 2017 - 2020 or the Municipal Neighbourhood Safer Places - Places of Last Resort Plan. See: [Appendix C: Supporting Arrangements and Useful Links](#)

The list of Neighbourhood Safer Places- Places of Last Resort, including township maps, for the State of Victoria can be located at www.saferplaces.cfa.vic.gov.au.

Community Information Guides

Community Information Guides - Bushfire (formerly known as Township Protection Plans) are a key source of information for the community and an important tool to emphasise the shared responsibility between the community, fire services and local government. For Horsham Rural City municipality, there are currently the following Community Information Guides developed:

- Dadswells Bridge
- Horsham/Haven
- Natimuk

Community Information Guides are a dynamic document updated annually. For further information refer to www.cfa.vic.gov.au.

Mitigation

Government & non-government organisations, commercial enterprises and community members are all expected to maintain mitigation measures within their own areas of responsibility. For example:

- Private businesses prepare business continuity plans
- Aged care and health facilities have emergency management plans
- Farmers have appropriate fire control measures at harvest
- Fire agencies will conduct strategic controlled burn programs
- Council implements relevant planning, prevention and mitigation measures within its authority, responsibility and policies
- Community members have personal emergency plans
- Organisations and individuals have appropriate levels of insurance

Hazard Specific Sub Plans

Treatment plans are developed at municipal and agency level to mitigate the risk of hazards that impact the municipality. The hazards and the associated risks are recorded in the Risk Register.

Where the risk is of sufficient magnitude, hazard specific sub plans are developed, which may contain mitigation arrangements. Other sub-plans and arrangements may be developed that:

- manage specific hazards of a technical nature such as biosecurity risks or pandemic
- support Control Agencies and their arrangements e.g. Resource Support Arrangements
- contribute to the overall management of an emergency e.g. Emergency Animal Welfare Support Sub-plan

These plans can be found in [Appendix C: Supporting Arrangements and Useful Links](#).

Response Arrangements

Introduction

Emergency response focuses on organising, coordinating and directing available resources to respond to emergencies and the provision of rescue and immediate relief services for people affected by emergencies. This includes the provision for requests for physical assistance from regional, state and commonwealth levels of government when municipal resources are exhausted.

The following section outlines the arrangements in place for the activation and implementation of response activities for emergency events impacting on the Horsham Rural City municipality, including regional collaborative arrangements to facilitate effective response to emergency events that impact on an area larger than the municipality.

Strategic Control Priorities

EMV provide key strategic priorities for the State Controller, Regional Controllers and Incident Controllers to consider during the management of any complex emergency. The intent is to minimise the impacts of emergencies and enable affected communities to focus on their recovery.

The priorities include:

- Protection and preservation of life is paramount – this includes:
 - Safety of emergency services personnel; and
 - Safety of community members, including vulnerable community members and visitors/tourists located within the incident area
- Issuing of community information and community warnings detailing incident information that is timely, relevant and tailored to assist community members make informed decisions about their safety
- Protection of critical infrastructure and community assets that support community resilience
- Protection of residential property as a place of primary residence
- Protection of assets supporting individual livelihoods and economic production that supports individual and community financial sustainability
- Protection of environmental and conservation assets that considers the cultural, biodiversity and social values of the environment

Event Categorisation

Emergency events are categorised using three parameters:

- Operational Tier
- Class of Emergency
- Classification

Operational Tier

The operational tier defines the level of management required for the emergency event:

- Incident - managed at the local level by the Control Agency
- Regional – managed at the regional level by the Control Agency
- State Incident – managed at State level by EMV

Emergency events are managed at the appropriate operational tier until the event may require escalation to a higher level.

Classes of Emergency

Classes of emergency as defined *the Emergency Management Act, 2013*, relate to the type of emergency and are defined below:

Class	Definition
Class 1 emergency	(a) a major fire; or (b) any other major emergency for which the Metropolitan Fire and Emergency Services Board, the Country Fire Authority or the Victoria State Emergency Service Authority is the control agency under the State Emergency Response Plan. (Emergency Management Act 2013 section 3)
Class 2 emergency	A major emergency which is not— (a) a Class 1 emergency; or (b) a warlike act or act of terrorism, whether directed at Victoria or a part of Victoria or at any other State or Territory of the Commonwealth; or (c) a hi-jack, siege or riot. (Emergency Management Act 2013 section 3)
Class 3 emergency	A Class 3 emergency means a warlike act or act of terrorism, whether directed at Victoria or a part of Victoria or at any other State or Territory of the Commonwealth, or a hi-jack, siege or riot. Class 3 emergencies may also be referred to as security emergencies.

Table 5 Classes of Victorian Emergencies

Classification of Emergencies

There are three classifications of emergency response:

- **Level One – Small Scale Emergency (less than 24 hour impact)**

Level one incident normally requires the use of local or initial response resources.

- **Level Two – Medium Scale Emergency (more than 24 hours)**

A level 2 incident is more complex in size, resources or risk than Level One. It is characterised by the need for:

- deployment of resources beyond initial response
- sectorisation of the emergency
- the establishment of functional sections due to the levels of complexity or
- a combination of the above

The Incident Control Centre (ICC) may be activated to coordinate the multi-agency response to the event. The Incident Controller will establish an Emergency Management Team as required.

- **Level Three – Large Scale Emergency (multiple days impact)**

A level 3 incident is a large scale emergency and is characterised by the levels of complexity that will require the activation and establishment of an ICC. This level of emergency will require forward planning as the emergency continues and will specifically require recovery planning during the early stages of the response phase of the emergency.

Phases of Activation

Response arrangements should be implemented at the earliest possible opportunity if the consequences of emergencies are to be minimised. The phases of activation are:

Alert

Upon receipt of warning or information that an emergency may occur or affect the relevant area of responsibility, the organisation and staff must be alerted to ensure its readiness to act if called upon. Some of the activities that should be considered in this phase are:

- Warning for key personnel.
- Testing of communications arrangements.
- Establish the flow of information between Municipality and Control/Support Agencies.
- Staff ready to deploy if required to respective Emergency Centres.
- Muster resources and prepare equipment and personnel for immediate action.
- Identify assembly areas.

Action

This is the operational phase of the emergency when control and support agencies are committed to contain or control the emergency. Some operations may necessitate moving to the "Action phase" immediately without the "Alert" phase being implemented. For this reason, it is mandatory that all organisations having a role in this Plan be in a state of preparedness at all times.

Some of the activities that should be considered in this phase are:

- Mobilise personnel/equipment as requested.
- Produce situation reports on regular basis for higher authorities.

- Deploy additional resources as required.
- Ensure Casual Emergency Workers are registered.

Stand Down

Once "Alert" or "Action" has been implemented, the MERC must declare a "Stand Down". The MERC will advise all participating agencies of 'Stand Down', after consultation with the Control Authority and any other relevant agency, and when satisfied that the response to the emergency has been completed.

Incident Control Centre (ICC)

Incident management and control will be set up and activated by the controlling agency at a pre-determined Incident Control Centre (ICC). In some cases it may be initially set up from a police station or pre-determined municipal facility.

An Emergency Management Team (EMT) communicates through the Incident Control Centre (ICC) when an alert is issued. The team comprises the MERC, Control Agencies and the MERO. Its role and function is to assess agency readiness, which includes their capacity for deployment, and determine the extent of resources available locally.

The Incident Control Centre (ICC) operates by using the Australasian Interservice Incident Management System (AIIMS). AIIMS provides a management system that facilitates the coordination of all activities, by all parties involved, in the resolution of any emergency. The nearest ICC (Level 3) for Horsham Rural City municipality is located in Horsham at the offices of the Department of Economic Development, Jobs, Transport and Resources (DEDJTR), also referred to as Grains Innovation Park.

The main ICC is located in Horsham but other ICCs may be established that impact the Horsham Rural City municipality such as Mildura in the north or Heywood in the south. The address details are

1. Horsham ICC: Grains Innovation Park, 110 Natimuk Rd, Horsham
2. Mildura ICC: 308-390 Koolong Ave Irymple 3498
3. Heywood ICC: 12 Murray Street, Heywood 3304

Note: The ICC is not open to the public.

Council Emergency Management Coordination

Coordination of emergency management is generally undertaken by the Control agency within an Incident Control Centre.

There may be instances where the Horsham Rural City MEMPC Executive Group (MERC, MERO and MRM) perform a leadership role in municipal coordination, and provide a link between the Incident Control Centre (ICC) and Horsham Rural City Council to ensure that requests for resources and any other related requirements can be addressed.

Considerations for the MEMPC Executive to establish Council emergency management coordination or a coordination facility may include:

- members of the community are displaced by the emergency
- the ICC is established at a distance from the MEMPC Executive
- there is a need to coordinate the provision of emergency relief to the affected community
- there is a need to support the control agency in the provision, collation and dissemination of community information
- there is significant need for community recovery services

The Council Emergency Coordination Facility is located at Horsham Rural City Council, 18 Roberts Ave, Horsham.

Council's Role in Response Activities

Whilst not an exhaustive list the EMMV (Part 7) sets out that most of the activities below are carried out by councils in close conjunction with, or with direct support by, Government departments and agencies.

- Provision of available municipal resources needed by the community and response agencies
- Provision of facilities for emergency services' staging areas
- Facilitate the delivery of warnings to the community
- Provision of information to public and media
- Coordination of the provision and operation of emergency relief (includes catering, emergency relief centres, emergency shelters and material needs)
- Clearance of blocked drains and local roads, including tree removal
- Support to VicRoads for partial/full road closures and determination of alternative routes

Command, Control and Coordination

The State Emergency Response Plan (Part 3 EMMV) bases its emergency response arrangement on the emergency management functions of control, command and coordination.

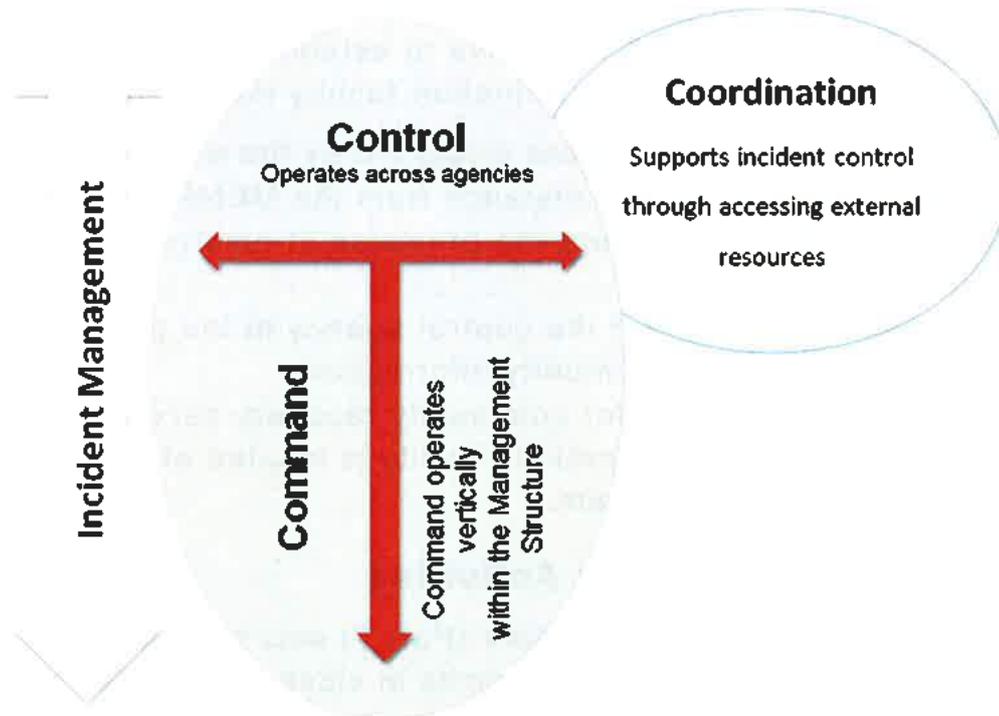


Figure 3: Command, Control & Coordination Relationship

Command

Command relates to the internal direction of personnel and resources of an agency, operating vertically within the agency. The term 'chain of command' refers to the organisational hierarchy of an agency. It is the identifiable line up and down the hierarchy from any individual to and from their supervisor and subordinates. The chain of command identifies personnel or positions with accountability.

Control

Control relates to the overall direction of response activities in an emergency, operating horizontally across agencies. A single agency must be appointed as the control agency at each emergency.

During the course of the emergency response the control agency may change depending upon the circumstances. Handover of control must be made to the appropriate agency representative, be formal in nature and the details of the handover must be noted. If it is unclear which agency will be in control at any incident the responding agencies should determine the control agency by agreement. In the absence of an agreement the Emergency Response Coordinator will determine the control agency.

A Controller is responsible for providing direction to all agencies deployed in an emergency response.

Control and Support Agencies

Part 7 of the Emergency Management Manual of Victoria (EMMV) sets out control agencies and key support agencies for response.

A support agency is an agency that provides essential services, personnel or material to support or assist a control agency.

Coordination

Coordination relates to the bringing together of agencies and resources to ensure effective response to and recovery from emergencies

The main functions of emergency response coordination are to:

- ensure effective control has been established and maintained , and
- the systematic acquisition and allocation of resources in accordance with the requirements imposed by emergencies.

Emergency response coordination operates throughout the management of response and recovery activities. Victoria Police is the co-ordination agency for response and the Department of Health and Human Services (under delegation from EMV) is the co-ordination agency for recovery.

Coordination of emergency events is undertaken in a collaborative manner between response agencies, municipalities, relief and recovery agencies and not-for-profit/volunteer organisations. Depending on the scale of the emergency, a Municipal Emergency Coordination facility and/or a Regional Incident Control Centre (RCC/ICC) will be activated to coordinate the response, relief and early recovery requirements of an emergency event.

Consequences

Each emergency is unique and response by agencies and organisations must be undertaken on an understanding of the consequences of the emergency on the affected community. Consequences of emergencies on communities can include:

- Physical health - illness
- Mental health – stress, anxiety and depression, anger, grief
- Family and relationships – family violence, impacts on children
- Disruption to community networks

Mental health impacts may include an increase in problematic alcohol and drug use, violence and abuse. People with pre-existing mental health issues may experience new or increased symptoms or possible relapses. There may also be an increased risk of violence against women occurring in the aftermath of an emergency, and the issues associated with this risk.

Effective consequence management involves the ongoing assessment and management of the potential or actual effect of the emergency on communities. The safety of community members is the primary consideration in consequence management.

Under section 45 of the Emergency Management Act (2013), the Emergency Management Commissioner (EMC) is responsible for consequence management for major emergencies.

Communications

Public Information

Releasing public information about the emergency response is authorised by the Incident Controller or their nominated representative prior to dissemination. Any information released by the municipality in relation to response activities must be approved by the control agency or police media liaison. General information to be released by the municipality must be authorised by the MERO or Chief Executive Officer.

It is important to ensure that communication of information to the public is maintained at an optimum level for specific circumstances where community action is necessary. This is primarily to protect lives and also for the protection of property and the environment. Warning arrangements are set out in the Victorian Warning Protocol available at Emergency Management Victoria on: <https://www.emv.vic.gov.au/responsibilities/victorias-warning-system/victorian-warning-protocol>

Seasonal alerts

Control and support agencies release seasonal alerts and deliver educational programs for the purpose of reducing the community's vulnerability and increase its capacity for resilience and self-reliance. These agencies are members of the MEMPC.

Emergency Warning Systems

Emergency warning systems have been established to warn individuals and communities in the event of a major emergency. Although these systems aim to improve the ability to warn communities about emergencies, individuals and communities still need to prepare themselves in case of an emergency.

The Control Agency has the responsibility to issue warnings to the potential affected communities and other agencies. Where this is not practicable, the Incident Controller must notify the Regional Emergency Response Coordinator (Victoria Police), who in turn will facilitate the issue of warnings.

The Standard Emergency Warning Signal (SEWS) is an electronic warning signal to be used in assisting the delivery of public warnings and messages for major emergencies to:

- Alert listeners/viewers of radio/television that an official emergency announcement is about to be made concerning an actual or potential emergency which has the potential to affect them
- Alert the community at large via a public address system that an official emergency announcement is about to be broadcast
- Responsibility for issuing SEWS lies with the Incident Controller

Further information regarding SEWS can be read in the [EMMV Part 8 Appendix 14](#).

Agency Communications

All agencies having a role in this plan are responsible for the provision of their own communications systems during emergencies. The Emergency Management Manual Victoria identifies Victoria Police as providing support for agencies for communications. Their role is to identify and coordinate all available alternative communications providers for activation when required. Any agency not possessing a communications network but requiring communications during an emergency will put their request to the MERC who will arrange for the request to be actioned.

The Telstra network is the initial and primary means of communication, when available, during emergencies. It should be utilised to capacity where possible.

Telephone Communications

When available, during emergencies, the Telstra network is the primary means of communication. It should be utilised to capacity where possible. When identifying locations for use as a Municipal Emergency Coordination facility, Emergency Relief Centres and Assembly Areas, consideration should be given to the communications facilities already in place at that location.

Additional telephones can be provided by Telstra, upon request from the Control Agency Incident Controller. All costs related to such installations are the responsibility of the requesting Organisation.

Community Connections

Resilient communities have high levels of networks and structures that facilitate collaboration, communication, sharing, learning and the provision of support to individuals and families. Connected communities actively engage and share local knowledge, allowing emergency management processes to be more effective. Relationships are in place to allow access to a wide support network within the community. This means the community can work in partnership with emergency services, their local authorities and relevant organisations before, during and after emergencies. For information on community connections in Horsham Rural City refer to [Appendix E: Community Connections](#).

Shelter Options

Shelter options for people relocated or evacuated as a result of an emergency are listed in the Wimmera Integrated Emergency Relief and Recovery Sub-plan.

Impact Assessment

Impact assessment is conducted in the aftermath of an emergency to assess the impact to the community and inform government of immediate and longer-term recovery needs.

There are three stages to impact assessment:

- Initial impact assessment (IIA)
- Secondary impact assessment (SIA)
- Post emergency needs assessment (PENA)

EMV provide [Impact Assessment Guidelines for Class 1 Emergencies](#).

Loss and damage coordination	Impact Area
State Emergency Service	IIA loss and damage report
Country Fire Authority	IIA loss and damage report
Council	SIA and PENA where the impact is within an urban or industrial area
Department of Health and Human Services	SIA and PENA where there is loss of primary residence
Department of Economic Development, Jobs, Transport and Resources	SIA and PENA where the impact is upon farming enterprises
Department of Environment, Land, Water and Planning	SIA and PENA where the impact is upon public land

Table 6 Post Impact Assessment Coordination

Resource Support Arrangements

Control and support agencies respond to emergencies according to the plans and arrangements for managing the specific emergency. These plans may include a SERP sub-plan for the specific form of emergency. Where additional resources are required, the incident controller should:

- Seek response agency resources directly through the response agency commanders or as explained in the relevant SERP sub-plan
- Seek supplementary resources, other than those of the responding agencies, through the IERC or MERC, or as explained in the relevant SERP sub-plan
- Seek relief or recovery resources through the MERO, ensuring the IERC or MERC is aware of the request.

Additional information on the process for sourcing resources can be found in the [EMMV Part 3 State Emergency Response Plan](#).

Payment Responsibilities

Where an agency's expenditure is in order to fulfil its own responsibilities, that agency is responsible for the costs, including services and resources sourced from others.

An agency cannot transfer its responsibility for the cost of undertaking its roles/responsibilities if the activity is in compliance with the direction or request of a response controller from another agency.

When a control agency requests services and supplies (for example catering) on behalf of a number of supporting agencies, the control agency will be responsible for costs incurred.

Municipal councils are responsible for the cost of emergency relief measures provided to emergency-affected people.

Financial arrangements for paying for resources are detailed in the [EMMV Part 8 Appendix 1 Financial Arrangements](#).

Emergency Relief Arrangements

Emergency Relief is a response requirement and is the provision of essential life support needs to the community and persons affected by an emergency.

The Wimmera Integrated Emergency Relief and Recovery Sub-Plan identify the roles and responsibilities of the various organisations and agencies that exist in the municipality in relief and recovery. It identifies the longer term aspects of recovery for communities and the organisations and agencies that provide services.

Emergency Relief Centres have been identified and documented in the appropriate arrangements: [Appendix C: Supporting Arrangements and Useful Links](#).

The Wimmera Integrated Emergency Relief and Recovery Sub-plan outline the Support Arrangements coordinated by Horsham Rural City Council at the local level. At a state and regional level, Emergency Relief is the responsibility of DHHS.

Emergency Relief Management - If Emergency Relief is required, the request is made through the MERC or the MERO, ensuring the MERC is aware of the request. The MERO will contact the MRM, who will activate the required functional services.

For further information about emergency relief see Wimmera Integrated Emergency Relief and Recovery Sub plan.

Medical and Health Arrangements

Implementation of the medical arrangements will be automatic where people require medical assistance. This automatic response will be performed by Ambulance Victoria (AV) and hospitals within the municipality. The scale and nature of an emergency will dictate the medical and health.

Medical responsibilities are listed in the current [State Health Emergency Response Plan \(SHERP\)](#).

Debriefing arrangements

Post emergency debriefs are undertaken as soon as is practicable after an emergency by each agency. Post incident reports should be documented as appropriate and circulated to relevant agencies.

It is the responsibility of the MERC to ensure a multi-agency debrief is conducted.

Following any debrief, the MEMPC should consider any feedback relating to the MEMP and sub-plans.

Transition Response to Recovery

Recovery operations begin at the same time as an emergency occurs. At a point in the scaling down of response operations a transition from response to recovery will occur between the control agency, the Horsham Rural City Council and other recovery stakeholders.

Transition

Transition is the process of transferring from the response phase to the recovery phase. Recovery operations will commence as soon as possible after the onset of the emergency event and will be progressed alongside the response and relief activities while the incident is still under the management of the Incident Controller from the lead response agency. The timing of transition will depend on:

- whether there is a recurring threat
- the extent of impact on the communities
- the extent of known loss and damage
- the level of resources needed for recovery

Response and recovery agencies will work cooperatively during the period of transition and provide each other with appropriate support. Coordination responsibility is passed to the DHHS as the recovery coordination agency at the state and regional level, while local government (through the MRM) has management responsibility at the municipal level.

Where it appears to the MERC after consultation with the relevant agencies that response and relief activities are nearing completion, they will convene a meeting with the control agency, MRM and Regional Recovery Coordinator (DHHS) to establish whether:

- the emergency response has or will soon be concluded
- the immediate care and needs of the affected persons are being managed
- the relevant agencies are ready to start or continue providing and/or managing recovery services
- the Incident Controller has supplied a current handover document
- sufficient damage/impact information has been passed to enable detailed planning for recovery activities

If agreement is reached at that meeting to terminate response activities, the MERC will advise all agencies of the time at which response terminates. This process recognises the shift from relief to recovery operations. It is important that the transfer of coordination responsibility from the MERC to MERO or MRM be appropriately negotiated, documented and communicated to all relevant agencies.

The Agreement for Transition of Coordination Arrangements from Response to Recovery is a formal agreement to assist emergency management agencies involved in response and recovery to achieve a seamless transition of information, resources, management and coordination of activities. The scope of the transition agreement arrangements includes:

- Authorisation arrangements.
- Coordination and management arrangements.
- Transition activities and tasks to ensure continuity of essential community support.
- Information and communication arrangements.

Termination of Response Activities and hand over of Goods/Facilities

In some circumstances it may be appropriate for certain facilities and goods obtained under emergency response arrangements during response to be utilised in recovery activities. In these situations there would be an actual hand over to the MRM of such facilities and goods. This hand over will occur only after agreement has been reached between response and recovery managers.

Payment for goods and services used in the Recovery process is the responsibility of the MRM.

If the emergency is of significant size which has resulted in the Department of Health and Human Services (DHHS) being actively involved, then the DHHS Regional Coordinator will consult with the MERO and the MRM on the timing and process of response stand down.

Recovery

The Wimmera Integrated Emergency Relief and Recovery Sub-plan (hereafter referred to as the WIERR Sub plan) sit within the broader structure of the Horsham Rural City Municipal Emergency Management Planning framework. It outlines the commitments of various organisations involved in recovery management in the Horsham Rural City. It enables effective and coordinated management of the recovery process in the event of an emergency. The plan facilitates the recovery of affected persons, communities and infrastructure as quickly and practicably as possible. The emergency recovery arrangements apply to all emergencies as defined by the Emergency Management Act (1986) and the Emergency Management Act (2013) that have an impact on the community.

Refer to the Wimmera Integrated Emergency Relief and Recovery Sub-plan for full details on Recovery Arrangements.

Appendices

Appendix A: Horsham Rural City MEMPC Terms of Reference

Authority

The Horsham Rural City Municipal Emergency Management Planning Committee (MEMPC) is formed pursuant to Part 4 Section 21 of the Emergency Management Act 1986

Guidance is provided by:

[Emergency Management Manual Victoria Part 6: Municipal Emergency Management Planning Arrangements – Guidelines for Committees](#)

Responsible Officer

Municipal Emergency Resource Officer (MERO)

Purpose

The Committee's purpose is to facilitate a multi-agency forum to provide information and advice to assist with emergency management planning in the Horsham Rural City municipality.

Role of the Committee

The MEMPC has a planning and review role in relation to emergency management within the municipality.

Objectives

- Prepare and maintain a Municipal Emergency Management Plan (MEMP), (subject to Audit by the Director of Victoria State Emergency Service every three years)
- Contribute to the continuous improvement of the Horsham Rural City Municipal Emergency Management Plan (MEMP) through monitoring, review and development
- Identify and evaluate Hazards that may impact the municipality
- Identify evaluate and treat subsequent risks from identified Hazards that could impact the community
- Build relationships across member agencies and industries within the municipality
- Participate in functional sub-committees and working groups to plan for specific emergencies, address issues, and develop and implement plans and projects
- Contribute to testing components of the MEMP through the development and participation in emergency exercises
- Fulfil statutory obligations for HRCC and member agencies.

Scope

The Horsham Rural City MEMPC is a multi-agency committee for the Horsham Rural City municipality. Its scope is to develop, implement and maintain a Municipal Emergency Management Plan, sub-plans and arrangements appropriate to the risk profile of the municipality and review emergency incidents that occur in or are relevant to the municipality.

Membership

Core Membership:

The MEMPC membership comprises but is not limited by:

- Chair – HRCC Councillor or Committee nominated person
- Municipal Emergency Response Coordinator (MERC) Victoria Police
- Municipal Emergency Resource Officer (MERO)
- Municipal Recovery Manager (MRM)
- Municipal Fire Prevention Officer (MFPO)
- Victoria State Emergency Services Representative (VicSES)
- CFA Operations Officer from District 17
- Department of Environment, Land Water and Planning (DELWP)
- Department of Economic Development, Jobs, Transport and Resources (DEDJTR)
- Ambulance Victoria (AV)
- VicRoads
- Australian Red Cross (ARC)
- Department of Health and Human Services (DHHS)
- West Wimmera Health Service (WWHS)

Co-opted Membership:

In addition to this standing membership the MEMPC welcomes attendance of the following organisations at meetings where required to address specific risks or issues. At other times reports are submitted for each meeting:

- GWM Water
- Wimmera Catchment Management Authority (WCMA)
- VicTrack
- Australian Rail Track Corporation (ARTC)
- PowerCor
- Wimmera Uniting Care
- Wimmera Health Care Group
- Parks Victoria

Horsham Rural City MEMPC Executive Group membership includes:

- Municipal Emergency Resource Officer (MERO) - HRCC
- Municipal Emergency Response Coordinator (MERC) – VicPol
- Municipal Recovery Manager (MRM) – HRCC
- In the absence of any of the above their nominated proxy

The member agencies nominate one person as the primary representative & one proxy to represent the primary in their absence. All other attendance is by invitation only.

The agencies listed above will provide representation at the appropriate level to enable decisions and commitment to be made on behalf of their agencies. The MEMPC may appoint new members, convene sub-committees or working Groups as required.

Quorum

Quorum for meetings requires the attendance of at least 50% of the core members.

Schedule of Meetings

The MEMPC will meet three times per year, following major emergencies involving the municipality or as required. Meetings will follow an agenda and be minuted.

Sub-committee's and Working Groups

The MEMPC may set up sub-committees as required to investigate and report on specific issues. Two standing sub-committees are:

- Municipal Fire Management Planning Committee (MFMPC)
- Municipal Recovery Planning Committee (MRPC)

Reporting

The MEMPC is required to submit a report (or Minutes) on its meeting to the next available Council meeting. The MERO is responsible for facilitating this process.

A sub-committee set up by the MEMPC is required to report on its meetings to the next available MEMPC meeting.

The MEMPC Minutes or Report is to be forwarded to the Grampians Regional Emergency Management Planning Committee (GREMPC) for their information by the MERO

The reporting may be in the form of either:

- Copy of the Minutes & associated documents
- Summary report

Administration

Administrative support to the MEMPC including the development, maintenance and amendments to the MEMP, will be coordinated by the MERO and supported by the agency membership as required

Review of Terms of Reference

The Terms of Reference are reviewed annually.

Appendix B: MEMP Agency 24 Hour Contact List

Agency	Hours	Business Phone / Email
Horsham Rural City Council	24/7	03 5382 9777
Ambulance Victoria	7am-8pm	Horsham 03 5381 1773
	24/7	Horsham Team Manager 0429 178 961
	24/7	Group Manager Wimmera District wimmera.groupmanager@ambulance.vic.gov.au
	24/7	Grampians Regional Health Commander 03 5229 8890
Australian Red Cross	24/7	1800 232 969
Country Fire Authority (CFA)	24/7	District 17 Horsham 03 5362 1700 admin.d17@cfa.vic.gov.au
	24/7	District 18 Swan Hill 1800 820 118 admin.d18@cfa.vic.gov.au
	24/7	District 16 Ararat 03 5352 5516 admin.d16@cfa.vic.gov.au
Department of Education & Training (DET)	BH	Ballarat 03 5337 8444
	24/7	Security Services Unit – emergency notifications 03 9589 6266
		Regional Emergency Management Coordinators
	24/7	Jeff Cooper 0419 398 701 03 5225 1015 BH
	24/7	Andrea Cox

Agency	Hours	Business Phone / Email
		0407 861 841 03 5337 8429 BH
Department of Health & Human Services (DHHS)	BH	Horsham 03 5333 6034
	24/7	Regional Emergency Management 1800 238 414
	24/7	Regional Environmental Health Officer Stephen Waddington 0419 449 785 03 5333 6057 BH
Department of Economic Development, Jobs, Transport & Resources (DEDJTR)	BH	03 5362 2111 Rural Recovery Officer
	24/7	1800 675 888 Statewide
	24/7	136 186 Emergency
	BH	03 5336 6626 Regional Agency Commander
Department of Environment, Land, Water & Planning (DELWP)	BH	03 5362 2111
	24/7	03 5362 0720
GWMWater	24/7	1300 659 961
Parks Victoria	24/7	13 19 63
Powercor	24/7	1300 653 598
St Johns Ambulance	24/7	1300 360 455
Victoria State Emergency Services (VICSES)	BH	03 9256 9800 Horsham Regional Office
	24/7	1800 609 511 Regional Duty Officer
VicRoads	24/7	13 11 70
Vic. Police: Municipal Emergency Response Coordinator (MERC)	24/7	0427 146 945
Vic. Police: State Police Liaison Officer	24/7	0419 776 972
Vic Police: Regional Emergency Response Coordinator	24/7	0427 146 945
West Wimmera Health Service	24/7	03 5391 4222

Agency	Hours	Business Phone / Email
Wimmera Catchment Management Authority (CMA)	BH	03 5382 1544
Wimmera Health Care Group	24/7	03 5381 9111
Wimmera Uniting Care	BH	03 5362 4000
	AH	0439 293 974

Appendix C: Supporting Arrangements and Useful Links

The following is a list of supporting plans, arrangements, documents and useful links that support the implementation of the MEMP and local emergency management arrangements across the municipality.

Useful Links	
VicEmergency website	http://emergency.vic.gov.au/respond/
Horsham Rural City Community Map	www.horsham.pozi.com
Agreement for transition of coordination arrangements from response to recovery	http://files.em.vic.gov.au/IMT-Toolbox/Post/FR/TransitionToRecovery-Template.doc

MEMPC Sub-plans and other Agency Plans	
HRCC Relief and Recovery Sub-plan	Not yet finalised
Municipal Fire Management Plan	http://www.hrcc.vic.gov.au/documents
Flood Response Plan *	https://hrcc.crisisworks.com/register/item/view/id/10441
Emergency Animal Welfare Support Plan *	https://hrcc.crisisworks.com/register/item/view/id/10512
Influenza Pandemic Plan *	https://hrcc.crisisworks.com/register/item/view/id/10495
Heatwave Plan	http://www.hrcc.vic.gov.au/documents
Risk Register *	https://hrcc.crisisworks.com/register/item/view/id/11766

* Please note that some plans are maintained in Crisisworks, which is a restricted application. Please contact the MERO if you require access to Crisisworks.

Horsham Rural City Council Emergency Management Documents	
Contact Directory *	https://hrcc.crisisworks.com/register/item/view/id/10561
Municipal Impact Assessment Handbook *	https://hrcc.crisisworks.com/register/item/view/id/10496
Emergency Relief Centre Manual *	https://hrcc.crisisworks.com/register/item/view/id/10493
Recovery Centre Manual *	https://hrcc.crisisworks.com/register/item/view/id/10494
Vulnerable Persons	http://www.dhs.vic.gov.au/facs/bdb/fmu/service-agreement/4.departmental-policies-procedures-and-initiatives/4.18-vulnerable-people-in-emergencies
Vulnerable Facilities *	https://hrcc.crisisworks.com/register/item/view/id/11733
HRCC Emergency Management Team (Internal Use) *	https://hrcc.crisisworks.com/register/item/view/id/10576
Volunteers Registration Form *	
Plant & Machinery Resource List	Maintained by HRCC Depot - available from MERO on request
Psychosocial Support Coordination MOU with DHHS *	https://hrcc.crisisworks.com/register/item/view/id/11767
Resource sharing MOU (MAV)	http://www.mav.asn.au/policy-services/emergency-management/Pages/resource-sharing-protocol.aspx
Horsham Rural City Council Health and Well-being Plan	http://www.hrcc.vic.gov.au/public-health/public-health-and-wellbeing-plan

* Please note that some plans are maintained in Crisisworks, which is a restricted application. Please contact the MERO if you require access to Crisisworks.

Neighbouring Municipal Emergency Management Plans	
Hindmarsh Shire	www.hindmarsh.vic.gov.au/emergency
West Wimmera Shire	www.westwimmera.vic.gov.au/Residents/Emergency-Documents
Yarriambiack Shire	www.yarriambiack.vic.gov.au/emergency/documents/
Northern Grampians Shire	www.ngshire.vic.gov.au/Emergency-Management
Southern Grampians Shire	www.sthgrampians.vic.gov.au/Page/Page.aspx?Page_Id=2548

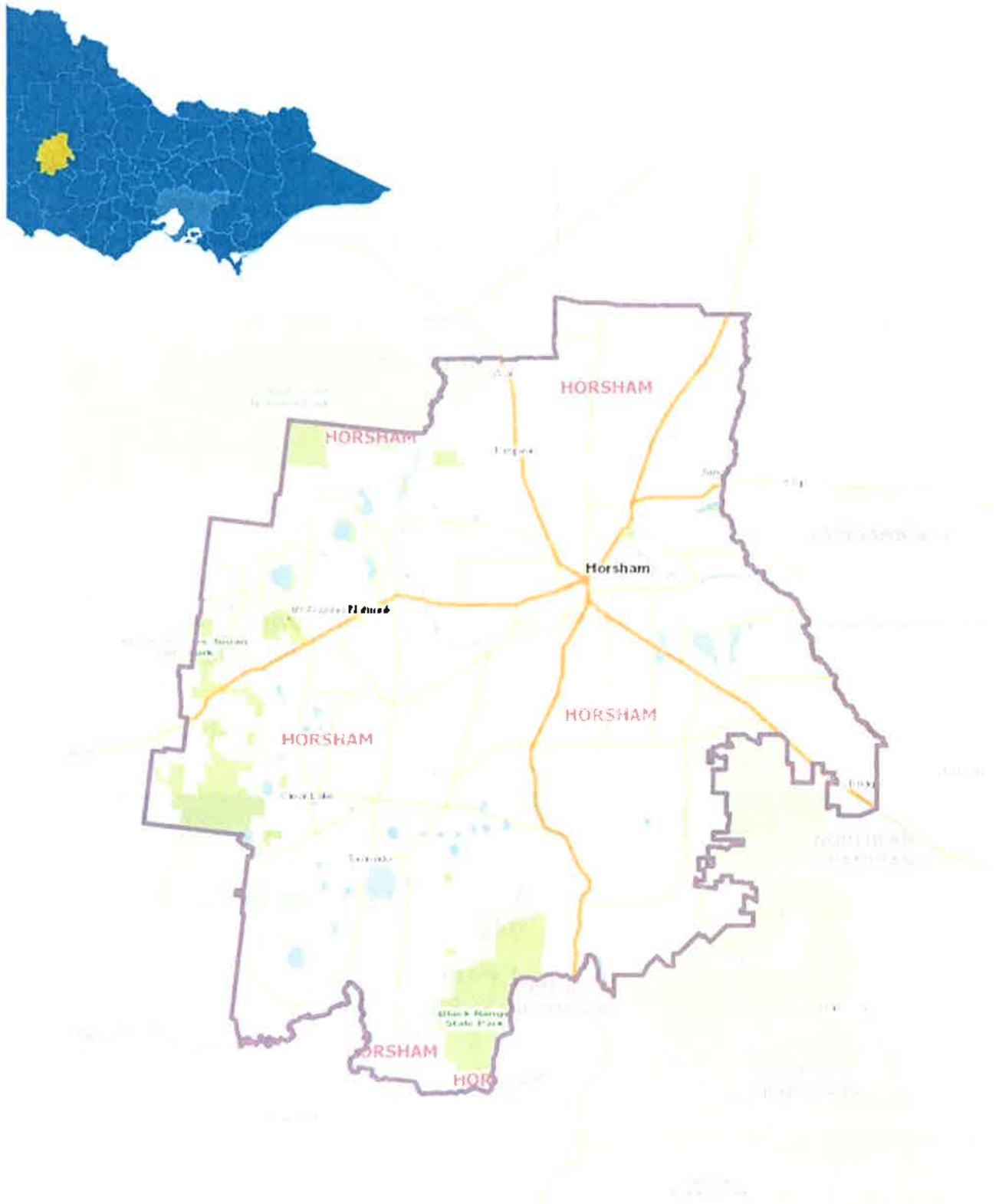
State Legislation and Plans	
Emergency Management Act 1986	www.legislation.vic.gov.au
Emergency Management Act 2013	www.legislation.vic.gov.au
Emergency Management Manual Victoria (EMMV)	www.emv.vic.gov.au/policies/emmv
<ul style="list-style-type: none"> • Part 1: Emergency Management in Victoria • Part 2: Emergency Risk Management and Mitigation in Victoria • Part 3: State Emergency Response Plan • Part 4: State Emergency Relief and Recovery Plan • Part 5: State and Regional Emergency Management Committees • Part 6: Municipal Emergency Management Planning Arrangements: Guidelines for Committees • Part 6A: Guidelines for Municipal Fire Management Planning • Part 7: Emergency Management Agency Roles • Part 8: Appendices and Glossary 	
State Health Emergency Response Plan September 2017	https://www2.health.vic.gov.au/-/media/health/files/collections/policies-and-guidelines/s/shera-state-health-emergency-response-plan--edition-4.pdf?la=en&hash=5BB6DB09F5B6ED3D40709F33FCBBF5775D917E51
Victorian Community Resilience Framework	http://files.em.vic.gov.au/RiskResilience/EMV_Community%20Resilience%20Framework

[rk_low%20res_Finalweb.pdf](#)

Agency Websites	
Emergency Management Victoria	www.emv.vic.gov.au
Victoria Police	www.police.vic.gov.au
Country Fire Authority	www.cfa.vic.gov.au
Victoria State Emergency Service	www.ses.vic.gov.au
Dept. of Environment, Land, Water and Planning - Victoria	www.delwp.vic.gov.au
Dept. of Economic Development, Jobs, Transport and Resources	www.economicdevelopment.vic.gov.au
Parks Victoria	www.parkweb.vic.gov.au
Dept. of Justice and Regulation - Victoria	www.justice.vic.gov.au
Australian Red Cross	www.redcross.org.au

Appendix D: Horsham Rural City Municipality Boundary Map

For further information on maps refer to [Horsham Rural City Community Map](#)



Appendix E: Community Connections

Communities that have high levels of networks and structures facilitate collaboration, communication, sharing, learning and the provision of support to individuals and families. Community members are actively engaged and share local knowledge, allowing emergency management processes to be more effective. Relationships are already in place to allow access to a wide support environment and a supply of goods and services when required. The community can work in partnership with emergency services, their local authorities and relevant organisations before, during and after emergencies.

For further information on Community Connections refer to the Emergency Management Victoria publication [Community Resilience Framework](#).

Horsham Rural City Council has developed an emergency management tab on its external website <http://www.hrcc.vic.gov.au/emergency>.

The link includes emergency management information relating to:

- Current Emergency Warnings
- Preparing for emergencies
- During emergencies
- After Emergencies
- FAQs
- Planning documents

The web page also contains useful information on historical events, preparation works that residents can take and links to various emergency service web sites.

Other networks, groups, pathways and groups that exist within the communities of Horsham Rural City are listed below:

Organisation	Contact details
City of Horsham Lions Club	
Horsham Apex Club	PO Box 227, Horsham VIC 3402 0438 812 498
Horsham Community House	4 Pearl St, Horsham (03) 5382-5352
Horsham Lions Club	
Horsham Men's Shed	O'Callaghan Pde, Horsham
Natimuk Lions Club	
Natimuk Men's Shed	Joy St, Natimuk 0429 019 747

Horsham Rural City Municipality

Municipal Fire Management Plan 2017 – 2020 Version 2.0



Sunset at Horsham Police Paddock. Photo by Flora Haggis

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- Risk Management Strategies
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 - Community Information Guides
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 - Bushfire Places of Last Resort
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 - Cross Boundary Arrangements
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- G: Strategic Fire Breaks Map
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RESTRICTED VERSION



Horsham Rural City Council
Caring for our community

FOREST FIRE MANAGEMENT VICTORIA



vic roads



Health and Human Services



Department of Environment, Land, Water & Planning



Department of Economic Development, Jobs, Transport & Resources

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Document Information

Amendment Register

Criteria			Details
Document Title			Horsham Rural City Municipal Fire Management Plan
Document Custodian			Horsham Rural City Council
Version Number	Date of Issue	Author(s)	Brief Description of Change
1.0	May 2012	Horsham Rural City MFMPC	Adoption of Version 1.0
1.1	Sep 2014	Wimmera Emergency Management Cluster	Updated Section 3.7, Chapter 5, Section 6.5, Appendix A, B, C.2, C.3 and H. Changed Township Protection Plan (TPP) to Community Information Guide (CIG). Inclusion of Disclaimer, new Section 6.3 – Plan Reporting and change existing Section 6.3, 6.4 to the next sequence.
1.2	Oct 2015	Wimmera Emergency Management Resource Sharing Program	Department names, legislation references, authorisation and plan duration updated. Updated references in environmental scan. Updated data from VFRR for consistency with State-wide dataset.
2.0	Jun 2017	Wimmera EM Team & Hindmarsh Shire MFMPC	Review and rewrite

Table 1 Amendment Register

Public Access

- A Public Access version of the plan is placed on the Council's website under the Emergency Management tab: www.hrcc.vic.gov.au
- A Restricted full version of the plan is available by contacting the MERO on the contact details below.
- Please note the Public Version will have some detail removed to comply with confidentiality and privacy requirements. The Restricted version has full details included and is only made available to relevant agencies and their representatives who have a role or responsibility detailed in this plan.
- The current version of this sub-plan is maintained by Council on the "Crisisworks" emergency management platform for Council and approved agency staff access.

Administrative Updates

Administrative updates will be made to this plan from time to time that will be noted in the [Amendment Register](#) section. These amendments are of an administrative nature and do not substantially change the content or intent of this plan. These amendments do not require the plan to be endorsed by the Committee or Council.

Where there is substantial change required to the content or intent of the plan the plan will need to go through the endorsement process.

Glossary and Acronyms

Definitions of words and phrases used in the MFMP have the same meaning as those prescribed in the relevant legislation and should be referred to, they include:

- Country Fire Act 1958
- Emergency Management Act 1986
- Emergency Management Act 2013
- Local Government Act 1958
- Risk Management Standard ISO: 31000 2009

The MFMP follows the practice of writing a name in full followed by the acronym in brackets after it and is used thereafter in the plan.

Distribution of the MFMP

The Horsham Rural City MFMP is intended for the use of the members of the Horsham Rural City MFMP, MEMPC and the Grampians Regional Strategic Fire Management Planning Committee.

The Horsham Rural City MFMP will be distributed according to the committee membership of the MFMP, MEMPC and Grampians RSFMP as required.

Please refer to the [Disclaimer](#) of this plan for further details about the intended uses and appropriate distribution of this document.

Disclaimer

No reader should act on the basis of any matter contained in this publication without appreciating that it may be the subject of amendment or revocation from time to time without notice. Horsham Rural City Council expressly disclaims all and any liability (including liability in negligence) to any person or body in respect of anything and of the consequences of anything done or omitted to be done by any such person or body in reliance, whether total or partial, upon the whole or any part of this publication.

MFMP Contact Details

Please address all enquiries and feedback to the:

Municipal Emergency Resource Officer

Horsham Rural City Council

PO Box 511

Horsham Vic 3402

council@hrcc.vic.gov.au

www.hrcc.vic.gov.au

Authority and Endorsement

Horsham Rural City Council is the custodian of the Municipal Fire Management Plan (MFMP) pursuant to current legislative arrangements. This MFMP was endorsed through a formal motion by the Horsham Rural City Municipal Fire Management Planning Committee (hereafter referred to as "the MFMPC" or "the Committee").

The MFMP was then endorsed as a sub plan to the Horsham Rural City Municipal Emergency Management Plan (MEMP) through a formal motion by the Horsham Rural City Municipal Emergency Management Planning Committee (hereafter referred to as "the MEMPC").

The MFMP was then adopted through a formal motion by the Horsham Rural City Council as the MFMP for Horsham Rural City.

Chairperson of the Municipal
Fire Management Planning
Committee



17, 19, 17.

Chairperson of the Municipal
Emergency management
Planning Committee



17, 11, 17

Chief Executive Officer
Horsham Rural City Council

1 1

Introduction

Bushfires are a natural part of the landscape of Victoria. Learning from past experiences before, during and after a fire improves the way we can mitigate, prepare for, respond to and recover from fires.

The Horsham Rural City Municipal Fire Management Plan (HRC MFMP) is risk based, prepared and maintained as a sub-plan to the Municipal Emergency Management Plan (MEMP) to ensure that the linkages across fire prevention, response and recovery (PRR) programs are consistent and holistic. The plan also contains appropriate reference to other uses of fire, including agricultural, ecological and cultural applications.

The second iteration of the HRC MFMP seeks to achieve consistent and effective fire management planning across the Municipality through commitment to cooperation, including sharing and building of collective knowledge and experience at municipal and regional levels.

Critical to the success of integrated fire management planning is the ongoing building and maintaining of relationships across government, the private sector and the broader community.

The HRC MFMP is an integrated cross-agency fire management plan that may link to other agency plans listed in [Appendix H: Documents and Links](#)

Purpose

The purpose of the Horsham Rural City Municipal Fire Management Plan is to document the planned and coordinated implementation of measures designed to minimise the occurrence and mitigate the effect of bushfire.

Context of the Plan

State and Regional Planning

The plan is based on the Integrated Fire Management Planning (IFMP) framework.

The Victorian Government developed the Integrated Fire Management Planning (IFMP) Framework for Victoria in response to recommendations made in the Victorian Bushfire Inquiry 2009. The aim of IFMP is to achieve a consistent and effective means for fire management planning within Victoria through a commitment to cooperation, including information sharing and the building of collective knowledge.

The planning framework operates under existing fire and emergency management legislation which is currently evolving. This approach does not replace the existing statutory roles and responsibilities of agencies; it supports and enhances them through government and agencies working together.

The State Fire Management Planning Committee has been created to establish, enable and monitor the implementation of the IFMP Framework, ensuring its consistency and sustainability. The committee provides policies and direction to facilitate an integrated approach to fire management planning across Victoria

Regional Strategic Fire Management Planning Committees have been established across eight regions throughout Victoria and work collaboratively to produce a Regional Strategic Fire Management Plan. HRC is one of eleven municipalities in the Grampians Region. The Regional Strategic Fire Management Plan is risk-based and considers the needs of the region as a whole. This plan guides the development of each municipal level plan within the region and includes advice on various treatment options, which may be considered in municipal level planning. The Grampians Regional Strategic Fire Management Planning Committee provides a critical link between municipal and state fire management planning.

Many other organisational plans and strategies have strong links to the development of this plan. The strategic intent of these plans is captured within this plan but the detail remains within those organisations documents.



Figure 1: Hierarchy of Plans

For these and any other relevant strategies and/or documents which influence this plan refer to [Appendix H: Documents and Links](#)

Horsham Rural City Municipal Fire Management Planning Committee

The Municipal Fire Management Planning Committee (MFMP) is a sub-committee of the Municipal Emergency Management Planning Committee (MEMPC) and determines its procedures subject to the guidelines provided in the Emergency Management Manual Victoria. For information regarding the purpose and role of the MFMP refer to [Appendix A: MFMP Terms of Reference](#).

Municipal Fire Management Objectives

The Horsham Rural City (HRC) MFMP is a strategic and operational document that identifies communities and assets at risk through an Environmental Risk Scan. This

incorporates Council's existing Municipal Fire Prevention Plan and Municipal Emergency Management Plan. It also uses the Victorian Fire Risk Register (VFRR) tool to identify assets at risk from bushfire and treatments currently applied to mitigate risk.

The primary objective of the HRC MFMP is to ensure the community shares responsibility for implementing the strategies contained within the plan to create a safer municipality in partnership with the HRC MFMP by:

- Effectively managing and reducing the risk of fire, with a view to protecting life and property with due regard to our natural environment.
- Aligning and integrating existing fire management planning and practices across agencies and the community.

The Horsham MFMP objectives are also guided by the five key objectives of the Grampians Regional Strategic Fire Management Plan which include:

- Planning together - State, regional, municipal and local fire management plans will be linked with a common purpose and a consistent assessment of risk. The plans will be prepared in consultation with those most-affected and available to all interested parties.
- Implementing collaboratively the activities agreed to in the plans by preparing programs designed to include the common needs of those most vulnerable and affected by the adverse impacts of fires
- Building knowledge by sharing information and interacting with academic and professional institutions, other jurisdictions and communities
- Building capability by applying knowledge and continuous improvement principles in an environment that allows for innovation and change
- Using fire to support the health of our natural, economic, social and cultural environments

The Horsham MFMP aims to create greater community awareness and communicate fire management information more effectively through undertaking the following objectives:

- Ensure that plans and actions are in place for minimising the risk of an outbreak of fire or for suppressing any fire that may occur within the area (Section 55 of the CFA Act).
- Develop programs that are relevant to the community.
- Measure fire safety outputs to assess the reduction in community vulnerability to fire.
- Engage community groups and businesses in ongoing dialogue about fire mitigation solutions including fire prevention activities.
- Liaise with other agencies and committees to ensure integration and consistency of purpose.

The community will share responsibility for implementing the strategies contained within the plan and create a safer municipality in partnership with the HRC MFMP.

Plan Reporting, Review and Improvement

Legislative Responsibilities

Horsham Rural City Council has a legislative responsibility under the [Emergency Management Act 1986](#), the Emergency Management Manual of Victoria (EMMV) and under Section 55A (1) of the CFA Act to develop and implement a MFPP.

The MFMP is a sub plan of the MEMP and is prepared by the MFMPC.

Plan Reporting

The MFMPC reports after each meeting to the MEMPC on the progress of the committee and associated works.

Agencies assigned actions within the MFMP report on their progress using the reporting tool listed at [Appendix C: Horsham Rural City Bushfire Asset Risk Management Reporting Register](#). Reporting on actions is required at each MFMPC meeting.

Any issues requiring advocacy or elevation to Regional or State level are reported through to the Grampians RSFMP for further action.

Plan Audit

The MFMP will be audited under Section 55B of the CFA Act. This audit will be undertaken on a 3 yearly cycle from adoption of the plan.

Plan Amendment and Review

This plan expires in October 2020 and has a lifespan based around current audit requirements contained within Section 55B of the CFA Act. It is acknowledged that audit process and planning cycles may change as planning processes evolve in the future.

Other elements requiring annual update include the provision of Neighbourhood Safer Places - Places of Last Resort as they are established and Community Information Guides as they are developed.

The Horsham Rural City MFMP will be reviewed and amended as follows:

- As required by legislation
- Following significant incidents
- At the request of the MEMPC
- At the request of the State or Regional Fire Management Planning Committees

Engagement and Communications

The Horsham Rural City MFMP undertakes communication and community engagement activities to support the development, review and implementation of the Municipal Fire Management Plan (MFMP). The Committee is guided by Council's communication and community engagement strategies and may develop specific plans to support communication and engagement with fire stakeholders and the community.

The Committee recognises the value of local knowledge and the unique contribution the community can make to the municipal fire management planning process.

Community engagement is driven by a schedule of fire management activities as identified in the MFMP. The Committee will engage the support of organisations which are generally members of the Committee, promoting an integrated approach to fire management within the community and providing support to communities as required.

The fire management engagement activities may include the distribution of information to the community, visitors to the municipality and the formation of appropriate fire groups as required.

The Committee utilises the International Association of Public Participation (IAP2) Spectrum to guide engagement activities. Further information about the Spectrum can be viewed at www.iap2.org.au/Home. The Committee will use the Spectrum to determine the level of engagement with key stakeholders and the community.

Local Fire Advisory Committee

Horsham Rural City Council facilitates a Local Fire Advisory Committee mainly composed of CFA Group Officers and Brigade Captains who meet prior to a MFMP meeting to discuss relevant local fire issues. The Minutes of these meetings are forwarded to the MFMP for their information and consideration.

During an Emergency event

Community members are advised to access more than one source for emergency information and warnings:

- tune in to local radio or other [emergency broadcasters](#)
- watch SKY News
- download the [VicEmergency app](#)
- phone the VicEmergency Hotline on 1800 226 226
- follow VicEmergency on [Facebook](#) or [Twitter](#)
- access Facebook or Twitter accounts for other agencies e.g. CFA or VICSES
- access Horsham Rural City Council on [Facebook](#)

VicEmergency is a centralised website for Victorians to find emergency information and warnings. Preparedness and recovery information related to emergencies is also available.

The website has a real-time Google Map display with incidents across the state including floods, storms, fires, earthquakes, tsunami, beach closures, shark sightings and more.

Visit <http://emergency.vic.gov.au/respond/> to access VicEmergency.

Municipal Fire Profile

For detailed information regarding the municipal profile of the HRC municipality refer to the Municipal Emergency Management Plan. The following information relates to the municipal fire profile.

Natural Environment

The Horsham Rural City Council area provides a connection between the northern section of the Grampians National Park, the end of the Great Dividing Range and the Little Desert National Park abutting the northern boundary. Mt Arapiles-Tooan State Park and Jilpanger Nature Conservation Reserve are located in the west near Natimuk. Black Range State Park is in the south, with this southern border also abutting Rocklands Reservoir. There are numerous smaller state forests and nature conservation reserves scattered throughout and many private bushland blocks and vegetated roadsides and corridors providing the link from the south to the north.

The Heritage listed Wimmera River is the dominant feature of the municipality, with a number of smaller rivers and creeks including, Mt William, Golton, Bungalally, MacKenzie, Burnt, Norton and Darragan joining it prior to or close to Horsham, and Yarriambiack Creek being sourced from the Wimmera River upstream of Horsham. . The Wimmera River traverses the entire municipality from south to north. The Natimuk Creek system is a much smaller system and is fully contained within the Horsham Rural City Council boundary terminating in Natimuk Lake, just north of the Natimuk township. This intricate system of creeks and rivers can make firefighting difficult due to the numerous river crossings and the need for maintenance of these crossings. There are limited heavy machinery crossings of the Wimmera River system.

Connected to this intricate system of waterways are a number of recreational lakes. Some are part of the water management system serving towns and farms in the region. Others are naturally filled lakes and swamps that are seasonal. These sites provide a range of opportunities for people such as camping, skiing, hunting and fishing. The main season for many of these activities is spring and summer with seasonal population increases in these areas.

The following table depicts the major public land holdings in or adjacent to the Horsham Rural City Municipality:

Name	Manager	Size
Grampians National Park	Parks Victoria	168,110 ha
Mt Arapiles-Tooan State Park	Parks Victoria	7,470 ha
Black Range State Park	Parks Victoria	11,700 ha
Jilpanger Nature Conservation Reserve	Parks Victoria	12,097 ha
West Wail Flora & Fauna Reserve	Parks Victoria	586 ha
Little Desert National Park	Parks Victoria	132,647 ha

Table 2 Horsham Rural City Municipality Major Public Land Holdings

Land Use

Around 85.7% of the land in the municipality is used for rural enterprises, with less than 1% (Department of Health, Modelling, 2013) being used for business, industrial or residential purposes. Approximately 7,159 houses are present in the region (Australian Bureau of Statistics, 2011). The municipality encompasses a large area of Victoria's highly productive broad-acre dry land cropping country in the north to highly prized grazing land in the south, bordering the Grampians National Park. The land in the northern area is characterised by wide open flat clay soils with isolated small settlements scattered throughout. As you move further south the land becomes more undulating as it nears the Great Dividing Range and the Grampians National Park. This change in landform aligns with the characteristic changes in fire behaviour, with fast moving grassfire in the north with few settlements, to more intense grass and bushfires with many scattered isolated residents in the south.

The increase in population growth of Horsham has seen an increase in subdivision on the edge of town.

Even though the Grampians National Park is not within the municipality boundary, Horsham provides the largest centre for visitors to stay or purchase supplies. The Wartook Valley area and Dadswells Bridge township abut the National Park and provide a range of accommodation and associated services for visitors. These areas, in particular, have a large increase in seasonal population mostly in the spring/summer period. Mount Arapiles is a mecca for rock climbers from all over the world and there is a constant but transient population in Natimuk and at the mount itself visiting this location. Many of the visitors to both the Grampians and Mount Arapiles are from overseas.

The Wimmera Mallee Pipeline has been implemented across the municipality. This system has replaced the earthen channel system which still remains in place in some areas but will mostly be removed over time. Long established olive plantations exist in the Mt Zero area along with some private property blue gum plantation. There are also a number of private property agro forestry plantations.

Climate and Bushfire Season

The climate in the Horsham area is dominated by warm dry summers and cool wet winters. In recent years there has been a significant decrease in average spring and autumn rainfalls. The bushfire season generally runs from November to April.

Prevailing weather conditions associated with the bushfire season in the Horsham Rural City municipality area are warm to hot north westerly winds accompanied by high temperatures and low relative humidity followed by a cool south westerly change.

Under the State Government climate change projections, Horsham Rural City municipality can expect:

- To be hotter with the greatest increases in temperature expected in summer
- To be drier with greatest decreases in rainfall expected in spring
- To have fewer rainy days but increasing rainfall intensity

History of Fire and Ignition Causes

Due to the patchwork nature of public and private land across the municipality, most fires regardless of ignition will impact on both land tenures. Some of the fires listed had no direct impact on land within the Horsham municipality, but due to the connectedness of the communities and the services provided by Horsham to neighbouring shires they do have an impact on service delivery of this municipality.

A summary of major fires is depicted in the table below:

Date	Location	Ignition Source	Size
Jan 2015	Rocklands – Rees Rd	Lightning	4,700 ha
Jan 2014	Northern Grampians Complex	Lightning	55,000 ha
Jan 2010	Roses Gap	Lightning	1,715 ha
Feb 2009	Remlaw – Horsham	Power pole	1,782 ha
Jan 2006	Mt Lubra – Grampians	Lightning	140,000 ha
Dec 2007	Little Desert	Lightning	15,000 ha
2005	Fulham	Campfire escape	10,000 ha
2002	Dock Lake - Highway	Vehicle/Fairy Grass	100 ha
2000	Laharum	Burn off	1,400 ha
1999	Mt Difficult	Lightning	6,500 ha
1994	Telangatuk	Burn Off	1,500 ha
1991	Jilpanger	Lightning	500 ha

Table 3 Horsham Rural City Municipality Major Bushfire

Future Fire Management Implications

Future vulnerabilities are associated with larger landholdings managed by offsite managers who prefer to travel out to the land from Horsham rather than live on the land. This demographic combined with an aging population has seen previously robust rural communities being replaced by smaller, older more vulnerable communities isolated from services. The shift in population could potentially lead to delayed suppression activities in rural areas, reducing brigades' capacity and resources.

As the population moves away from the smaller townships and settlements more blocks within the smaller towns have absentee land owners, which could lead to a greater vulnerability of those residents who remain and a greater effort of fire prevention enforcement to manage fuel hazard may be required.

Fire Risk Management Strategies

Risk Assessment Methodologies

In developing this plan the committee has considered the State Emergency Management Priorities, they are:

- Protection and preservation of life is paramount. This includes:
 - Safety of emergency services personnel; and
 - Safety of community members including vulnerable community members and visitors/tourists located within the incident area
- Issuing of community information and community warnings detailing incident information that is timely, relevant and tailored to assist community members make informed decisions about their safety
- Protection of critical infrastructure and community assets that supports community resilience
- Protection of residential property as a place of primary residence
- Protection of assets supporting individual livelihoods and economic production that supports individual and community financial sustainability
- Protection of environmental and conservation assets that considers the cultural, biodiversity and social values of the environment.

Following the State priorities, the MFMP aims to reduce the number and severity of fires within the municipality with the intent of creating a more fire resilient community.

Analysis and Prioritisation of Municipal Fire Risk

To determine the bushfire risk within HRC, assessment was undertaken using the environments contained within the Victorian Fire Risk Register (VFRR) process. The VFRR application is a systematic process that identifies assets at risk from fire and assesses their level of risk on a consistent state wide basis using ISO: 31000 2009 Risk Management model (refer <http://www.vfrr.vic.gov.au>)

The VFRR data provided the starting point to assess the effectiveness of existing treatments and determine residual risk levels for the purpose of developing further mitigation treatments as required.

Alignment to Regional Bushfire Risks

The plan also references treatments for the six priority risks in relation to bushfire as determined by the Grampians RSFMPC using the VFRR risk assessment process. The table below identifies the priority risks as articulated in the Grampians Regional Strategic Fire Management Plan (RSFMP) (aligned to the asset classes and subclasses contained within the VFRR tool).

Bushfire		
Grampians RSFMPC Priority	VFRR Asset Class	VFRR Asset Sub Class
Urban Interface	Human Settlement	<ul style="list-style-type: none"> Residential (dense and highly populated areas) Other (less dense areas with a lower population) Special Fire Protection (a vulnerable congregation of people in a particular location at one time)
Power Supply Communications Water Supplies and Catchments Transport	Economic	<ul style="list-style-type: none"> Agriculture Commercial Infrastructure Tourist and Recreational Mines Commercial Forests Water Catchments
Natural Environment	Environmental	<ul style="list-style-type: none"> Locally important Endangered Vulnerable
	Cultural Heritage	<ul style="list-style-type: none"> Aboriginal Significance Non Indigenous Other

Table 4 Bushfire Priority with VFRR Asset Classes and Sub-Classes

Treatment of Municipal Bushfire Risk

State emergency management priorities are underpinned by the primacy of life, as well as the protection of property, economy and the environment. These priorities inform and are integrated into the primary fire risk management strategies used in this plan, which are:

- Community education and engagement
- Hazard reduction
- Preparedness
- Regulatory controls

There are a number of State wide and municipal treatments that have been identified for each fire risk management strategy. Agencies have used these treatments within the Horsham Rural City municipality where appropriate. These treatments include:

- Building Code of Australia
- Bushfire Management Overlays
- Community education and engagement activities
- Community education programs
- Compliance and enforcement of legislation
- Daily Readiness
- Fire hazard inspection program and issue of notice
- Local laws
- Permits to Burn
- Power line hazard tree identification, management and reporting
- Public awareness – multimedia communications

The key objectives and outcomes sought through the implementation of the primary fire risk management strategies for bushfire are set out in [Appendix C Horsham Rural City Bushfire Asset Risk Management & Reporting Register](#)

In addition, there are a range of site-specific plans to reduce specific risks within the municipality that are required by other legislation. Details of these site specific plans are listed in [Appendix H: Documents and Links](#)

Community Information Guides

Currently there are three Community Information Guides in the Horsham Rural City Municipality.

Horsham Rural City Municipality Community Information Guides	
Township/Suburb	Responsible Agencies
Horsham/Haven	CFA
Natimuk	CFA
Dadswells Bridge	CFA

Table 5 Horsham Rural City Municipal Community Information Guides

For specific details on Community Information Guides, please refer to the [CFA website](#).

Neighbourhood Safer Places – Places of Last Resort

Neighbourhood Safer Places – Places of Last Resort (NSPs – PLR) are an area or premises that may, as a last resort, provide some sanctuary from the life threatening effects of a bushfire.

Details of the specific locations of NSPs – PLR within HRC Municipality can be found in [Appendix E: Neighbourhood Safer Places](#)

Strategic Fire Breaks

To create a consistent approach of treatments and understanding across the region the following definitions have been used in the mapping of strategic fire breaks across the municipality. Many other roads across the municipality have works carried out by council, agencies and brigades which no longer show on these maps; however this work is still an integral part of fire management across the municipality.

Strategic Fire Suppression Lines – will have the vegetation managed from fence line to fence line where practicable. Grass will be slashed to a height of 100 mm or less and elevated fine fuels will not surpass a 'high' fuel hazard rating as assessed in the Overall Fuel Hazard Assessment Guide.

Fire Control Lines – will have the vegetation managed 3 metres behind the guideposts where practicable. Vegetation will be slashed to a height of 100 mm or less.

Priority Egress/Access Roads (PEAR) – The primary function of PEAR will be to determine what treatments are required along the nominated road to maintain access and egress to an isolated community prior to or after a bushfire event.

All priority roads in the municipality will be assessed and treated in accordance with the Bushfire Risk Assessment Guidelines August 2011.

CFA Brigade Fire Prevention Works Fire CFA Brigade fire prevention works may enhance Strategic Fire Suppression Lines and Fire Control Lines; however the implementation is not compulsory and will be subject to seasonal conditions and Brigade resource availability.

Community Fire Refuges

A Community Fire Refuge is defined in the CFA Act 1958 as a place prescribed by the regulations to be a place that is available for use by the public for short-term shelter from a fire front during a bushfire.

Emergency Management Victoria implemented a Community Fire Refuges Policy June 2015 that provides the framework for identifying, establishing, managing and monitoring Community Fire Refuges in areas of extreme risk where other bushfire survival options are limited or not available.

Victoria currently only has five dedicated Community Fire Refuges (listed on the CFA website). There are no designated Community Fire Refuges within the Horsham Rural City municipality. No location within the municipality has been identified that meet the policy for the establishment of a Community Fire Refuge at this point in time.

Bushfire Risk Treatments for Property Owners

The following is list of bushfire risk treatment options applicable to property owners.

Vegetation Management Rights

Native vegetation is important to many Victorians and its removal is carefully regulated by the planning system. A vegetation management right called the '10/30 or 10/50 rule' is part of a suite of measures to help Victorians in areas at risk from bushfire prepare their properties.

The 10/30 rule simplifies the right to clear native vegetation around a home for bushfire protection without obtaining a planning permit. The right allows landowners to clear without a planning permit:

- any vegetation, including trees, within 10 metres of their home on their property
- any vegetation (except for trees) within 30 metres of their house on their property
- any vegetation either side of their property boundary fence to a combined maximum width of 4 metres (with the consent from the neighbouring landowner)

The 10/50 rule enables all landowners in areas **within the Bushfire Management Overlay** to undertake the following measures for bushfire protection on their property:

- removal, destruction or lopping of any vegetation within 10 metres of an existing building used for accommodation
- removal, destruction or lopping of any vegetation, except trees within 50 metres of an existing building used for accommodation

For new buildings, clearing for bushfire protection will be considered through the planning permit process.

For further information please the consult the following links:

www.cfa.vic.gov.au

www.planning.vic.gov.au/bushfire-protection/bushfire-planning-provisions

Hazard Trees

For detailed information on how to manage 'Hazard Trees' on or near your property please refer to [Appendix D: Hazard Trees Identification and Notification Procedures](#)

Permit to Burn

During the declared Fire Danger Period, limited permits may be obtained by individuals to conduct a fuel reduction or stubble burn within the municipality. These permits are issued under authority of the CFA Act. These permits contain stringent conditions that must be complied with.

Further information may be obtained from Horsham Rural City Council's website www.hrcc.vic.gov.au

Inspection of Private Properties and Issue of Notices

Horsham Rural City Council conducts fire hazard inspections within the municipality, concentrating on high risk areas, typically the rural-urban fringe. Fire prevention notices are issued on land considered to be a fire risk.

Planning Permits

When applications are lodged with Horsham Rural City Council for permits under the Planning and Environment Act for the subdivision of land or the construction of buildings in areas of high fire risk, Horsham Rural City Council may give consideration to the following documents (among other things) in determining any such application and also refer the application to the relevant fire agencies for comment.

- **Planning Guidelines for Subdivisions in bushfire-prone areas**
- **Building in a Bushfire Management Overlay – Guidance Notes – CFA and Department of Planning & Community Development**
- **Australian Standard 3959, 2009 – Construction of Buildings in Bushfire Prone Areas**
- **Bushfire Management Overlay – Horsham Rural City Council Planning Scheme**
- **Other relevant documentation**

Cross Boundary Arrangements

Horsham Rural City Council shares borders with Northern Grampians, Southern Grampians, West Wimmera, Hindmarsh and Yarriambiack municipalities. It is the shared responsibility of these MFMPs to ensure that risks contiguous across these borders are planned for in a consistent and seamless manner.

MFMPs will be considered by the RSFMPC to ensure that shared risks across municipal and agency boundaries are appropriately addressed. Current identified cross boundary and contiguous risk from bushfire for the Horsham Rural City municipality includes:

Risk	Adjacent Municipality	Strategy
Dadswells Bridge	Northern Grampians Shire	Ensure alignment of planning and prevention activities in relation to these risks are discussed and coordinated with relevant municipalities. Ensure that these arrangements and plans are included in relevant MFMP's.
Glenelg River	Southern Grampians Shire	
Grampians National Park	Northern Grampians Shire	
	Southern Grampians Shire	
Little Desert National Park	West Wimmera Shire	
	Hindmarsh Shire	
Rocklands Reservoir	Southern Grampians Shire	
Wimmera River	Northern Grampians Shire	
	Hindmarsh Shire	

Table 6 Horsham Rural City Municipality Cross Boundary Risks

Appendices

Appendix A: Horsham Rural City Municipal Fire Management Planning Committee Terms of Reference

Authority

The Horsham Rural City Municipal Fire Management Planning Committee is formed under:

1. Section 21(3) of the Emergency Management Act 1986
2. Section 54 & 55A Country Fire Authority Act 1958

Responsible Officers

Municipal Emergency Resource Officer (MERO)

Municipal Fire Prevention Officer (MFPO)

Wimmera Emergency Management Team

Purpose

The Committee's purpose is to provide a municipal level forum on fire management.

Role of the Municipal Fire Management Planning Committee

The role of the Committee is prescribed in Part 6A of the Emergency Management Manual Victoria:

- plan for fire management in a manner that coordinates fire management activities across agencies
- provide information to and engage with the community on matters related to fire management planning
- using the planning guide issued by the State Fire Management Planning Committee, draft a Municipal Fire Management Plan for recommendation to the MEMPC and comment by the Regional Strategic Fire Management Planning Committee, prior to consideration by the Council
- monitor, review and report on the delivery of the Municipal Fire Management Plan
- advocate to the Regional Strategic Fire Management Planning Committee for municipal fire management needs
- work with the Municipal Emergency Management Planning Committee to align planning activities
- share knowledge and create an environment of continuous improvement.

Membership

The Municipal Fire Management Planning Committee has representation from the following organisations that form the quorum of the committee. The Committee will be chaired by a person nominated and confirmed from within its membership. The membership includes but is not limited to:

- Horsham Rural City Council representatives
- CFA – District 17 Operations Officer
- CFA Group Officers – Grampians, Horsham, Jilpanger, Natimuk
- CFA Brigade Representative – Dadswells Bridge
- CFA – Communication Safety or delegate
- DELWP – Forest Fire Management Victoria
- Parks Victoria – Wimmera
- Victoria Police – Horsham
- CFA – Communication safety or delegate

The following organisations are invited to attend all meetings and will receive all correspondence and meeting invitations

- VicRoads
- GWMWater
- CFA – Vegetation Management Officer
- CFA – Communication Safety Representative
- VicTrack
- Wimmera Catchment Management Authority

The membership of the Committee will be reviewed annually and confirmed at the mid-year meeting.

Meeting Schedule

The committee will meet three times a year unless otherwise required.

Quorum

Quorum for meetings requires the attendance of at least 50% of members.

Reporting

The MFMPC will report after each meeting to the MEMPC and RSFMPC

Sub-committee

The MFMPC may form sub-committees or working groups as required to work on fire related specific issues

Administration

Administrative support requirements will be determined by the committee and resourced through committee members.

Review of Terms of Reference

The Terms of Reference are reviewed annually.

Appendix B: Fire Risk Management Strategies

Community Education and Engagement				
Objectives	Timeframe	Agency Treatments	Community / Individual Treatments	Outcome
<ul style="list-style-type: none"> ▪ To build capacity and knowledge, resilience and understanding of the dangers of bushfire. ▪ To provide the tools and education opportunities for community and individuals to better prepare and understand the risks of bushfire. ▪ To build awareness and understanding of the role of fire in the environment. 	For the Plan duration – July 2017 to June 2020	<ul style="list-style-type: none"> ▪ Community education programs ▪ Agency Integrated Community engagement activities ▪ Bushfire awareness training ▪ Multimedia communications ▪ Victoria Bushfire Information Line ▪ Increase legislative and regulatory awareness ▪ Increased awareness of planning controls ▪ Targeted education campaign regarding the use and role of fire in the environment 	<ul style="list-style-type: none"> ▪ To be proactive and seek information ▪ To be involved in community education and engagement programs 	All agencies will review and evaluate programs and participation of community as part of the review process of the MFMP

Hazard Reduction

Objectives	Timeframe	Agency Treatments	Community / Individual Treatments	Outcome
<ul style="list-style-type: none"> ▪ To strategically reduce fuel to minimise impact, intensity and spread of bushfire. ▪ To pre-plan and establish strategic points to effectively combat and manage structure fire activity. 	For the Plan duration – July 2017 to June 2020	<ul style="list-style-type: none"> ▪ Slashing program ▪ Burn program ▪ Spraying program ▪ Pruning program 	<ul style="list-style-type: none"> ▪ Private property hazard reduction: ▪ Cleaning gutters, Slashing, Mowing, Ploughing Grazing, Fuel reduction burns 	Shared responsibility between agencies and individuals to minimise fire hazards.

Preparedness

Objectives	Timeframe	Agency Treatments	Community / Individual Treatments	Outcome
<p>To understand appropriate actions to reduce risk and impact of bushfire, initiatives include: ignition prevention, risk identification and treatment, resource preparation, response planning operational restrictions, system testing, security of water supply</p>	<p>For the Plan duration – July 2017 to June 2020</p>	<ul style="list-style-type: none"> ▪ VFRR process ▪ Establishment of Incident Control Centres ▪ Code red days ▪ Power line inspections ▪ Community Information Guides ▪ Neighbourhood Safer Places – Places of Last Resort ▪ Fire breaks ▪ Emergency Management Plan ▪ Evacuation Plans ▪ Brigade Community Plans 	<ul style="list-style-type: none"> ▪ Personal Bushfire Survival Plans ▪ Daily readiness ▪ Practice / rehearse plans 	<ul style="list-style-type: none"> ▪ All agencies regularly evaluate preparation and readiness to respond to fire ▪ Strengthened capacity for agencies to provide an integrated response ▪ Measurable reduction of the impact of bushfire

Regulatory Controls

Objectives	Timeframe	Agency Treatments	Community / Individual Treatments	Outcome
<ul style="list-style-type: none"> ▪ To implement regulation aimed to reducing risk and impact of bushfire. ▪ To create and maintain effective linkages between planning functions to better inform proposed residential developments. ▪ To implement regulation aimed to reducing risk and impact of bushfire. ▪ To create and maintain effective linkages between planning functions to better inform proposed residential developments. 	<p>For the Plan duration – July 2017 to June 2020</p>	<ul style="list-style-type: none"> ▪ Fire hazard inspections ▪ Total fire bans ▪ Planning schemes ▪ Fire danger period ▪ Building codes ▪ Enforcement of fire hazard notices ▪ Response to planning applications 	<p>Comply with regulations.</p>	<ul style="list-style-type: none"> ▪ Compliance with regulatory controls ▪ Appropriate residential development

Appendix C: Horsham Rural City Bushfire Asset Risk Management & Reporting Register

Risk Rating before treatments	Asset Description & ID Number	VFRR Asset Class	Existing treatments	Responsible Agency	Agency Report / Other Comment
H	Brimpaen 34053 Grassfire from north to south, bushfire out of Black Range on wind change	HS-O	Burn Program (202) Fuel Hazard Management (205) Fuel Hazard Management (207) Fire Access Roads and Tracks (413) Emergency Water Supply (430)	CFA Other Council Council GWMWater	
M	Brimpaen Pump Station 3451793	EC-I	Routine Asset Site Maintenance (212)	GWMWater	
H	Clear Lake 34042 Grassfire from north and west. Scrub from south-west	HS-O	Burn Program (202) Fuel Hazard Management (205) Fuel Hazard Management (207) Emergency Water Supply (430)	CFA Other Council GWMWater	
VH	Dadswells Bridge 34054 Grassfire from north to west and east, bushfire from north-west to south - roadsides; Strategic Breaks recommended - Veg Stringybark and redgum and yellowgum woodland	HS-O	Roadside Vegetation Management (226) Emergency Water Supply (430) (443) Wildfire Management Overlay (500)	Private GWMWater Council	
VH	Dadswells Bridge Caravan Park 34027	HS-SFP	Fuel Hazard Management (205) Fuel Hazard Management (207) Bushfire and Emergency Self-Assessment (438)	Other Council DET	
M	Dadswells Bridge PH Correction Station 3451814	EC-I	<i>Routine Asset Site Maintenance (214)</i>	<i>GWMWater</i>	
M	Dooen 34041	HS-O			

Risk Rating before treatments	Asset Description & ID Number	VFRR Asset Class	Existing treatments	Responsible Agency	Agency Report / Other Comment
	Grassfire from north to south		Fuel Hazard Management (205) Fuel Hazard Management (207) Fire Plug and Hydrant Installation and Maintenance (404) Emergency Water Supply (430)	Other Council Council GWMWater	
M	Broadcast Australia tower Dooen	EC-I			
M	Communication Tower, cnr Gatehouse Rd & Henty Hwy, Dooen	EC-I			
H	Haven 34012 Grassfire from any direction is likely	HS-R	Fuel Hazard Management (205) Fuel Hazard Management (207) Fire Plug & Hydrant Installation and Maintenance (404) Emergency Water Supply (430) Fire Refuge (436) (443)	Other Council Council GWMWater Council	
H	Haven PS 34017	HS-SFP	Fuel Hazard Management (205) Fire Plug and Hydrant Installation and Maintenance (404) Emergency Management Plan (Site) (407) Bushfire and Emergency Self-Assessment (438)	Other Council DET DET	
VH	Horsham College McKenzle Creek Annex 34016	HS-SFP	Fuel Hazard Management (205) Fire Plug and Hydrant Installation and Maintenance (404) Emergency Management Plan (Site) (407) Bushfire and Emergency Self-Assessment (438)	Other Council DET DET	

Risk Rating before treatments	Asset Description & ID Number	VFRR Asset Class	Existing treatments	Responsible Agency	Agency Report / Other Comment
M	Horsham WTP 3451809	EC-I	- Routine Asset Site Maintenance (214) Site Emergency Management Plan (406)	GWMWater GWMWater	
H	Horsham Interface 34010 Grassfire from north to west likely	HS-R	Community Education/Engagement (100) Burn Program (202) Fuel Hazard Management (205) Fuel Hazard Management (207) Fuel Hazard Management (208) Fire Management Zones (217) Roadside Vegetation Management (222) Roadside Vegetation Management (223)	CFA CFA Other Council CFA DELWP; PV Council VicRoads	
H	Horsham North PS 34031	HS-SFP	Bushfire and Emergency Self-Assessment (438)	DET	
H	Horsham Aerodrome 34215	EC-I	Fuel Hazard Management (207) Emergency Management Plan (Site) (409)	Council Other	Response Site
H	Horsham Secondary College	HS-SFP			
M	Horsham South 34011 likelihood of grassfire from the west to the south-west	HS-R	Fuel Hazard Management (205) Fuel Hazard Management (207)	Other Council	

Risk Rating before treatments	Asset Description & ID Number	VFRR Asset Class	Existing treatments	Responsible Agency	Agency Report / Other Comment
			Fire Plug and Hydrant Installation and Maintenance (404) Fire Access Roads and Tracks (413) Emergency Water Supply (430) Fire Refuge (436)	Council Council GWMWater Council	
H	Wimmera Lakes Caravan Park 34018	HS-SFP	Burn Program (202) Fuel Hazard Management (205) Routine Asset Site Maintenance (212) Emergency Management Plan (Site) (409)	CFA Lease holder Lease holder Leaseholder	brigade around the back
M	Horsham Industrial Precinct 34262	EC-C	Burn Program (202) Routine Asset Site Maintenance (212)	CFA Other	brigade on "as needed" basis to reduce fine fuels Johnson, Wool Factory and several small blocks
L	Horsham Regional Livestock Exchange 34207 10 tanks and dams on site	EC-C	Fuel Hazard Management (205) Fuel Hazard Management (207) Emergency Management Plan (Site) (407) Emergency Water Supply (430)	Other Council DET GWMWater	
L	Asphalt Plant, Burnt Creek	EC-C			
H	Jung 34055 Grassfire from north to south	HS-O	Burn Program (202) Fuel Hazard Management (205) Fuel Hazard Management (207)	CFA Other Council	brigade works around Rec Reserve, railway line and back of township

Risk Rating before treatments	Asset Description & ID Number	VFRR Asset Class	Existing treatments	Responsible Agency	Agency Report / Other Comment
			Fire Plug and Hydrant Installation and Maintenance (404) Emergency Water Supply (430)	Council GWMWater	
L	Jung Water Pumping Station 34222		Routine Asset Site Maintenance (214)	GWM Water	
H	Jung Recreation Reserve	HS-O			
M	Laharum South 34049 Grassfire from north to south, bushfire out of Grampians National Park	HS-O	Fuel Hazard Management (207) Fire Access Roads and Tracks (413) Emergency Water Supply (430)	Council Council GWMWater	
H	Laharum Preschool 34032	HS-SFP	Fuel Hazard Management (207) Emergency Management Plan (Site) (407) Bushfire and Emergency Self-Assessment (438)	Council DET DET	
H	Laharum PS 34033	HS-SFP	Fuel Hazard Management (207) Emergency Management Plan (Site) (407) Bushfire and Emergency Self-Assessment (438) Operations Restrictions (310)	Council DET DET DET	closed on Code Red Days
M	Laharum Bore 2 34224	EC-I	Routine Asset Site Maintenance (214)	GWMWater	
M	Laharum Bore's 3451795	EC-I	Routine Asset Site Maintenance (214)	GWMWater	
VH	Mt Zero Water Treatment Plant 34223	EC-I			

Risk Rating before treatments	Asset Description & ID Number	VFRR Asset Class	Existing treatments	Responsible Agency	Agency Report / Other Comment
			Routine Asset Site Maintenance (214)	GWMWater	
VH	Distribution Heads 34245	EC-I	Routine Asset Site Maintenance (214)	GWMWater	
M	Natimuk 34001 Grassfire from north to west	HS-R	Roadside Vegetation Management (226) Fire Plug and Hydrant Installation and Maintenance (404) Emergency Water Supply (430) Fire Refuge (436)	Private Council GWMWater Council	
H	Natimuk Lake Caravan Park 34023	HS-SFP	Fuel Hazard Management (205) Fuel Hazard Management (207) Bushfire and Emergency Self-Assessment (438)	Other Council DET	
M	Natimuk PH Correction PRV Station 3451801	EC-I	- Routine Asset Site Maintenance (214) Site Emergency Management Plan (406)	GWMWater GWMWater	
H	Natimuk Trunk Main PRV's 3451802	EC-I	- Routine Asset Site Maintenance (214) Site Emergency Management Plan (406)	GWMWater GWMWater	
H	West Wimmera Health Service Natimuk Precinct 34022	HS-SFP	Fuel Hazard Management (205)	Other	

Risk Rating before treatments	Asset Description & ID Number	VFRR Asset Class	Existing treatments	Responsible Agency	Agency Report / Other Comment
			Fuel Hazard Management (207) Fire Protection Plan (400) Emergency Management Plan (Site) (409) Bushfire and Emergency Self-Assessment (438)	Council WWHS Other DET	
E	Mt Arapiles Camping Ground 34036	HS-SFP	Fuel Hazard Management (205) Fuel Hazard Management (207) Fire Operations Plan (423) Bushfire and Emergency Self-Assessment (438)	Other Council DELWP;PV DET	
H	Noradjuha 34037 -grassfire from any direction	HS-O	Fuel Hazard Management (205) Fuel Hazard Management (207) Emergency Management Plan (Site) (407) Fire Access Roads and Tracks (413) Emergency Water Supply (430)	Other Council DET Council GWMWater	
H	Noradjuha PRV control valve station 2 3451798	EC-I	- <i>Routine Asset Site Maintenance (214)</i> <i>Site Emergency Management Plan (406)</i>	GWMWater GWMWater	
H	Noradjuha control valve station 1 3451800	EC-I	- <i>Routine Asset Site Maintenance (214)</i>	GWMWater	

Risk Rating before treatments	Asset Description & ID Number	VFRR Asset Class	Existing treatments	Responsible Agency	Agency Report / Other Comment
			<i>Site Emergency Management Plan (406)</i>	<i>GWMWater</i>	
H	Pimpinio 34044 Grassfire from north to south	HS-O	Fuel Hazard Management (205) Fuel Hazard Management (207) Fire Plug and Hydrant Installation and Maintenance (404) Fire Access Roads and Tracks (413) Emergency Water Supply (430)	Other Council Council Council GWMWater	
H	Pimpinio Water Pumping Station 34218	EC-I	Routine Asset Site Maintenance (214)	GWN Water	
H	Quantong 34039 grassfire from north to south	HS-O	Fuel Hazard Management (205) Fuel Hazard Management (207) Emergency Water Supply (412) Emergency Water Supply (430)	Other Council Council GWMWater	
M	Quantong Flood Warning Gauge 34233		Routine Asset Site Maintenance (212)	Other	
H	Riverheights 34008 grassfire from north to north-west likely	HS-R	Fuel Hazard Management (205) Fuel Hazard Management (207) Fire Access Roads and Tracks (413) Emergency Water Supply (430)	Other Council Council GWMWater	
H	Longerenong Agriculture College 34043	HS-SFP	Routine Asset Site Maintenance (212) Emergency Management Plan (Site) (409)	Skill Invest Skill Invest	

Risk Rating before treatments	Asset Description & ID Number	VFRR Asset Class	Existing treatments	Responsible Agency	Agency Report / Other Comment
H	Wimmera Machinery Field Days 34034	HS-SFP	Routine Asset Site Maintenance (212)	Other	
M	Wimmera Machinery Field Days 34216	EC-TR	Routine Asset Site Maintenance (212)	Other	
VH	Longerenong Water Pumping Station 34221	EC-I	Routine Asset Site Maintenance (214)	GWM Water	
H	Riverside 34047 fire from river escarpment likely	HS-R	Fuel Hazard Management (205) Fuel Hazard Management (207) Fire Access Roads and Tracks (413) Emergency Water Supply (430)	Other Council Council GWMWater	
H	Horsham Electricity Terminal Station 34228	EC-I	Fuel Hazard Management (207) Routine Asset Site Maintenance (212) Powerline Clearance (219)	Council Other Utility	
VH	Taylor's Lake Water Pumping Station 34229	EC-I	Routine Asset Site Maintenance (214)	GWM Water	
VH	Taylor's Lake camping ground	HS-SFP		GWMWater	
M	Toolondo 34040 grassfire from north to south	HS-O	Fuel Hazard Management (205) Fuel Hazard Management (207) Routine Asset Site Maintenance (213)	Other Council DET	

Risk Rating before treatments	Asset Description & ID Number	VFRR Asset Class	Existing treatments	Responsible Agency	Agency Report / Other Comment
			Emergency Water Supply (430)	GWMWater	
?	Mt Talbot Homestead 34604	CH-NI	-		Victorian Heritage Register
E	Toolondo Caravan Park 34024	HS-SFP	Fuel Hazard Management (205) Fuel Hazard Management (207) Routine Asset Site Maintenance (212) Site Emergency Management Plan (409)	Other Council Leaseholder Leaseholder	
?	Fulham 34605	CH-NI	-		Victorian Heritage Register
VH	Wartook Valley 34050 360 degree threat of grass and bushfire	HS-O	Community Education/Engagement (100) Burn Program (202) Fuel Hazard Management (205) Fuel Hazard Management (207) Routine Asset Site Maintenance (213) Emergency Water Supply (430) Wildfire Management Overlay (500)	CFA CFA Other Council DET GWMWater Council	
M	Wartook Pump Station 3451794	EC-I	Routine Asset Site Maintenance (214)	GWM Water	
H	Asses Ears Wilderness Lodge 34051	HS-SFP	Fuel Hazard Management (205) Fuel Hazard Management (207)	Other Council	

Risk Rating before treatments	Asset Description & ID Number	VFRR Asset Class	Existing treatments	Responsible Agency	Agency Report / Other Comment
			Emergency Management Plan (Site) (409)	Other	
VH	Grelco Run 34052	HS-SFP	Routine Asset Site Maintenance (212)	Owner	
E	Emu Holiday Park 3452393	HS-SFP			
H	Happy Wanderer Holiday Resort 3452394	HS-SFP			
VH	Wander Inn 3452395	HS-SFP			
E	Coolinda Burrong Campsite 3452189	HS-SFP			
M	Wonwondah North 34048 grassfire from any direction	HS-O	Burn Program (202) Fuel Hazard Management (205) Fuel Hazard Management (207) Fire Access Roads and Tracks (413) Emergency Water Supply (430)	CFA Other Council Council GWMWater	
	Municipality Wide Assets				
	Grain Storage				

Risk Rating before treatments	Asset Description & ID Number	VFR Asset Class	Existing treatments	Responsible Agency	Agency Report / Other Comment
M	Moore Bulk Storage Grain Site 34264	EC-C	To be identified (800)		
VH	Graincorp Natimuk 3452403	EC-I	-		
VH	Vitera Receival Site 3452404	EC-I	-		
H	Wimmera Intermodal Freight Terminal	EC-I	-		
H	Laharum Bulk Handling, Laharum	EC-I		Private	
	Railways				
VH	Western SG Rail Line 34212	EC-I	Routine Maintenance of Rail Line(209) Routine Asset Site Maintenance (213)	ARTC DET	assessment made by ARTC based on freight
	Transmission Lines				
L	Horsham Zone Substation 34226	EC-I	Routine Asset Site Maintenance (213) Routine Asset Site Maintenance (214) Powerline Clearance (219) Hazard Identification (401) Fire Plug and Hydrant Installation and Maintenance (404)	DET Utility Utility Utility Council	
VH	Horsham-Horsham 66kV Transmission Line 2 34204	EC-I	Routine Asset Site Maintenance (214) Powerline Clearance (219)	Powercor Utility	

Risk Rating before treatments	Asset Description & ID Number	VFRR Asset Class	Existing treatments	Responsible Agency	Agency Report / Other Comment
			Hazard Identification (401)	Utility	
VH	Horsham-Horsham 66kV Transmission Line 1 34205	EC-I	Routine Asset Site Maintenance (214) Powerline Clearance (219) Hazard Identification (401)	Powercor Utility Utility	
H	Horsham-Charam 66kV Transmission Line 34206	EC-I	Routine Asset Site Maintenance (214) Powerline Clearance (219) Hazard Identification (401)	Powercor Utility Utility	
VH	Horsham-Stawell 66kV Transmission Line 2 34203	EC-I	Routine Asset Site Maintenance (214) Powerline Clearance (219) Hazard Identification (401)	Powercor Utility Utility	
H	HOTS-RCTS 220kV Transmission Line 34210	EC-I	Routine Asset Site Maintenance (214) Powerline Clearance (219)	SP AusNet SP Ausnet	
H	Carisbrook-Horsham 66kV Transmission Line 34257	EC-I	Routine Asset Site Maintenance (214) Powerline Clearance (219) Hazard Identification (401)	Powercor Utility Utility	
H	BATS-HOTS 220kV Transmission Line 34211	EC-I	Routine Asset Site Maintenance (214)	SP AusNet	

Risk Rating before treatments	Asset Description & ID Number	VFRR Asset Class	Existing treatments	Responsible Agency	Agency Report / Other Comment
			Powerline Clearance (219)	SP Ausnet	
	Communication Towers				
VH	Telstra Communication Towers 34214	EC-I	Routine Asset Site Maintenance (214) Fire Operations Plan (423)	Utility DELWP;PV	
	Major Roads				
VH	Western Hwy 34213	EC-I	Routine Asset Site Maintenance (213) Roadside Vegetation Management (222) Roadside Vegetation Management (223) Traffic Diversion Plans (418)	DET Council VicRoads VicRoads	
VH	Henty Hwy	EC-I			
VH	Wimmera Hwy	EC-I			
	Water Infrastructure				
H	Horsham PRV Control Valve Stations 3451810	EC-I	- Routine Asset Site Maintenance (214) Site Emergency Management Plan (406)	GWMWater GWMWater	
H	Grahams Bridge Rd PRV 3451797	EC-I	- Routine Asset Site Maintenance (214) Site Emergency Management Plan (406)	GWMWater GWMWater	
H	Nurrabiel PRV control valve station 3451799	EC-I			

Risk Rating before treatments	Asset Description & ID Number	VFRR Asset Class	Existing treatments	Responsible Agency	Agency Report / Other Comment
			- <i>Routine Asset Site Maintenance (214)</i>	<i>GWMWater</i>	
H	Horsham West Water Pumping Station 34220	EC-I	Routine Asset Site Maintenance (214)	GWMWater	
H	Huddlestons Weir 34237	EC-I	Routine Asset Site Maintenance (214)	GWMWater	
VH	Morson's Pump Station 3451813	EC-I	- <i>Routine Asset Site Maintenance (214)</i>	<i>GWMWater</i>	
	Flood Gauges				
M	Walmer Flood Water Gauge 34234	EC-I	Routine Asset Site Maintenance (215) Routine Asset Site Maintenance (214)	DELWP Utility	
M	Wimmera Flood Warning Station 34236		Routine Asset Site Maintenance (215)	DELWP	
M	Norton Creek Flow Gauge 34247	EC-I	Routine Asset Site Maintenance (215) Routine Asset Site Maintenance (214)	DELWP Utility	
M	MacKenzie Creek Flood and Flow Gauge 34246	EC-I	Routine Asset Site Maintenance (215) Routine Asset Site Maintenance (214)	DELWP Utility	
M	Drung Flood Warning Station 34235	EC-I	Routine Asset Site Maintenance (215)	DELWP	

Risk Rating before treatments	Asset Description & ID Number	VFRR Asset Class	Existing treatments	Responsible Agency	Agency Report / Other Comment
			Routine Asset Site Maintenance (214)	Utility	
M	Burnt Creek Flood Gauge, Wonwondah East	EC-I			
	Gas Infrastructure				
M	Horsham City Gas Gate 34227	EC-I	Routine Asset Site Maintenance (214)	Utility	

Appendix: D: Hazard Trees Identification and Notification Procedures

Procedures for Identification and Notification of Hazard Trees

Section 86 B of the Electricity Safety Act 1998 (Victoria) (ES Act) provides that a council must identify within its Municipal Fire Prevention Plan: procedures for the identification of trees that are hazardous to electric lines, specifying:

- procedures and criteria for the identification of trees that are likely to fall onto, or come into contact with, an electric line (hazard trees)
- procedures for the notification of responsible persons of trees that are hazard trees in relation to electric lines for which they are responsible

Under the ES Act, the person responsible for maintaining vegetation and clearance space around power lines is referred to as the “responsible person”.

The procedures outlined in this section of the Municipal Fire Management Plan seek to address the requirement detailed above.

Each responsible person should have its own internal procedure regarding the steps that will be taken when it receives notification of a potentially hazardous tree.

What is a hazard tree?

According to the ES Act, a hazard tree is a tree which “is likely to fall onto, or come into contact with, an electric line”.

The Electricity Safety (Electric Line Clearance) Regulations 2010 further provide that a responsible person may cut or remove such a tree ‘provided that the tree has been assessed by a suitably qualified arborist; and that assessment confirms the likelihood of contact with an electric line having regard to foreseeable local conditions.’

Due to legal requirements which require a clearance space be maintained around an electric line, hazard trees are usually located outside the regulated clearance space. Despite being outside the clearance space, the tree may still have the potential to contact the line due to its size or because of a structural fault or weakness which renders part, or all, of the tree likely to contact or fall onto the line.

Who is responsible for a hazard tree?

Under the ES Act, the person responsible for maintaining vegetation and clearance space around power lines, including keeping the whole or any part of a tree clear of the line, is the responsible person.

Responsibility is allocated between distribution businesses and other owners of electricity infrastructure, land owners and occupiers for clearance of private power lines, public land managers where they are identified as the responsible person such as municipal councils, the Department of Environment, Land, Water and Planning and VicRoads.

Municipal councils are responsible for trees on public land within their municipalities, for which they are the land manager, where these are also within a Declared Area for the purposes of the ES Act. Primary responsibility for vegetation clearance and management within the municipality, for areas which are not within a Declared Area, will usually fall to the relevant electricity distribution company.

Responsible Persons within the Horsham Rural City Council

There are a number of organisations that have responsibility for line clearance in the Horsham Rural City Council, including:

- Powercor
- VicRoads

There is only one electricity distribution business in the Horsham Rural City Council and there are no Declared Areas under Section 81 of the ES Act that are the responsibility of the Council.

Other relevant information

Responsible persons, other than private persons, must have an electric line clearance management plan in place for areas for which they have responsibility (refer Electricity Safety (Electric Line Clearance) Regulations 2010).

Procedures and Criteria for Identification of Hazard Trees

In the course of everyday duties, potentially hazardous trees may come to the attention of staff or volunteer members of the entities with representation on the Municipal Fire Management Planning Committee, (the Committee), staff of the distribution business or other persons, including members of the public.

There are a range of factors which may indicate that a tree is a hazard tree. That is, a tree which is likely to fall onto, or come into contact with, an electric line. Some of these factors will be obvious when looking at the tree but many may only be apparent when the tree is assessed by a person with specific expertise and training, such as an arborist.

The following criteria may be used to assist in identifying a hazard tree:

- The size of the tree suggests that it is likely to come into contact with the electric line, for example because it appears to be encroaching or growing into the line clearance space
- There is an excessive lean on the tree, or branches hanging off the tree and the tree is in proximity to an electric (power) line
- The size or appearance of the tree suggests it could come into contact with the line including under foreseeable local conditions

If a potentially hazardous tree is identified, the notification procedure outlined below should be followed. Where a responsible person becomes aware of a potentially hazardous tree for which they have responsibility, they must follow their own applicable internal procedure and the notification procedure described below does not apply.

Procedures and Criteria for Notification of Hazard Trees

To ensure that information regarding potentially hazardous trees is captured in an efficient manner and, as appropriate, referred to the responsible person for action, the following procedure for the notification of hazardous trees should be followed:

- The person with responsibility for the highest percentage of lines within the municipality (the primary responsible person) is Powercor and therefore the person to whom potentially hazardous trees should be reported.
- Where any person becomes aware of, or receives a report of, a potentially hazardous tree within the municipality, this should be referred to Powercor. Where the Committee becomes aware of, or receives a report of, a potentially hazardous tree within the municipality, this must be referred to Powercor.
- Reports of potentially hazardous trees must be provided to Powercor for action as soon as practicable. Reports must include, as far as practicable:
 - The name and contact details and any relevant qualifications where known of the person making the report
 - As much detail as possible about the location of the tree (including, where known, GPS coordinates, details of numerical/name plate on nearest pole, name of nearest road or crossroads, closest landmark, whether tree is on private land or road reserve etc.)
 - A description of the tree (including, if known, the genus and species of tree);
 - The primary reasons given for the tree being identified as potentially hazardous (including, the tree is in proximity to an electric line and there is evidence of structural weakness, excessive lean, appears to be encroaching into line clearance space etc.)
 - An indication of whether or not urgent action is required
- Powercor must take all necessary steps to advise the person responsible for the tree that it may be hazardous where they are not the responsible person.

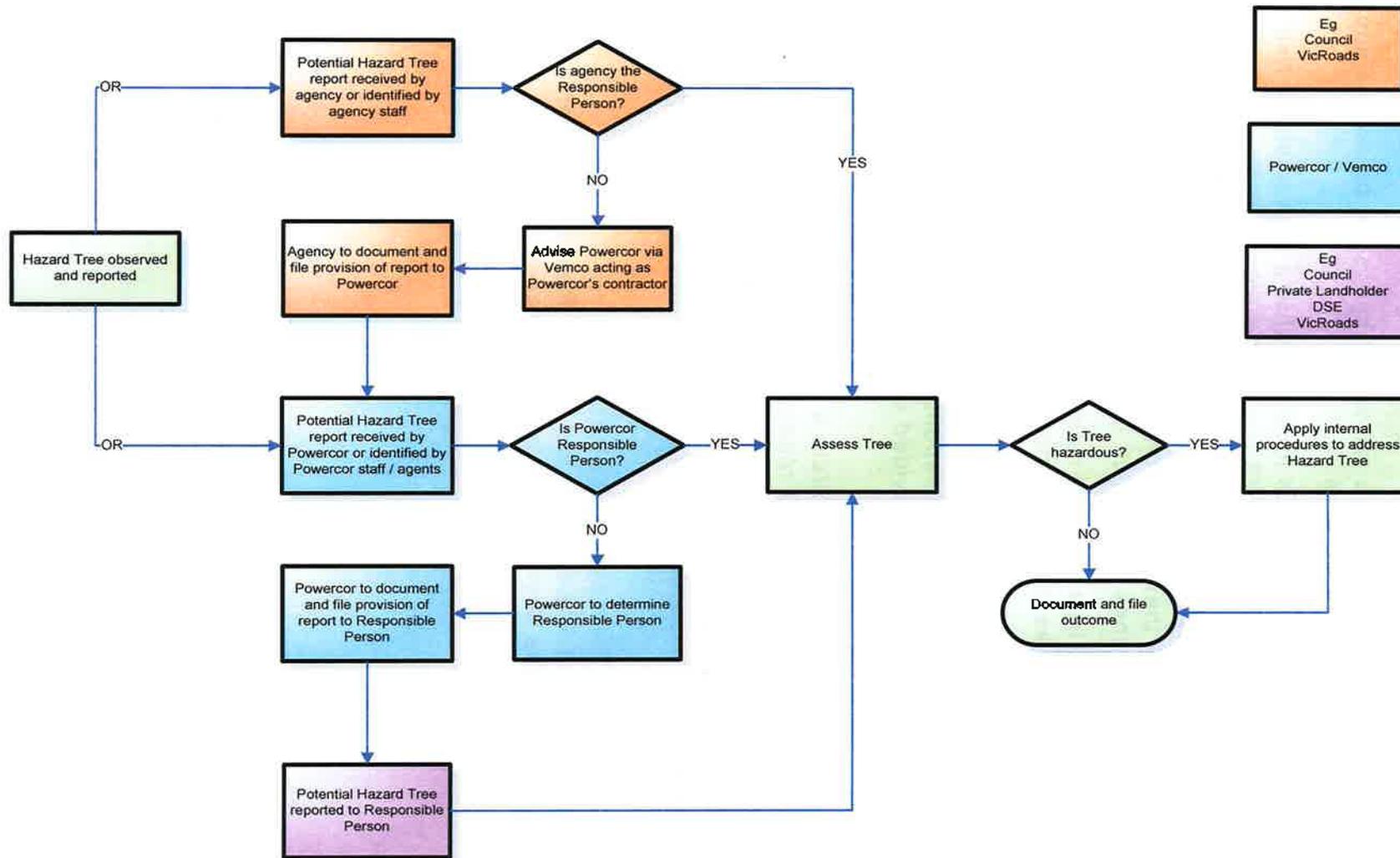
Primary Responsible Person Representative

For the purposes of this part of the Plan, the primary responsible person is Powercor. Contact details for Powercor are listed below:

Agency Name:	Powercor
Position title of contact person:	Hazard Tree Coordinator
Municipal Hazard Tree Notification Form:	powercor.com.au

Telephone number:	5338 3300 (Powercor' s Contractor VEMCO)
After hours number:	13 24 12

1.1.1 Procedures for Notification of Responsible Persons



Eg Council VicRoads

Powercor / Vemco

Eg Council Private Landholder DSE VicRoads

Reporting

Powercor and all responsible persons should put in place mutually agreed arrangements for the manner in which reports of potentially hazardous trees are passed on to responsible persons.

Reporting Timelines

Powercor should provide reports to the relevant responsible person as soon as practicable. In circumstances where:

- The potentially hazardous tree is located within a high bushfire risk area (as per Section 80 of the ES Act) and the potentially hazardous tree is reported during the fire danger period declared under the Country Fire Authority Act 1958
- The report indicates that there is an imminent danger that the tree will contact or fall onto lines as a result of minor environmental changes

The potentially hazardous tree must be referred to the relevant responsible person for action as soon as possible, and by close of the next business day.

Each responsible person (other than the primary responsible person) must provide Powercor with contact details of the person (position title) to whom reports should be provided. It is the responsibility of each responsible person to ensure that Powercor is provided with up-to-date contact details.

Register

It is recommended that Powercor maintain a register in which all notifications are recorded together with the date of receipt of the notification, and when applicable the date the notification was reported to the responsible person.

It is recommended that responsible persons also maintain a register of notifications received of hazardous trees for which they are the responsible person.

Primary Responsible Person Consultation

The Committee notes that Powercor as the Primary Responsible Person was consulted in relation to the development of these procedures.

Appendix E: Neighbourhood Safer Places

Neighbourhood Safer Places – Places of last Resort

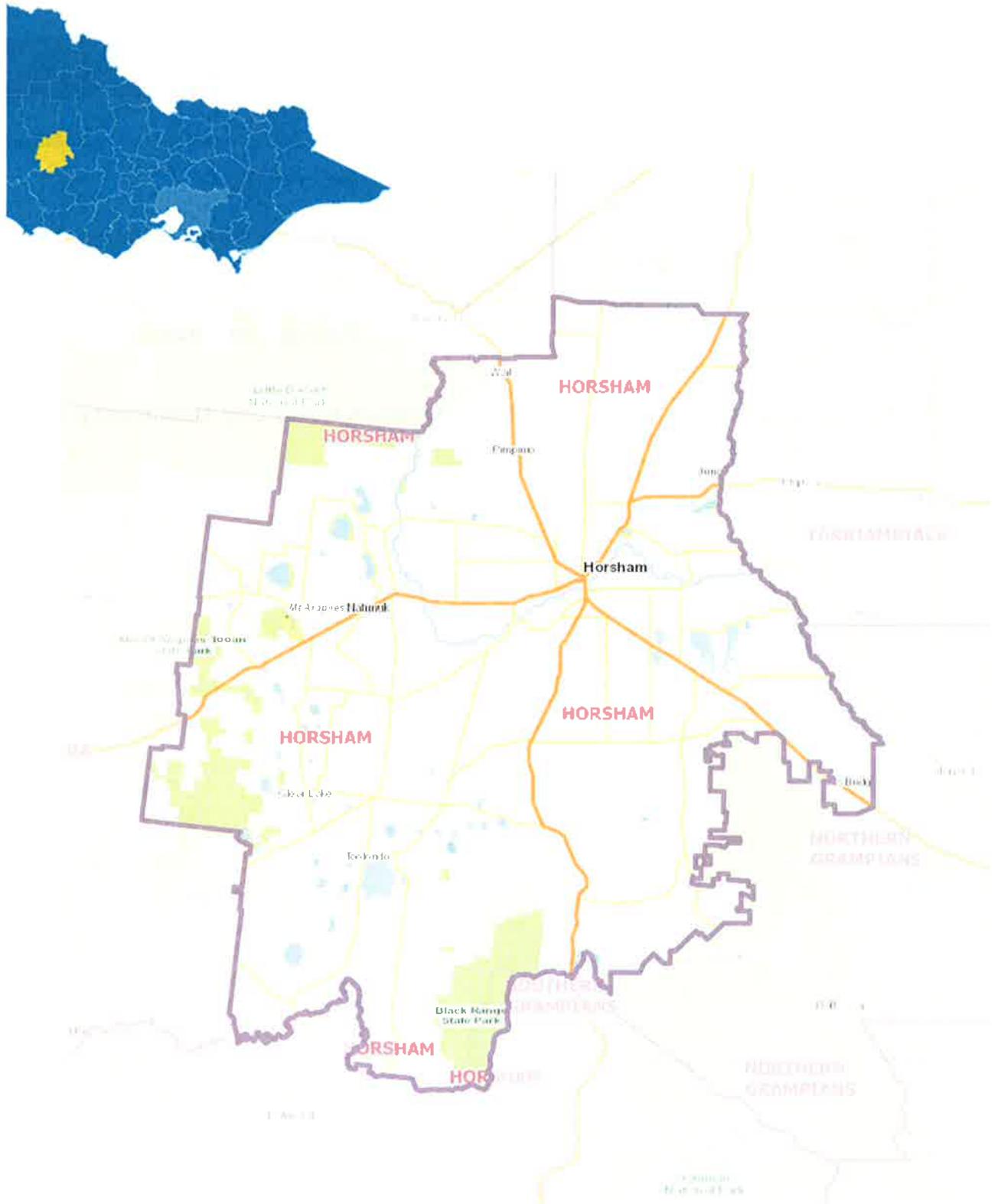
There are three (3) Neighbourhood Safer Places – Places of last Resort in Horsham Rural City Municipality.

Horsham Rural City Municipality Neighbourhood Safer Places – Places of Last Resort		
Township/Suburb	Street	Location
Horsham	Cnr Hocking St & Firebrace St, Horsham	Sawyer Park
Laharum	Northern Grampians Road, Laharum	Laharum Football Ground (Cameron Oval)
Natimuk	Cnr Mitchell St & Jory St, Natimuk	Natimuk Showgrounds Recreation Reserve

For further information on maps refer to Horsham Rural City Community Map (horsham.pozi.com)

Appendix F: Horsham Rural City Municipal Boundary Map

For further information on maps refer to Horsham Rural City Community Map (horsham.pozi.com)



Appendix G: Strategic Fire Breaks

Strategic Fire Breaks – Horsham Rural City Municipality				
Road Name	From	To	Land Manager	Treatment
Strategic Fire Suppression Lines				
Berry Lane	Wyn Wyn Rd	Lake Ave	HRCC	Slash, Fence to Fence*
Curran Rd	Remlaw Rd	Wimmera Hwy (C240)	HRCC	Slash, Fence to Fence*
J Sudholzs Rd	Old Noradjuha Rd	Creekline	HRCC	Slash, Fence to Fence*
Wyn Wyn Rd	Natimuk-Frances Rd (C213)	Three Chain Rd	HRCC	Slash, Fence to Fence*

Strategic Fire Breaks – Horsham Rural City Municipality

Road Name	From	To	Land Manager	Treatment
Fire Control Lines				
Arapiles Grass Flat Rd	Natimuk-Frances Rd (C213)	Mitre Grass Flat Rd	HRCC	Slash & Spray 3m behind guide posts*
Arapiles Grass Flat Rd	Mitre Grass Flat Rd	Cooack Rd	HRCC	Spray 3m behind guide posts*
Bridge Rd/Mctavishs Rd	Staehrs Rd	Winfield Rd	HRCC	Slash, 1.8m cut behind guide posts*
Brimpaen-Laharum Rd	Henty Hwy (B200)	Northern Grampians Rd (C222)	HRCC	Graded & Spray 3m behind guide posts*
Camerons Rd Nth	Pryors Rd	Henty Hwy (B200)	HRCC	Slash, 1.8m cut behind guide posts*
Clear Lake– Sherwoods Dam Rd	Wimmera Hwy (C240)	Jallumba–Clear Lake Rd	HRCC	Slash & Spray 3m behind guide posts*
Cooack Rd	Shire Boundary	Meyers Rd	HRCC	Slash & Spray 3m behind guide posts*
Dimboola-Minyip Rd	Shire Boundary, Geodetic Rd	Shire Boundary, Yarriambiack Creek	HRCC	Slash & Spray 3m behind guide posts*
Drung-Jung Rd	Horsham-Lubeck Rd (C215)	Longerenong Rd	HRCC	Slash & Spray 3m behind guide posts*
Gatehouse Rd	Geodetic Rd	Horsham-Kalkee Rd	HRCC	Slash, 1.8m cut behind guide posts*
Golton Rd	Western Hwy (A8)	Horsham-Lubeck Rd (C215)	HRCC	Spray 3m behind guide posts*
Grahams Bridge Rd	Brimpaen-Laharum Rd	North East Wonwondah Rd	HRCC	Graded & Spray 3m behind guide posts*
Green Lake Rd	Western Hwy (A8)	Laharum Rd	HRCC	Spray 3m behind guide posts*
Greenhills Rd	Henty Hwy (B200)	Shire Boundary	HRCC	Graded & Spray 3m behind guide posts*
Harrow-Clear Lake Rd	Jallumba-Clear Lake Rd	Natimuk-Hamilton Rd (C214)	HRCC	Slash & Spray 3m behind guide posts*
Horsham-WalWal Rd	Western Hwy (A8)	Shire Boundary	HRCC	Spray, 3m behind guide posts*
Jacka Jacka Rd	Wimmera Hwy (C240)	Clear Lake-Sherwoods Dam Rd	HRCC	Graded & Spray 3m behind guide posts*
Jallumba-Clear Lake Rd	Natimuk-Hamilton Rd (C214)	Harrow-Clear Lake Rd	HRCC	Spray, 3m behind guide posts*
Jallumba-Mockinya Rd	Natimuk-Hamilton Rd	Henty Hwy (B200)	HRCC	Slash & Spray 3m behind guide posts*

APPENDIX 10:5C

Strategic Fire Breaks – Horsham Rural City Municipality				
Road Name	From	To	Land Manager	Treatment
Fire Control Lines				
	(C214)			
Jaspers La	Wombelano Rd	Elliotts Back La	HRCC	Slash, 1.8m cut behind guide posts*
Jung North Rd	Wimmera Hwy (C240)	Horsham-Minyip Rd (C236)	HRCC	Spray, 3m behind guide posts*
Kalkee East Rd	Horsham Kalkee Rd	Henty Hwy (B200)	HRCC	Slash & Spray 3m behind guide posts*
Kalkee Rd	Wail-Dooen Rd	Horsham-Kalkee Rd	HRCC	Slash & Spray 3m behind guide posts*
Laharum Rd	Western Hwy (A8)	Northern Grampians Rd	HRCC	Slash & Spray 3m behind guide posts*
Laidlows Rd	Horsham-Kalkee Rd	Henty Hwy (B200)	HRCC	Slash & Spray 3m behind guide posts*
Lake Rd, Natimuk	Meyers Rd	Natimuk Township	HRCC	Slash & Spray 3m behind guide posts*
Longerenong Rd	Henty Hwy (B200)	Drung-Jung Rd	HRCC	Slash & Spray 3m behind guide posts*
Mitre-Nurcoung Rd	Natimuk-Frances Rd (C213)	McReddens Rd	HRCC	Spray, 3m behind guide posts*
North East Wonwondah Rd	Henty Hwy (B200)	Laharum Rd	HRCC	Slash & Spray 3m behind guide posts*
Northfields Wool Shed Rd	Wash Tomorrow Rd	Roy Blakes Rd	HRCC	Graded
O'Brees Rd	Polkemmet Rd	Western Hwy (A8)	HRCC	Slash & Spray 3m behind guide posts*
Old Hamilton Rd	Henty Hwy (A8)	Mackies Rd	HRCC	Slash & Spray 3m behind guide posts*
Plush Hannans Rd	Horsham-Noradjuha Rd (C214)	Henty Hwy (B200)	HRCC	Slash & Spray 3m behind guide posts*
Polkemmet Rd	Wimmera Hwy (C240)	Western Hwy (A8)	HRCC	Spray, 3m behind guide posts*
Rasmussen Rd	Horsham-Kalkee Rd	Wimmera River	HRCC	Slash, 1.8m cut behind guide posts*
Rees Rd	Talangatuk-East Rocklands Rd	Black Range State Forest	HRCC	Spray, 3m behind guide posts*
Remlaw Station Rd	Wimmera Hwy (C240)	Polkemmet Rd	HRCC	Slash, 1.8m cut behind guide posts*
Riverside Rd	Wimmera River	Rogersons Rd	HRCC	Slash, 1.8m cut behind guide posts*
Rules West Rd/Rules East Rd	Western Hwy (A8)	Horsham-Kalkee Rd	HRCC	Slash & Spray 3m behind guide posts*
Telangatuk-East Rocklands Rd	Rocklands Rd	Wonwondah-Toolondo Rd	HRCC	Slash & Spray 3m behind guide posts*

Strategic Fire Breaks – Horsham Rural City Municipality				
Road Name	From	To	Land Manager	Treatment
Fire Control Lines				
Tooan-Mitre Rd	Wimmera Hwy (C240)	Natimuk-Frances Rd	HRCC	Slash, 1.8m cut behind guide posts*
Victoria Valley Rd	Brimpaen-Laharum Rd	Geranium Springs Rd	HRCC	Spray, 3m behind guide posts*
Wail-Dooen Rd	Wail	Dooen	HRCC	Graded & Spray, 3m behind guide posts*
Wail-Polkemmet Rd	Polkemmet Rd	Wail	HRCC	Graded
West Wail Rd	Pimpinio	Shire Boundary	HRCC	Slash & Spray 3m behind guide posts*
Wombelano Rd	Natimuk-Hamilton Rd (C214)	McKechnies Rd	HRCC	Slash & Spray 3m behind guide posts*
Wonwondah-Dadswells Bridge Rd	Northern Grampians Rd (C222)	Western Hwy (A8)	HRCC	Spray, 3m behind guide posts*
Wonwondah-Toolondo Rd	Natimuk-Hamilton Rd (C214)	Jallumba-Mockinya Rd	HRCC	Spray, 3m behind guide posts*
Blue Ribbon Rd (C231)	Dimboola-Minyip Rd	Horsham	VicRoads	Slash, 3m cut behind guide posts*
Henty Hwy (B200)	Dimboola-Minyip Rd	Shire Boundary, Rocklands-Cherry pool Rd	VicRoads	Slash, 3m cut behind guide posts*
Horsham-Lubeck/Drung Rd (C215)	Cameron Rd, Horsham	Shire Boundary, Mt William Creek	VicRoads	Slash & Spray, 3m behind guide posts*
Horsham-Minyip Rd (C236)	Henty Hwy (B200)	Shire Boundary	VicRoads	Slash, 3m cut behind guide posts*
Horsham Noradjuha Rd (C214)	Wimmera Hwy (C240)	Noradjuha	VicRoads	Slash, 3m cut behind guide posts*
Natimuk-Frances Rd (C213)	Wimmera Hwy (C240)	Shire Boundary, McLure Bush Reserve	VicRoads	Slash & Spray, 3m behind guide posts*
Natimuk-Hamilton Rd (C214)	Noradjuha	Shire Boundary, Glenelg River	VicRoads	Slash, 3m cut behind guide posts*
Northern Grampians Rd (C222)	Wartook	Western Hwy (A8)	VicRoads	Slash, 3m cut behind guide posts*
Western Hwy (A8)	Shire Boundary, Wail	Shire Boundary,	VicRoads	Slash, 3m cut behind guide posts*

Strategic Fire Breaks – Horsham Rural City Municipality				
Road Name	From	To	Land Manager	Treatment
Fire Control Lines				
		Dadswells Bridge		
Wimmera Hwy (C240)	Shire Boundary, Jung	Shire Boundary Jilpanger Rd	VicRoads	Slash, 3m cut behind guide posts*

Strategic Fire Breaks – Horsham Rural City Municipality					
Road Name	From	To	Brigade	Treatment	Road Authority
CFA Brigade Works					
Brimpaen Laharum Rd	Henty Hwy (A200)	Schmidt's Rd	Brimpaen	Burn	HRCC
Scotts Hairs Watsons Rd	East from Harrow-Clear Lake Rd	End of Road	Clear Lake	Burn	HRCC
Harrow-Clear Lake Rd	Jallumba-Clear Lake Rd	Jallumba-Douglas Rd	Clear Lake	Burn	HRCC
Clear Lake-Sherwoods Dam Rd	Jallumba Rd	K Emmersons Rd	Clear Lake	Burn	HRCC
Harrow-Clear Lake Rd Town Service Rd	Parallel to Main Rd west side of town between Bow Lake Rd	Elliot's Rd	Clear Lake	Burn	HRCC
Clear Lake Recreation Reserve	Sherwoods Dam Rd		Clear Lake	Burn	HRCC
J Emmersons Rd	West from Sherwoods Dam Rd	End of Road	Clear Lake	Burn	HRCC
Emmerson Rd	West from Sherwoods Dam Rd	End of Road	Clear Lake	Burn	HRCC
Jallumba-Clear Lake Rd	Jackmans Rd	Jallumba	Clear Lake	Burn	HRCC
Cooack Rd – Quades Rd	600m west & north from the intersection		Grass Flat	Plough	HRCC
Lake Rd	South from Cooack Rd	Meyers Rd	Grass Flat	Plough	HRCC
Dock Lake Recreation Reserve & Western Hwy	Highway in front of recreation area	Recreation Reserve Area	Green Lake	Burn	HRCC
Taylor's Lake	Foreshore area, parallel to Fishers Rd from Whites Rd	Watsons Rd	Green Lake	Burn	HRCC
Community Hall	Cnr Fishers Rd & Horsham-Lubeck Rd		Green Lake	Burn	HRCC
Wonwondah-Dadswells Bridge Rd	Intersection with Northern Grampians Rd	Intersection only	Laharum	Burn	HRCC

APPENDIX 10:5C

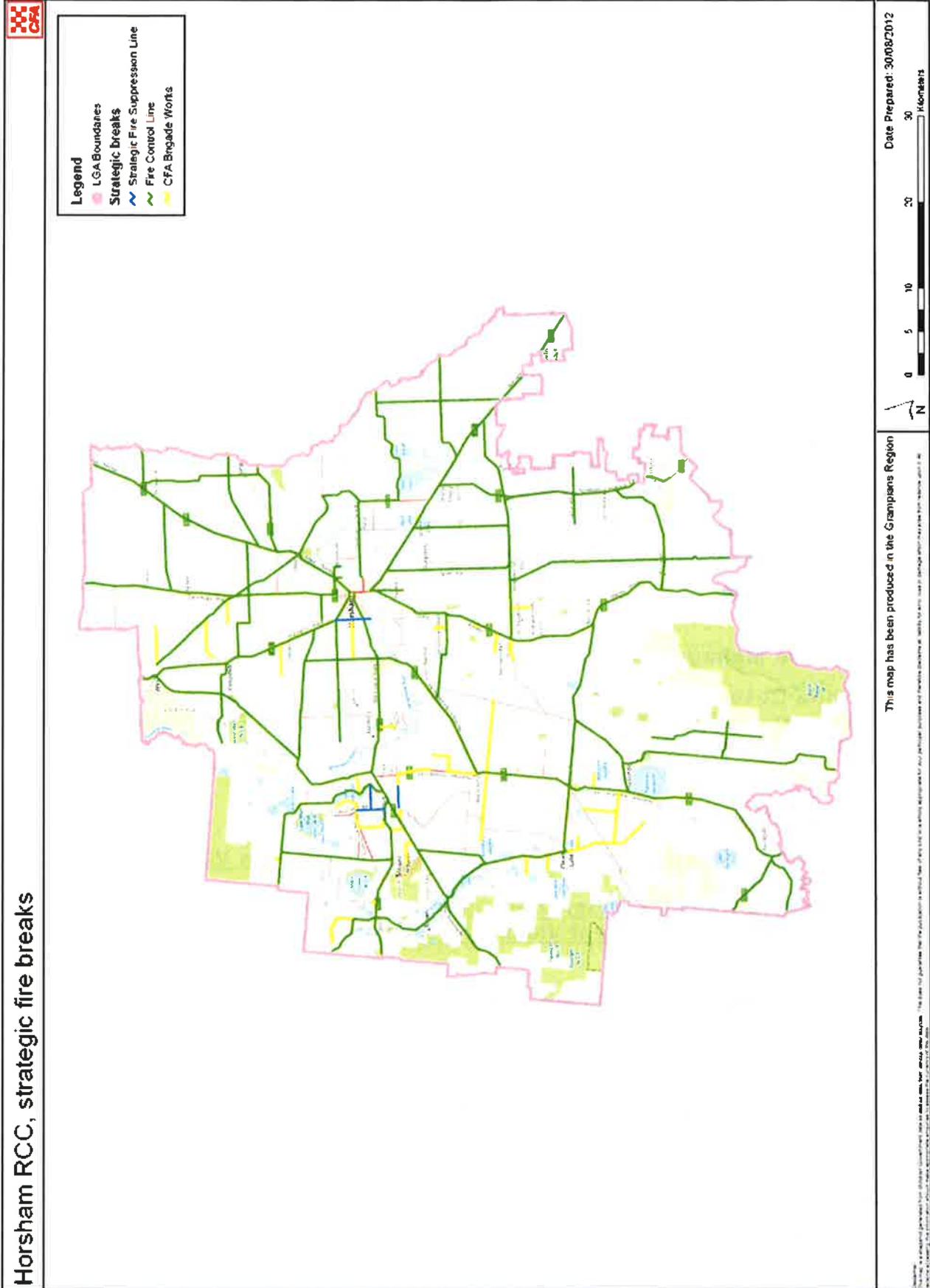
Strategic Fire Breaks – Horsham Rural City Municipality					
Road Name	From	To	Brigade	Treatment	Road Authority
CFA Brigade Works					
Northern Grampians Rd	Strip burns approx.. 150m long in front of the Laharum Oval, Public Hall, Tennis Courts and Fire Station		Laharum	Burn	VicRoads
McCreddens Rd	Mitre-Nurcoung Rd north around Connan Swamp	Grid Point 670401	Mitre	Spray	HRCC
Mitre-Nurcoung Rd – McCreddens Rd	East-west behind Greenhill Lake	North along McCreddens Rd for 500m	Mitre	Burn	HRCC
Mitre-Nurcoung Rd – Webbs Rd – Mitre-Grass Flat Rd	North of Mitre	500m north of Webb Rd and Mitre-Grass Flat Rd intersection	Mitre	Plough	HRCC
Disused Rail Corridor	Between Lears Rd	Natimuk-Frances Rd (C213)	Mitre	Plough	HRCC
McLures Rd	Between 465	515	Mitre	Plough	HRCC
Isacsons R – C213 – Toonan Duffholme Rd	North from Rail Corridor along C213 then along Toonan Rd	Mt Arapiles SP	Mitre	Plough	HRCC
Mitre-Grass Flat Rd	Natimuk-Frances Rd (C213)	North for 600m	Mitre	Spray	HRCC
Natimuk-Frances Rd (C213)	200m east of Mitre Fire Station	1.5km	Mitre	Plough	VicRoads
Natimuk-Frances Rd (C213)	Mitre Fire Station – 150m either side		Mitre	Spray	VicRoads
Keytes Rd – Three Chain Rd – Lake Ave	Natimuk-Frances Rd (C213)	Ford Boat Ramp – Lake Natimuk	Natimuk	Plough	HRCC
Gladigau Rd	Wimmera Hwy (C240)	Creek Rd	Natimuk	Spray	HRCC
Sudholz Rd	Creek Rd	Natimuk-Hamilton Rd (C219)	Natimuk	Slash	HRCC
Jacka Jacka Rd	Wimmera Hwy (C240)	Clear Lake-Sherwoods Dam Rd	Natimuk	Plough	HRCC
Natimuk Cemetery Rd	Full length of road		Natimuk	Plough	HRCC

Strategic Fire Breaks – Horsham Rural City Municipality					
Road Name	From	To	Brigade	Treatment	Road Authority
CFA Brigade Works					
Polkemmet Rd	Meyers La	Wimmera Hwy (C240)	Natimuk	Plough	HRCC
Arapiles La – Arapiles School	Centenary Park Rd	Natimuk-Frances Rd (C213)	Natimuk	Slash	HRCC
Langes La	Natimuk-Frances Rd (C213)	Wimmera Hwy (C240)	Natimuk	Slash	HRCC
Natimuk-Hamilton Rd Rail Corridor	Hateleys Rd	Sudholzs Rd	Natimuk	Burn	VicRoads
Northfields Rd	Natimuk-Hamilton Rd (C219)	Darragan Pit Rd	Noradjuha	Slash	HRCC
Natimuk-Hamilton Rd (C219)	Northfields Rd	Nurrabiel Church Rd	Noradjuha	Burn	HRCC
Rifle Butts Rd	H Scotts Rd	Lower Norton-Nurrabiel Rd	Noradjuha	Burn	HRCC
Horsham-Noradjuha Rd (C214)	Noradjuha Township speed restriction signs	Carmichaels Rd – east side	Noradjuha	Burn	VicRoads
Plowrights Rd	Moore Rd	Drendels Rd	Pimpinio	Plough	HRCC
Dahlen Quarry Rd	Western Hwy (A8)	Walsh's Rd	Pimpinio	Plough	HRCC
Blue Ribbon Rd (C231)	Aerodrome Rd	Jenkinson Rd	Pimpinio	Plough	HRCC
Bakers Rd	Wail-Dooen Rd	Geodetic Rd	Pimpinio	Plough	HRCC
Blue Ribbon Rd (C231)	Banyena Rd	Reynolds Rd	Pimpinio	Plough	HRCC
Wail-Polkemmet Rd	Reinheimers Rd	West Wail FFR	Pimpinio	Plough	HRCC
Banyena Rd	Wail-Dooen Rd	Verahad Swamp Rd	Pimpinio	Plough	HRCC
Wail-Dooen Rd	Banyena Rd	Lawsons Rd	Pimpinio	Plough	HRCC
Wail-Dooen Rd	Hennesseys Rd	Reynolds Rd	Pimpinio	Plough	HRCC
Wail-Kalkee Rd	Wail-Dooen Rd	Geodetic Rd	Pimpinio	Plough	HRCC
Robins Rd	Barbers Rd	Wail	Pimpinio	Plough	HRCC
Wail-Polkemmet Rd	West Wail Rd	Riggs Rd	Pimpinio	Plough	HRCC
Wail West Rd	Buloke Rd	Bartlett Rd	Pimpinio	Plough	HRCC

APPENDIX 10:5C

Strategic Fire Breaks – Horsham Rural City Municipality					
Road Name	From	To	Brigade	Treatment	Road Authority
CFA Brigade Works					
Western Hwy (A8)	Pimpinio	Beddinsons Rd	Pimpinio	Plough	VicRoads
Kanagulk Siding	Parallel to Natimuk-Hamilton Rd (C214) for 400m	Siding area	Telangatuk	Burn	HRCC
Natimuk-Hamilton Rd (C214)	Derwent La	Wombelano Rd	Telagatuk	Burn	VicRoads
Peppertree La	Mt Talbot Rd	Natimuk-Hamilton Rd (C214)	Toolondo	Plough	HRCC
Jenzs La	Peppertree La	Jallumba-Douglas Rd	Toolondo	Plough	HRCC
Mt Talbot Rd	Jallumba-Douglas Rd	Digger Jims Rd	Toolondo	Plough	HRCC
Natimuk-Hamilton Rd (C214)	Peppertree La	Jeffries Rd	Toolondo	Burn	HRCC
Toolondo Gun Club Rd	Natimuk-Hamilton Rd (C214)	Grid Point 853094	Toolondo	Plough	HRCC
Natimuk-Hamilton Rd (C214)	Peppertree La	Jeffries Rd	Toolondo	Burn	VicRoads
Natimuk-Hamilton Rd (C214)	Grid Point 893103	Toolondo Gun Club Rd	Toolondo	Plough	VicRoads
Remlaw Rd	Curran Rd	Grid Point 670401	Vectis	Burn	HRCC
Asplins Rd	Wimmera Hwy (C240)	Lanes Ave	Vectis	Burn	HRCC
Toolondo Rd – North East Wonwondah Rd	Lanes Rd on the south side	Wonwondah then north side from Wonwondah to Grahams Bridge Rd	Wonwondah	Burn	HRCC
Rifle Butts Rd	Henty Hwy (A200)	Bothes Rd South, north side	Wonwondah	Burn	HRCC
Tyers Rd	Henty Hwy (A200) west for 400m	End of road	Wonwondah	Burn	HRCC
Walshs Rd	Plush Hannan's Rd	Smith Rd	Wonwondah	Burn	HRCC
Plush Hannan's Rd	Walshs Rd	Henty Hwy (A200)	Wonwondah	Burn	HRCC
Nixon Rd South	Wonwondah Rd	Rocklands Channel	Wonwondah	Burn	HRCC

Strategic Fire Breaks – Horsham Rural City Municipality					
Road Name	From	To	Brigade	Treatment	Road Authority
CFA Brigade Works					
Henty Hwy (A200)	Nixons Rd	1.2km north of Butlers Rd on the east side	Wonwondah	Burn	VicRoads



Appendix H: Documents and Links

Neighbouring Municipal Fire Management Plans

- [Hindmarsh Shire Council](#)
- [West Wimmera Shire Council](#)
- [Mildura Rural City Council](#)
- [Yarriambiack Shire Council](#)

Useful Municipal and Agency Links

[Horsham Rural City Community Map](#) shows fire water points and other information under the emergency services tab.

[Horsham Rural City Municipal Emergency Management Plan](#)

[Country Fire Authority](#)

[Dept of Justice and Regulation - Victoria](#)

[Emergency Management Victoria](#)

[Fire and Emergency Management Planning Portal](#) (restricted access)

[Dept of Environment, Land, Water and Planning - Victoria](#)

[Vic Emergency](#)

Local Fire Management Plans & arrangements

- Little Desert Emergency Management Plan, Parks Victoria
- Western Goldfields Emergency Management Plan – Parks Victoria
- CFA Districts 17, Groups and Local Brigade Plans

Regional Fire Management Plans & arrangements

- [Grampians Regional Strategic Fire Management Plan V2 \(2011\)](#)
(restricted access)
- [Wimmera Catchment Management Authority Regional Strategy](#)
- [Forest Fire Management Victoria - Wimmera and Mallee District Plans](#)

State Fire Management Plans & arrangements

[State Bushfire Plan 2014](#)

[Dept of Education – Victoria; School Emergency Management Planning](#)

[Emergency Management Victoria – Fire Management Planning](#)

Site Specific Fire Management Plans & Arrangements

[Powercor Bushfire Mitigation Strategy](#)

[SP Ausnet Bushfire Mitigation Strategy](#)

[VicRoads – Roadside Fire Management](#)

Wimmera Emergency Management Resource Sharing Program
Partnering Councils

Hindmarsh – Horsham – West Wimmera – Yarriambiack

**Emergency Animal Welfare Support
Sub-Plan**

Restricted Version 1 July 2017



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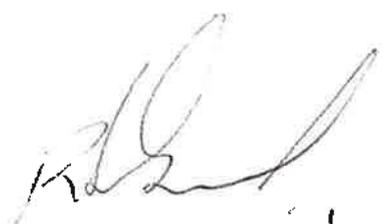
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Certificate of Endorsement

Under the provisions of the *Emergency Management Act 1986*, the Municipal Emergency Management Planning Committee (MEMPC) of each Partner Council has facilitated the writing of this Emergency Animal Welfare Support sub-plan to complement their Municipal Emergency Management Plan (MEMP). This sub-plan has been tabled at a meeting of the MEMPC for each Partner Council and endorsed by them as a sub-plan of their MEMP on the following date:

Chair:


Hindmarsh Shire Council, MEMPC

Date: 27.07.2017

Chair


Horsham Rural City Council, MEMPC

Date: 20/7/17

Chair


West Wimmera Shire Council, MEMPC

Date: 17-7-17

Chair


TONY BRENNAN
Yarriambiack Shire Council, MEMPC

Date: 11/7/2017

Distribution

A copy of this sub-plan is provided to MEMPC members as per each Councils MEMPC Membership List. The current version of this sub-plan is maintained on the “Crisisworks” platform maintained by each Council for their emergency management.

A public copy (restricted version) is available on each Councils website at:

- www.hindmarsh.vic.gov.au
- www.hrcc.vic.gov.au
- www.westwimmera.vic.gov.au
- www.yarriambiack.vic.gov.au

Upon application to one of the Partner Councils, a copy of this plan may be provided.

Amendments

Amendment		Details of Amendment	Amended By
Number	Date		
1.	Nov 2016	Draft V1.0 distributed for comment	P.Kuhne WEMC
2.	July 2017	V1.0 endorsed by each MEMPC	P.Kuhne WEMC

To make comment on this plan, select the relevant section, note the comment and forward to the:

Chairperson

Municipal Emergency Management Planning Committee

Hindmarsh Shire Council – info@hindmarsh.vic.gov.au

Horsham Rural City Council – council@hrcc.vic.gov.au

West Wimmera Shire Council – council@westwimmera.vic.gov.au

Yarriambiack Shire Council – infor@yarriambiack.vic.gov.au

Plan Development

The Emergency Animal Welfare Support Sub-plan is a sub-plan of the Municipal Emergency Management Plan for each Partner Council. It has been developed in consultation between the Partner Councils, the Department of Economic Development, Jobs, Transport & Resources (DEDJTR) and other agencies as required. In developing this sub-plan, reference has been made to the *Victorian Emergency Animal Welfare Plan (Revision 1)*.

Glossary and Acronyms

This sub-plan may use terminology specific to Animal Emergency Welfare Support. Please refer to the Victorian Emergency Animal Welfare Plan (Revision 1) for a definition.

The sub-plan will in the first instance fully write the title or phrase followed by the acronym. The acronym will be then used throughout the rest of the sub-plan.

Disclaimer

The Councils of Hindmarsh, Horsham, West Wimmera and Yarriambiack make no representations about the suitability of the information contained in this document or any material related to this document for any purpose.

The document is provided without warranty of any kind to the extent permitted by law. The Councils of Hindmarsh, Horsham, West Wimmera and Yarriambiack hereby disclaim all warranties and conditions in regard to this information, including all implied warranties and conditions or merchantability, fitness for particular purpose, title and non-infringement.

In no event shall the Councils of Hindmarsh, Horsham, West Wimmera and Yarriambiack be liable for any special, indirect or consequential damages or any damages whatsoever resulting from the loss of use, data or profits, whether in an action of contract, negligence or other tortuous action, arising out of or in connection with the use of information available in this document. The document or material related to this document could include technical inaccuracies or typographical errors.

Introduction

The four Partner Councils who make up the Wimmera Emergency Management Resource Sharing Program (WEMRSP): Hindmarsh, Horsham, West Wimmera and Yarriambiack are vulnerable to a number of hazards that impact their area and may affect the welfare of domestic animals (pets), livestock and wildlife.

The area of the four municipalities is home to a large number of domestic animals, livestock and wildlife. The area is also traversed by major highways, which carry livestock in large volumes on a daily basis.

This Emergency Animal Welfare Support Sub-Plan complements the Municipal Emergency Management Plan (MEMP) of each Partner Council.

The focus of this sub-plan is to prescribe the municipal coordination arrangements that exist to support agencies which have a responsibility for emergency animal welfare support, this includes:

1. Domestic Animals (pets) – Local Government
2. Livestock – Dept. for Economic Development, Jobs, Transport & Resources (DEDJTR)
3. Wildlife – Dept. of Environment, Land, Water & Planning (DELWP)

Authority to Plan

The Emergency Animal Welfare Support Sub-plan has been produced pursuant to Section 20(1) of the Emergency Management Act 1986

Scope

The scope of this sub-plan refers to the area bounded by the four Partner Councils and their Municipal Emergency Management Plans (MEMP).

The sub-plan refers to domestic animals (pets), livestock and wildlife located within the Council boundaries. It is based on the principle of 'Shared Responsibility' where the owners of domestic animals and livestock will have arrangements in place before, during and after an emergency to manage the welfare of their animals.

This sub-plan is designed to complement and support their individual arrangements as required depending on their situation.

The focus of this sub-plan is in relation to the:

- Identification and assessment of affected animals in an emergency event
- Management of displaced animals in an emergency event
- Veterinary treatment and triage of affected animals
- Humane destruction and disposal of animals as a result of an emergency event
- Logistical coordination of goods and services for animals affected by an emergency event

Purpose

The purpose of this animal welfare sub-plan is to assist in the coordination of animal welfare support for domestic animals and livestock before, during and after an emergency.

These arrangements prescribe the role and responsibility of Council and partnering agencies in relation to animal welfare support.

Objectives

The objectives of this plan are to:

- ensure animal welfare support is considered before, during and after an emergency
- prescribe the resources that are locally available to support this plan
- prescribe the resources available externally that may support this plan
- outline the municipal coordination arrangements for animal welfare support
- assess the need for animal welfare support before, during and after an emergency
- provide advice to the community on animal welfare support before, during and after an emergency

Related Documents

This sub-plan should be read with reference to the following documents and legislation:

1. Victorian Emergency Animal Welfare Plan (Revision 1)
2. Municipal Emergency Management Plans for the Partner Councils of Hindmarsh, Horsham, West Wimmera and Yarriambiack
3. Relief Centre Operations Handbooks for the Councils of Hindmarsh, Horsham, West Wimmera and Yarriambiack
4. Emergency Management Act 1986 & 2013



Review and Testing

This sub-plan is to be reviewed at least annually or after activation for an emergency event by the Municipal Emergency Management Planning Committee.

The sub-plan is to be tested by an exercise every two years unless it has been activated for an emergency event. An evaluation of the exercise is to be tabled with the MEMPC for their review.

Information Sharing

At times, animal owner/carer details may need to be provided to animal welfare support agencies to ensure comprehensive assessment of animals impacted by an emergency. This enables the coordinated delivery of services to affected owners/carers and their animals.

Council will coordinate the management of information in accordance with the Information Privacy Act 2000 and relevant policy. Where information is disclosed Council will record the details of the information and who it is released to, to the relevant file.

Organisational Roles and Responsibilities

There is a number of Government Agencies and Non-Government Organisations who have a role and or responsibility in providing emergency animal welfare support.

Part 7 of the Emergency Management Manual Victoria (EMMV) lists a number of specific animal welfare emergencies e.g. emergency animal disease events and cetacean emergencies. In these cases, the EMMV assigns responsibility for managing an emergency to specific agencies.

In other emergencies listed under the EMMV e.g. bushfire and flood events, impacts on animal welfare may be identical to the broader emergency. In this case there is a controlling agency that requires the support of those Government Agencies and Non-Government Organisations with the requisite knowledge, skills and resources to manage animal welfare support.

Primary Agencies

The following agencies have a primary role and responsibility in emergency animal welfare support.

Department for Economic Development, Jobs, Transport and Resources (DEDJTR)

DEDJTR is the primary agency for livestock and companion animal welfare support services in emergencies and has the following responsibilities:

- maintaining the Victorian Emergency Animal Welfare Plan
- provide emergency animal welfare management advice to agencies, organisations and the community
- identifying and assessing impacted animals
- provide advice on treatment, humane destruction or emergency salvage slaughter
- assessing fodder and water needs of impacted animals
- provide wildlife welfare advice to the Department of Environment, Land, Water & Planning (DELWP)
- coordinating animal welfare groups and volunteers
- assessing and reporting losses and damage
- investigating animal welfare complaints
- liaise with DELWP, Local Governments and animal welfare support agencies to ensure effective allocation of resources

Department of Environment, Land, Water and Planning (DELWP)

DELWP is the primary agency for wildlife welfare support services and has the following responsibilities:

- communicating wildlife emergency welfare arrangements to relevant stakeholders
- providing advice to response agencies regarding the impact of an emergency on flora and fauna
- developing information for public and media relating to the management of wildlife impacted by the emergency
- ensuring the treatment and care of wildlife is conducted in accordance with relevant legislation
- providing advice on wildlife carcass disposal

Local Government

The role and responsibility of Local Government is summarised under the following headings as listed in the Victorian Emergency Animal Welfare Plan (Revision 1).

Prevention, Mitigation & Risk Reduction

- Ensure emergency relief and recovery components of MEMPs detail local emergency animal welfare support arrangements and providers for relevant animal welfare services, including:
- Communicate municipal animal welfare contacts and arrangements to relevant stakeholders
- Reference animal welfare information in publications and websites to assist broader community awareness, education and understanding

Response

- Liaise with animal welfare agencies and organisations to enable effective and timely delivery of animal welfare support services
- Provide input to information for the public and media relating to the management of animals impacted by the emergency for release by the Incident Controller

Relief

- Provide assistance with urgent animal welfare needs
- Manage donated goods and services offered to Council
- Emergency confinement of stray animals within the municipality
- Referral of animal welfare needs to welfare support organisations
- Coordination of clean-up activities
- Provide a point of contact for agencies and organisations in relation to emergency animal welfare support issues
- Make provisions for animals presenting at emergency relief centres that include provision for the registration, treatment and housing of animals at the relief centre

or advise animal owners of alternative arrangements where animals cannot be housed at the site

Recovery

- Work with DEDJTR to assist in ongoing animal welfare recovery within the municipality
- Coordinate recovery services for animal owners and carers

The following key positions in Council provide a summary of their role in coordinating emergency animal welfare support before, during and after an emergency event.

Municipal Emergency Resource Officer (MERO)

The MERO is responsible for the coordination of Council resources and activities in support of a controlling agency managing an emergency.

Municipal Recovery Officer (MRM)

The MRM in consultation with the MERO is responsible for the coordination of relief and recovery activities.

Relief Centre Coordinator (RCC)

The Relief Centre Coordinator manages the Emergency Relief Centre and the services provided through them.

Council Ranger

In an emergency event, the Council Ranger's function is coordinated by the MERO. The Ranger will assist in implementing Councils Emergency Animal Welfare Support sub-plan. Their role may include the following:

1. Receiving, recording and distributing information on emergency animal welfare support issues
2. Identify and assess emergency animal welfare risks
3. Advise and consult with the MERO and MRM on emergency animal welfare support
4. Liaise with and coordinate the distribution of additional resources from animal welfare support agencies
5. Prioritise animal welfare operational activities
6. Attend community recovery meetings as required

External Organisations

There are a number of external agencies and suppliers who may provide emergency animal welfare support services depending on the emergency event location and their resource capacity. DEDJTR monitors an emergency event and consults with the Australian Veterinary Association and RSPCA where local resources are exhausted.

The following is a list of some of the external agencies who may provide emergency animal welfare support with a summary of the services they may provide:

Australian Veterinary Association (Vic)

- Access is via DEDJTR
- Communication with and support of veterinarians and other agencies in the treatment of animals
- maintaining a data base of volunteer veterinarians and veterinary nurses
- monitoring the level of support being provided by veterinarians and practices
- preparation and distribution of fact sheets and other technical information to veterinarians treating injured animals

Royal Society for Prevention of Cruelty to Animals (RSPCA)

- Access is generally via DEDJTR
- undertaking animal welfare assessment activities
- reporting animal welfare needs
- managing the distribution of donations
- providing advice to pet owners

Animal Welfare Organisations

- Assist in the establishment and resourcing of triage sites
- Provision of veterinary and animal treatment services
- Provision of boarding facilities and portable housing
- Distribution of donated pet food and fodder
- Maintaining registers
- Assisting with animal transport

Wildlife Shelters and Carers

- providing assistance in wildlife rescue, relief and recovery activities
- where authorised, provide treatment, rehabilitation and release of wildlife affected by emergencies

Other State Agencies

The following lists the role of other State Agencies in emergency animal welfare support.

Victoria Police (VicPol)

- ensuring emergency animal welfare support is represented in State, Regional and Local plans
- ensuring Traffic Management Point arrangements allow the timely delivery of animal welfare support services
- ensuring emergency animal welfare support issues identified through initial impact assessments are referred to DEDJTR

Department of Health and Human Services (DHHS)

- ensuring that emergency animal welfare support is represented in State, Regional and Local relief and recovery plans

Country Fire Authority (CFA)

- as a control agency, ensuring approved emergency animal welfare support messages are provided to the community and media
- ensuring that emergency animal welfare support issues identified through rapid impact assessments are referred to DEDJTR

Victorian State Emergency Services (VicSES)

- as a control agency, ensuring approved emergency animal welfare support messages are provided to the community and media
- ensuring emergency animal welfare support issues identified through rapid impact assessments are referred to DEDJTR

Appendix B contains a table with state-wide animal services contact details that may be able to provide assistance regarding animal welfare during an emergency.

Preparedness Arrangements

Each of the Partner Councils prepares for emergency animal welfare support services through the development of this sub-plan and the following activities.

Municipal Emergency Management Planning Committee (MEMPC)

Animal emergency welfare support services will be represented by DEDJTR and Council at MEMPC meetings as required.

The MEMPC of each Partner Council facilitates the development and review of this Animal Emergency Welfare Support Sub-plan that supports their Municipal Emergency Management Plan.

The MEMPC will ensure that animal emergency welfare support will be included in appropriate exercises to test and train for the activation of this sub-plan.

Training

The Partner Councils facilitate appropriate training for Council Staff who may be involved in animal emergency welfare support activities.

Council Rangers have specific accreditations required to manage animals. These requirements are found under and may include:

- Prevention Of Cruelty To Animals Act 1986 & Regulations 2008 - Authorisation
- Domestic Animals Act 1994 & Regulations 2015 - Authorisation
- First Aid
- Victorian Firearms Long Arm Licence
- Firearms Safety Course
- Basic Wildlife Awareness
- Impoundment of Livestock Act 1994 & Regulations 2008 - Authorisation

Memorandum of Understanding (MOU)

The Partner Councils may consider authorising Council Rangers from one Council to operate in another Council in support of their Council Rangers during an emergency event to provide animal emergency welfare support.

This may be facilitated by the relevant Councils signing a Memorandum of Understanding (MOU) and ensuring the Council Rangers have the appropriate authorisation and delegation of powers as required.

Where a Memorandum of Understanding (MOU) is entered into between Councils, it will be referred to in this sub-plan.

Animal Accumulation Centres

The Partner Councils have a number of animal accumulation centres within their municipality. They are listed in **Appendix C**. It is expected that these centres have emergency management plans in place to manage their livestock. However, during an emergency they may require assistance or be able to provide assistance.

Deceased Animal Disposal Sites

The municipality is responsible for the coordination of clean-up activities in an emergency, including the disposal of dead animals.

DEDJTR provides advice regarding the disposal of dead animals, including location, type and number of animals to be disposed. The EPA will ensure that the appropriate disposal methods are adopted for wastes resulting from response activities.

In the event of an emergency, DEDJTR will liaise with each municipality regarding the carcass disposal needs of livestock and companion animals and with the assistance of the EPA can assist each municipality to identify suitable sites for disposal.

For wildlife, where a response is based on the Bushfire Protocols, it is the responsibility of the triage veterinarian to work with the each municipality to oversee the disposal of carcasses of euthanised wildlife.

DEDJTR has a list of licensed landfill sites that may take dead animal carcasses across the State. Other sites may be identified and assessed in consultation between the Environmental Health Officer (EHO) from the municipality where the site is located and the

Environmental Protection Agency (EPA) before an emergency and listed in this sub-plan as appropriate.

The Horsham Rural City Council Dooen Road Landfill may be considered for carcass disposal once consultation has occurred between the MERO and EHO from the Council

Response Arrangements

In the event of an emergency, respective animal emergency welfare support responsibilities will be activated in accordance with the classification given to the event e.g. Level 1, 2 or 3.

Where an emergency impacts animals, an appointed DEDJTR Animal Welfare Liaison Officer will interact with the MERO, or their delegate, to ensure animal welfare arrangements are in place that allow effective scoping, management and referral of animal welfare needs, as well as distribution of relevant public information.

Appendix A provides a comprehensive list of key contacts relating to animal welfare.

Activation of the Plan

The plan may be activated by:

- At the request of DEDJTR
- At the request of a Control agency
- Each Council based on incident information received

The response will be graduated depending on the:

- Incident
- Information
- Assessments made

Processing Animals

An accurate record of each animal that is presented is extremely important. At least one person should be designated to complete paperwork, photograph and put identification on each animal presented.

This data is to be transferred into a central data base to ensure that animal owners have one reliable source of information when trying to locate an animal. The importance of this system should be communicated to other shelters and animal businesses that may receive animals directly from the public.

Appendix H Provides a procedure for processing animals presenting at a designated location

Appendix I Provides a template of an Animal Registration Form.

Animal Emergency Accommodation

Accommodating animals in emergency housing is a last resort. The first option should always be with family or friends outside the affected area that can better provide for animals. If there is no feasible pet friendly accommodation, boarding kennels may be available and appropriate.

Wildlife should be transferred to authorised wildlife carers located in a safe area. **Appendix E** provides list of available short term housing options in each municipality.

Animals should not be kept at the Emergency Relief Centre or in emergency housing and shelters for more than three days.

Appendix D provides a Guideline for Animal Emergency Accommodation.

Humane Destruction

It is the responsibility of the person in charge of animals to arrange for the humane destruction or salvage slaughter of impacted animals where the animals will continue to suffer if they remain alive, or where the animals have little or no chance of survival.

DEDJTR will assist in the humane destruction or salvage slaughter of animals when the person in charge cannot perform the necessary actions to alleviate the suffering of their animals. This assistance may include referral to Veterinarians, DELWP or the RSPCA. Prevention of Cruelty to Animals (POCTA) trained and equipped officers (from RSPCA or local government) may also assist.

Wherever possible, destruction activities will take place in consultation with the person in charge of affected animals. In situations where owners cannot be found, indemnity for immediate destruction in their absence is provided by Section 21 (ii) of POCTA Act 1986.

In case of wildlife, the triage veterinarian is responsible for assessing the need for euthanasia. While it is prohibited to destroy native wildlife under the Wildlife Act, registered veterinary practitioners and appropriately accredited officers and volunteers who destroy wildlife in accordance with POCTA are exempt.

Methods of destruction of animals must be consistent with the relevant Code of Practice, such as the Codes of Accepted Farming Practice for the Welfare of Animals (species specific in the case of livestock), Code of Practice for the Welfare of Horses and Code of Practice for the Welfare of Wildlife during Rehabilitation.

Disposal of Dead Animals

Due to possible health hazards, timely disposal of animal carcasses is critical. A number of on-farm and off-farm options exist for the disposal of dead animals resulting from an emergency, including licensed landfills, knackeries and rendering facilities and high temperature incineration. Disposal on private land and government owned sites, such as unlicensed or decommissioned landfill sites, may be allowed subject to section 30A (Environment Protection Act) approval from EPA and will require the development of a site management plan.

The DEDJTR is the provider of advice regarding the disposal of dead animals, including location, type and number of animals to be disposed. The EPA will ensure that the appropriate disposal methods are adopted for wastes resulting from response activities.

In the event of an emergency, the DEDJTR will liaise with each municipality regarding the carcass disposal needs of livestock and companion animals and with the assistance of the EPA can assist each municipality to identify suitable sites for disposal.

For wildlife, where a response is based on the Bushfire Protocols, it is the responsibility of the triage veterinarian to work with each municipality to oversee the disposal of carcasses of euthanised wildlife.

Briefing and Debriefing

Council will provide regular internal briefings to all staff involved in an emergency; these will be coordinated through the MERO and MRM. Animal welfare issues will be discussed at all briefings.

At the end of any emergency, debriefings will be held and all staff involved in the emergency will be asked to be involved. Animal welfare issues will be discussed at a debrief.

For detailed information on emergency briefings and debriefing procedures refer to the Municipal Emergency Management Plan (MEMP).

Relief Arrangements

Each Partner Council is responsible for coordinating relief arrangements within their municipality. Relief arrangements are detailed in this sub-plan and the ERC Handbook.

Emergency Relief Centre Arrangements

When a Relief Centre is open, the provision for animals will be made in accordance with the Relief Centre Handbook. The Council Ranger will work closely with the Relief Centre Coordinator to assist in the management of companion animals and stray animals.

Management of both companion animals and strays that present themselves at a relief centre or are collected from the emergency area will be processed as per Council local laws.

Assistance animals e.g. Seeing Eye dogs are allowed into and can stay in emergency relief centres. Under Section 9(2) of the Commonwealth Disability Discrimination Act 1992 an Assistance Animal is a dog or other animal that is:

- accredited under a State or Territory law that provides for the accreditation of animals trained to assist a person with a disability to alleviate the effect of the disability; or
- accredited by an animal training organisation prescribed by the regulations for the purposes of this paragraph; or
- trained to assist a person with a disability to alleviate the effect of the disability, and to meet standards of hygiene and behaviour that are appropriate for an animal in a public place.

Other domestic animals that present may not be housed on-site, but in consultation with the owner/carer taken to alternative venues. The Relief Centre Coordinator and or Council Ranger will assist in facilitating alternative arrangements.

Recovery Arrangements

Longer term animal welfare will be documented and addressed through the development of the Municipal Recovery Plan for the emergency event.

Donations

Donations of money, goods and services may be made during an emergency event to assist in emergency animal welfare support. This sub-plan details how these donations may be managed. (Reference is made to the National Guidelines for Managing Donated Goods 2011).

Food Items

The MRM will liaise with local organisations to assist in the coordination of pet food donations. Otherwise a donated goods management plan and recording system will be developed for the emergency event.

The Victorian Farmers Federation may be activated to coordinate fodder distribution in large events in consultation with the MRM. Where they are not activated, the MRM will work with relevant agencies to coordinate distribution.

Non-Food Items

The management of these items will be coordinated by the MRM who may delegate responsibility to an appropriate organisation.

Financial

The MRM will determine how financial donations are received and managed for an emergency event. The MRM may liaise with an appropriate organisation to accept responsibility to manage financial donations in relation to an emergency as required.

Volunteers

In the context of this sub-plan, volunteers who assist in emergency animal welfare support activities are members of organisations that are accredited to perform work in this area and have the appropriate management structure and training in place for their personnel.

Spontaneous volunteers are to be acknowledged and referred to appropriate organisations that may be able to incorporate them into their activities.

There may be no opportunity to utilise the services of a spontaneous volunteer due to:

- The specialised nature of the work
- Limited resources to equip a spontaneous volunteer e.g. safety equipment
- Limited management structures to supervise spontaneous volunteers
- Sufficient resources are already employed to manage the work load

The MRM will coordinate acknowledgement of the offer of service from spontaneous volunteers in an appropriate manner.

Appendix A: Local Contact Information for EAW Support

Please note: DEDJTR can assist in contacting:

1. Vets through the Aust. Veterinary Association (AVA) to provide services
2. RSPCA where extra services are required

Circumstances permitting consult with DEDJTR first

SERVICE	ORGANISATION	CONTACT
Animal welfare assessment		
Livestock Companion animals	DEDJTR RSPCA	Paul Beltz 0427 565 643 Dr Rod Bradman 0418 711 399 Amy Sluggett 0457 837 840 Ronnie Campbell 0408 764 271 Emergency ONLY 24h helpline: (03) 5430 4525 – May contact through DEDJTR
Wildlife	DELWP	1300 094 535
Hindmarsh - Municipal Emergency Animal Welfare		
HSC Ranger & Local Laws	HSC	0428 500 244 03 5391 4444
Horsham - Municipal Emergency Animal Welfare		
HRCC Ranger & Local Laws	HRCC	0409 944 033 03 5382 9777
West Wimmera - Municipal Emergency Animal Welfare		
WWSC Ranger & Local Laws	WWSC	0417 628 874 03 5585 9900
Yarriambiack Shire Council - Municipal Emergency Animal Welfare		
YSC Ranger & Local Laws	YSC	0428 591 980 03 5398 0100
Neighbouring Municipal Emergency Animal Welfare Support		
Local Laws - Ranger	Northern Grampians Shire Council	03 5358 8700

SERVICE	ORGANISATION	CONTACT
Local Laws - Ranger	Southern Grampians Shire Council	03 5573 0444
Local Laws - Ranger	Glenelg Shire Council	1300 453 653 03 5522 2208
Local Laws - Ranger	Buloke Shire Council	1300 520 520
Local Laws - Ranger	Mildura Rural City Council	1800 241 540 03 5018 8100
Identification of affected animals		
Livestock identification	DEDJTR	Paul Beltz 0427 565 643 Dr Rod Bradman 0418 711 399 Amy Sluggett 0457 837 840 Ronnie Campbell 0408 764 271 Emergency ONLY 24h helpline: (03) 5430 4525
Pet identification (Microchips or tags) (Ranger/authorised person to access)	National Pet Register Central Animals Register	1300 734 738 1800 333 202
Veterinary Practices		
Domestic Animals	Horsham Veterinary Hospital	25 Dimboola Rd Horsham Vic 3400 (03) 5381 1439
Domestic & Livestock except Horses	O'Callaghan Parade Veterinary Clinic	29 O'Callaghan Pde Horsham Vic 3400 (03) 5381 1996
Domestic & Livestock	Brian Clark Veterinary Surgeons Warracknabeal & Nhill	37 Woolcock St Warracknabeal Vic 3393 (03) 5394 1100 135 McPherson St Nhill Vic 3418 (03) 5391 3134

SERVICE	ORGANISATION	CONTACT
Domestic & Livestock	Rural Vet Services Naracoorte	(08) 8762 1885 0419 621 886
Domestic & Livestock	Naracoorte & Penola Veterinary Centres	82 Stewart Terrace Naracoorte SA 5271 (08) 8762 1955 Emergency: 0428 834 706 42 Church Street Penola SA 5277 (08) 8737 2252 Emergency: 0428 834 706
Domestic & Livestock	Bordertown Veterinary Clinic	19 Woolshed St Bordertown SA 5268 (08) 8752 1478
Veterinary Treatment/Triage		
Wildlife Carers	DELWP	Mrs Robyn Fraser "Laundon Pines" 510 Horseshoe Bend Rd Dimboola Vic 3414 (03) 5389 1659 Ms Heather R Phillips 156 Oliver Schmidt Rd Grass Flat Vic 3409 0448 715 036 Ms Michelle A Wood 198 Bullocky Mary Rd Black Range Vic 3381 (03) 5358 5559 Ms Lea Crystal 841 Broughton Rd Broughton Vic 3418 (03) 5392 8292 Miss Vicki L Stevens 175 Shells Rd Wartook Valley Vic 3401 (03) 5383 6298

SERVICE	ORGANISATION	CONTACT
Volunteer Vets and Nurses	DEDJTR with Australian Veterinary Association	Amy Sluggett 0457 837 840 Ronnie Campbell 0408 764 271 Emergency ONLY 24h helpline: (03) 5430 4525
Triage support	RSPCA Australian Veterinary Association	Phone: (03) 9224 2222 Fax: (03) 9224 2200 rspca@rspcavic.org.au
	Blue Cross Animals	Phone: (03) 9722 1265 www.bluecrossanimals.org.au bluecrossanimals@gmail.com May contact through DEDJTR
Animal Destruction (Consult with DEDJTR where appropriate)		
Livestock Companion animals	DEDJTR RSPCA	Paul Beltz 0427 565 643 Amy Sluggett 0457 837 840 Ronnie Campbell 0408 764 271 Emergency ONLY 24h helpline: 1800 675 888
Wildlife	DEDJTR	Geoff Miller 0428 599 927
	DELWP-Parks Victoria	1300 094 535
	HRCC	03 5382 9777
	YSC	03 5398 0100
	WWSC	03 5585 9900
	HSC	03 5391 4444
Carcass disposal (Consult with DEDJTR where appropriate)		
Transport	Municipal Rangers to facilitate	HRCC: 03 5382 9777 YSC: 03 5398 0100 WWSC: 03 5585 9900 HSC: 03 5391 4444

SERVICE	ORGANISATION	CONTACT
Dooen Road Landfill site (Licenced)	Horsham Rural City Council (HRCC) Consultation required with the MERO and Environmental Health Officer (EHO)	MERO : 03 5382 9777
Knackeries	Auld's Stock Removals - Stanhope	(03) 5857 2683
Pet food processor	Pet Meat Processors P/L	(03) 5593 1986 Camperdown (03) 5572 4544 Hamilton
Approvals	EPA	Phone (24/7): 1300 372 842 Fax: (03) 9695 2610
Donated fodder suppliers		
Fodder (Mainly Sheep & Cattle)	Victorian Farmers Federation (VFF) (Consult with DEDJTR before contacting direct)	Phone: 1300 882 833 Fax: (03) 9207 5500 vff@vff.org.au
Pet food support	Horsham PAWS	0427 221 231
Animal Welfare Groups		
Domestic Pet support	Horsham PAWS	0427 221 231 hpaws@live.com.au
Horse support	Pony Rescue	Tania Decker 0428 148 802
Wildlife help	Help for Wildlife	0417 380 687

Appendix B: State-wide contact information for Emergency Animal Welfare Support

Consult DEJTR for advice where appropriate on who to contact in the emergency event.

ORGANISATION	PHONE	WEBSITE
Australasian Animal Record (microchips)	1800 025 461	www.aar.org.au
Australian Veterinary Association	(03) 9600 2930	www.ava.org.au
Cat Protection Society of Victoria	(03) 9434 7155	www.catprotection.com.au
Central Animal Records (microchips) (Requires Ranger to access)	1800 333 202	www.car.com.au
Dept. of Health & Human Services (DHHS)	1300 650 172	www.dhhs.vic.gov.au
Dept. Economic Development, Jobs, Transport & Resources (DEDJTR)	136 186	www.agriculture.vic.gov.au
Dept. of Environment, Land, Water & Planning (DELWP)	136 186	www.delwp.vic.gov.au
Dogs Victoria	(03) 9788 2500	www.dogsvictoria.org.au
Feline Control Council	(03) 9720 8811	www.hotkey.net.au/~fccvic
Ferret Rescue	0428 553 609	www.vicferrets.org.au
Governing Council of Cat Fancy	(03) 97524217	www.cats.org.au
Help for Wildlife	0417 380 687	www.helpforwildlife.org.au
National Pet Register (microchips) Requires Ranger to access	1300 734 738	www.petregister.com.au
Petcare Information and Advisory Service		www.petnet.com.au
Petsafe	(02) 9476 5631	www.petsafe.com.au
Project Hope Horse Welfare Australia Inc.	1300 881 606	www.phhvw.org.au
Red Cross	(03) 8327 7700	www.redcross.org.au
RSPCA	(03) 9224 2222	www.rspcavic.org
The Lost Dogs Home	(03) 9329 2755	www.dogshome.com
VicRoads	131 170	www.vicroads.vic.gov.au
Victorian Animal Aid Trust	(03) 9275 5608	www.vaat.org.au
Victorian Bushfire Information Line	1800 240 667	www.emergency.vic.gov.au
Victorian Farmers Federation	1300 882 833	www.vff.org.au
Wildlife Victoria	1300 094 535	www.wildlifelifevictoria.org.au
Zoos Victoria	(03) 9285 9300	www.zoo.org.au

Appendix C: Animal Accumulation Centres

Consult DEJTR where appropriate for advice first on who to contact in the emergency event.

Hindmarsh Shire Council - Animal Accumulation Centres		
Facility-Location	Main Threat	Existing arrangements
Luv a Duck – Nhill, Dimboola & Wynnum	Biosecurity Fire, Power Outage	Business Continuity Plans
Rethus Cattle Feedlot	Biosecurity Fire	Not Known
Albrecht – Gerang Gerung Cattle Feedlot	Biosecurity Fire	Not Known
Horsham Rural City Council - Animal Accumulation Centres		
Facility-Location	Main Threat	Existing arrangements
Quantong Dairy	Flood, Fire	Has capacity to move stock in case of flood
Horsham Regional Livestock Exchange	Fire	Has Business Continuity Plans
Turkey Farm – Dadswells Bridge	Flood, Fire, Power Outage	Not known
Two duck Farms at Tooan	Fire, exotic animal disease, Power Outage	Not known
The Giant Koala Zoo – Dadswells Bridge	Flood, Fire, Power Outage	Not known
Horsham Racetrack	Limited threat	None – animals on site only on race days
Horsham Showgrounds	Flood	None – animals only on site for Greyhound racing and Show days
Dunkerrie Road Horses	Fire	Not known
Pony Rescue Tooloondo	Fire	Not known
Horsham Pound	Fire – limited threat	Not known

West Wimmera Shire Council - Animal Accumulation Centres

Facility-Location	Main Threat	Existing arrangements
Bringalbert – Cattle feedlot	Biosecurity & Fire	Not Known
Tallageira- Sheep feedlot	Biosecurity & Fire	Not Known
Harrow-Sheep feedlot	Biosecurity & Fire	Not Known
Minimay-Piggery	Biosecurity & Fire	Not Known
Charam-Piggery	Biosecurity & Fire	Not Known
Nurcoungh-Duck stud	Biosecurity, Fire, Power Outage	Not Known
Neuarpuir-Sheep feedlot	Biosecurity & Fire	Not Known
Karnak-Piggery	Biosecurity & Fire	Not Known
Gymbowen-Piggery	Biosecurity & Fire	Not Known
Telopea Downs-Sheep feedlot	Biosecurity & Fire	Not Known

Yarriambiack Shire Council - Animal Accumulation Centres

Facility-Location	Main Threat	Existing arrangements
Warracknabeal Pound	Flood	None
Warracknabeal Regional Livestock Exchange	Flood	None-animals on site on sale days
Warracknabeal Showground	Fire, Flood	None – animals only on site on show days
Brim Piggery	Fire, Flood	Not known
Warracknabeal Duck Farm	Fire, Power Outage	Not known
Murtoa/Warracknabeal Racecourse	Fire, Flood	None – animals only on site for race days

Appendix D: Emergency Housing Guidelines

Emergency housing should provide the following:

- Animal admission and identification record keeping
- Secure and functional housing
- Food and water
- Triage sites or access to veterinary treatment for injuries, illness and humane destruction
- Identifying and contacting owners (lost and found registers)
- Animals requiring special attention (horses, wildlife etc.)
- Staff health and safety
- Processing and distribution of donated goods

Conditions attached to animal emergency housing

Animals with no identified owner will be handled according to the municipality's stray animal's policy. Animals presenting with an owner can be housed under the following conditions:

- All animals are held at the owners risk
- Owners are required to feed the animal
- Water will be provided for the animals
- Housing is only short term. Animals that remain at the shelter after three days may be processed as unowned animals.
- Animals must be confined or on leash at all times
- Animals with special needs will need to be managed by the owner to ensure they do not cause harm or discomfort to other animals
- Animals must not be moved from their designated crate/pen without notification to the person in charge of the animal emergency housing
- Animals that are not well or have an infectious disease will be managed on a case by case basis. Suitable alternative arrangements for accommodation will be made; this will be done to protect the health of other animals in a facility.

Access for owners/carers of pets in alternative shelter options away from them will be managed according to the incident and resource capacity at the time.

Appendix E: Animal Accommodation Requirements

Due to the increased stress levels amongst animals during an emergency, all possible effort must be undertaken to minimise its effects.

- Predator and prey species should be kept as separate as possible
- Animals should be inspected ideally every four hours to ensure their environment is adequate to maintain their health
- If any animal appears sick, injured or its behaviour has changed it has to be reported to the manager as soon as possible
- Animals in the relief centre should be provided with food in sufficient quantity and nutritional quality to meet the daily requirements for the condition and size of the animals
- Food and water containers should be of a suitable type for the animal and should not easily spill
- Animals should have access to water at all times

Dogs

- Dogs should be walked daily
- Poo bags and garbage bins should be readily available
- If dogs that have been declared menacing, dangerous or of a restricted breed are presented at the relief centre, they must wear a muzzle and their specified collar and be restrained on a secure leash until alternate suitable housing can be arranged
- Further information on the care of dogs can be found in the “Code of practice for the private keeping of dogs” and “Code of practice for the management of dogs and cats in shelters and pounds”

Cats

- Cages need to be large enough to allow for a sleeping area, water container and a litter tray
- Cats should be provided with clean litter every day and litter trays should be disinfected between each use
- Further information on the care of cats can be found in the “Code of practice for the private keeping of cats” and “Code of practice for the management of dogs and cats in shelters and pounds”

Small Pets

A variety of small pets such as rabbits, guinea pigs, rats, mice or reptiles are likely to arrive at relief centres. These will hopefully arrive in cages suitable for housing and confinement. Further information on the care of small pets can be found in Codes of Practice or DEDJTR information sheets.

Birds

- Birds are particularly susceptible to stress
- Perches must be provided for birds that rest by perching. The perches must be of sufficient diameter to allow the bird to maintain a firm grip. There must be sufficient perch space for all birds in a container to perch comfortably at the same time
- Bird cages must be covered or kept in a darkened room at night to enable them to get appropriate rest
- Further information on the care of birds can be found in the “Code of practice for the housing of caged birds”

Livestock

In most large emergency situations DEDJTR will establish its own Incident Management Team to coordinate field operations relating to fire affected agricultural properties.

People transporting large livestock to an ERC or an emergency shelter should be directed to the nearest large, safe venue for holding them. Possible sites may include show grounds, saleyards, empty feedlots and confinement buildings with adequate ventilation, airports, airplane hangars, livestock auction markets and fenced pasture.

Further information on the care of livestock can be found in the “Codes of accepted farming practice”.

Wildlife

Wildlife requires special housing and care. DELWP is the primary support agency for the welfare of wildlife. If wildlife is presented at the relief centre advice should be sought from DELWP on the appropriate course of action regardless of whether it is owned or wild.

Information on the care of wildlife can be found in the “Code of practice for the welfare of wildlife during rehabilitation”.

Horses

Horses can be adequately housed for a short time on an oval or in a paddock as long as there is adequate fencing, water and food and any pasture is fit for horse consumption.

Unfamiliar horses should not be housed adjacent to each other as they may bite or kick each other through fencing. Stallions will require specialist fencing and should be housed separately from other animals.

Further information on the care of horses can be found in the “Code of practice for the welfare of horses”.

Appendix F: Available Animal Housing Sites

Hindmarsh Shire Council - Available Animal Housing Site		
SITE	CAPACITY	CONTACT
Municipal Pound	50-100 sheep/cattle	Steve Nicholson 0428 500 244
Saleyards	Sheep mainly	HSC 5391 4444
Showgrounds	Small numbers of livestock	A & P Society 0438 911 608 HSC 5391 1682
Race Course	Generally Horses only	Race Course 5391 1682 HSC 5391 4444
Horsham Rural City Council - Available Animal Housing Site		
SITE	CAPACITY	CONTACT
Horsham Showgrounds	Greyhound Pavilion: 100 greyhounds, no mixed breeds Maydale Pavilion: horses, cows, Poultry shed	Justin Brilliant Tel: (03) 5382 4329 Fax: (03) 5382 1949 Mobile: 0418 361 268
Livestock Exchange (Burnt Creek)	26,000 sheep, 500 cattle, goats. No pigs Water facilities on site No food kept on site	Phone: (03) 5382 1542
Pound (Golf Course Road, Horsham)	Inside: 12 dog pens various sizes (room for approx. 12-24 dogs), 19 cat pens (room for approx. 29 cats) Outside: 10 cages for rabbits, guinea pigs etc. (potentially room for 20 animals) Cattle sheep yards 30-40 head at a pinch of cattle or more sheep Some minimal food kept on site	HRCC Local Laws Ranger 03 5382 9777 0409 944 033
Natimuk Showgrounds	Livestock	Mitchell Street/Jory Street, Natimuk Vic 3409
Racecourse	Horses	Wimmera Racing Club Mobile: 0427 989 212 horsham@countryracing.com.au

West Wimmera Shire Council - Available Animal Housing Site		
SITE	CAPACITY	CONTACT
Kaniva Showgrounds	Small animal holding capacity mainly poultry. Council supplied portable yards can improve capacity	President: Amanda Munn 03 5392 2557
Edenhope Showgrounds	Livestock/poultry pavilions. Council supplied portable yards can improve capacity	President: Ian Hiller 03 5585 7275
Edenhope Pound	Limited domestic (5 dogs-4 cats) and large livestock holding capacity	Ranger 0417 628 874 03 5585 9900
Yarriambiack Shire Council - Available Animal Housing Site		
SITE	CAPACITY	CONTACT
Warracknabeal Pound	8 Dogs, 9 Cats Minimal food on site. Outside yard can accommodate up to 40 sheep and 12 cattle Water on site	Ranger Pyers Street Warracknabeal 0428 591 980
Wet Noses Boarding Kennel	34 dogs only	(03) 5398 2233 3790 Borung Hwy Warracknabeal
Warracknabeal Showgrounds	34 horses, 36 pens available for smaller animals (goats, small pigs, some sheep and rabbits) Water on site 280 cages for roosters/chooks, guinea pigs	A&P Society Ken Goodwin (03) 5398 1425
Saleyards	15,000 sheep Water on site	Aaron Zwar 0407 979 866 Tony Brennan 0427 515 238
Racecourse	Horses	President: Brian Clark (03) 5394 1100

Appendix G: Emergency Water Supplies

For a map of the sites: www.ourwater.vic.gov.au/saving/farms/emergency-supply/types

The water suitability definition used in the table is as per Water Quality Guidelines in Appendix H.

Hindmarsh Shire Council - Emergency Water Supplies				
LOCATION	ADDRESS	CONTACT	WATER SUITABLE FOR	ACCESS
Detpa	At CFA Fire Shed (Preston Rd)	HSC (03) 5391 4444	Irrigation, Potable Mineral Water	Shed locked
Diapur	Nhill-Diapur Rd (at Diapur Hall)	HSC (03) 5391 4444	Potable-Acceptable	In yard, not locked, gate latch damaged
Dimboola	Pine Ave off Horseshoe Bend Rd (back corner of Rifle Range & Wastewater treatment plant)	HSC (03) 5391 4444	Potable-Desirable	Not Known
Gerang Gerung	Coker Dam at Coker Dam Rd (left off highway after Dimboola driver reviver site)	HSC (03) 5391 4444	Potable-Desirable	Shed locked (key: Lyle Tune)
Kurnbrunin	Pigick Kurbrunin Rd (Kurbrunin Rd end)	HSC (03) 5391 4444	Potable-Desirable	Not Known
Lake Hindmarsh	Rainbow-Nhill Rd at Lake Hindmarsh School Rd	HSC (03) 5391 4444	Irrigation, Potable Mineral Water	Shed locked (key: Lyle Tune)
Lorquon	Lorquon Township Rd (north side of dirt track, look for windmill frame)	HSC (03) 5391 4444	Irrigation, Potable Mineral Water	Not Known
Woorak	Nhill-Jeparit Rd at Woorak-NiNi-Lorquon Rd (20 m from Nhill- Jeparit Rd)	HSC (03) 5391 4444	Potable Acceptable	Not Known

Horsham Rural City Council - Emergency Water Supplies				
LOCATION	ADDRESS	CONTACT	WATER SUITABLE FOR	ACCESS
Burnt Creek Industrial Estate	Western Highway/Burnt Creek Drive (Horsham Rural Livestock Exchange)	HRCC (03) 5382 9777	Stock	Not Known
Cooack	Cooack Road (end of Grass Flat Road)	HRCC (03) 5382 9777	Irrigation, potable mineral water	Not Known
Dadswells Bridge	Western Highway (400 m east of Golton Road)	HRCC (03) 5382 9777	Stock	Not Known
Dock Lake	8 Dock Lake Road (Taylors Lake Reserve off Western Highway)	HRCC (03) 5382 9777	Irrigation, potable mineral water	Not Known
Dooen	Henty Highway (Dooen Recreational Reserve)	HRCC (03) 5382 9777	Stock	Shed locked
Drung	Arnotts Road	HRCC (03) 5382 9777	Potable-desirable	Not Known
Firebrace Street	Firebrace Street	HRCC (03) 5382 9777	Potable-desirable	Shed locked
Kalkee	Kalkee Road (Kalkee Recreational Reserve)	HRCC (03) 5382 9777	Stock	Not Known
Laharum	Cnr Laharum Road (Wonwondah-Dadswells Bridge Road and Old Wartook Road)	HRCC (03) 5382 9777	Potable-desirable	Shed locked
Telangatuk East	Yulong East West Road at the bend off Telangatuk East Rocklands Road	HRCC (03) 5382 9777	Irrigation, potable mineral water	Not Known
Tooan	Tooan-Mitre Road	HRCC (03) 5382 9777	Potable-desirable	Not Known

West Wimmera Shire Council - Emergency Water Supplies

LOCATION	ADDRESS	CONTACT	WATER SUITABLE FOR	ACCESS
Chetwynd	Casterton-Edenhope Rd, in town, 300m from corner	WWSC (03) 5585 9900	BORE -Potable - Acceptable	Not Known
Douglas	Wombelano Rd, 200m from Harrow Clear Lake Rd	WWSC (03) 5585 9900	water salinity is 27000CE units – not suitable for consumption or irrigation	Not Known
Edenhope	Shire Yard Langford St	WWSC (03) 5585 9900	Potable – acceptable	Shed locked
Gymbowen	50m up Hennessys Rd from Natimuk-Frances Road	WWSC (03) 5585 9900	BORE – Potable Acceptable	Not Known
Harrow	Edenhope-Coleraine Rd past Nhill turnoff on left, 1.6km before Bore Rd	WWSC (03) 5585 9900	BORE- Irrigation, potable mineral water	Not Known
Jane Duff Reserve (nearest town is Mitre)	Natimuk-Frances Road	WWSC (03) 5585 9900	BORE- Potable desirable	Not Known
Kalinger	Nhill-Harrow Rd between Miga Lake and Gymbowen, 50m from Blackers Rd	WWSC (03) 5585 9900	BORE- irrigation Potable Mineral water	Not Known
Lake Charlegrark	Rec Reserve Lake Charlegrark, Lake Charlegrark Rd	WWSC (03)5585 9900	BORE- Potable desirable	Not Known
Minimay	Rec Reserve Minimay Tallegeira Frances Rd	WWSC (03) 5585 9900	BORE- potable acceptable	Not Known
Mitre Road (nearest town is Nurcoun)	100m off Mitre Rd, Public Hall 200m from Chenoweths Rd	WWSC (03) 5585 9900	BORE – Potable acceptable	Not Known

Nurcoung	Cnr Nhill-Harrow & Jack Breens Rd	WWSC (03) 5585 9900	Not Known	Not Known
Redfords Road (nearest town Telopea Downs	Chappel Rd on lane way	WWSC (03) 5585 9900	BORE Irrigation potable mineral water	Not Known
Wombelano	Harrow Rd Rec Reserve 20m from crossroads	WWSC (03) 5585 9900	BORE irrigation potable mineral water	Shed locked

Yarriambiack Shire Council - Emergency Water Supplies

LOCATION	ADDRESS	CONTACT	WATER SUITABLE FOR	ACCESS
Beulah	On Shire Land west of Phillips St and south of Lascelles St (Dam – Storm Water Run-off)	YSC emergency (03) 5398 2467 0427 511 550	Stock water	Easy Access
Brim	Simson St, Recreation Reserve (Catchment Dam)	James McFarlane 0427 535 147	Stock Water	Easy Access
Brim	Henty Hwy (Silos)	Not known	Stock Water	Access not known
Hopetoun	Austin St (in Hopetoun Caravan Park)	YSC emergency (03) 5398 2467 0427 511 550	Stock water	Easy Access
Hopetoun	Horsedip Road (Catchment Dam)	YSC emergency (03) 5398 2467 0427 511 550	Stock water	Easy Access
Hopetoun	Cummings St (Catchment Dam)	YSC emergency (03) 5398 2467 0427 511 550	Stock water	Easy Access
Hopetoun	Lake Lascelles, Austin St	Burt Hallam 0417 012 003	Stock Water	Easy Access
Rupanyup	Wimmera Hwy – opposite Cemetery (Catchment Dam)	YSC emergency (03) 5398 2467 0427 511 550	Stock water	Easy Access
Rupanyup	Gibson St – Recreation Reserve (Catchment Dam)	Committee of Management	Stock Water	Easy Access
Warracknabeal	Henty Highway) (near saleyards)	YSC emergency (03) 5398 2467 0427 511 550	Stock Water	Shed locked
Warracknabeal	Henty Highway – Truckwash (near Saleyards)	YSC emergency (03) 5398 2467 0427 511 550	Stock Water	Avdata Touch Key

Warracknabeal	Pyers Street Depot – Standpipe	YSC emergency (03) 5398 2467 0427 511 550	Stock Water	Emergency Phone Operator
Woomelang	Cronomby Tank, Hopetoun Sea Lake Rd	YSC emergency (03) 5398 2467 0427 511 550	Stock Water	Emergency Phone Operator
Whole of Shire	YSC Fire Tanks	YSC emergency (03) 5398 2467 0427 511 550	Stock Water	Emergency Phone Operator
Shire Swimming Pools	Beulah, Hopetoun, Minyip, Murtoa, Patchewollock, Rupanyup, Tempy, Warracknabeal, Woomelang	YSC emergency (03) 5398 2467 0427 511 550	Stock Water	Emergency Phone Operator
Yarriambiack Creek Weir Pools	Beulah, Brim, Hopetoun, Minyip, Murtoa, Rupanyup, Warracknabeal, Woomelang	YSC emergency (03) 5398 2467 0427 511 550	Stock Water	Easy Access
GWM Reservoirs	Warracknabeal, Hopetoun, Rupanyup & Murtoa	GWM Water 1300 659 961	Stock Water	Not Known

Appendix H: Animal Processing Procedure

Procedure: Processing Incoming Animals at a Designated Location

1. The animal is received at the animal admission area
2. The animal is secured in the appropriate manner e.g. cage, leash etc.
3. Record details of the person presenting the animal
4. Scan the animal for a microchip and search for any identifiers such as tags or tattoos
5. Complete identification process:
 - Take a photograph of the animal and note photo number on the register of animals received
 - Record breed and sex of the animal
 - Identify the animal with a neck tag or other appropriate form of ID
 - If the animal is owned and the owner is known record details of the ownership
 - If the animal is not owned or the owner is not known record location where animal was found
6. Prepare a card to stay on the cage of the animal with the ID number of the animal and the owner's name. Use this card to record notes on the management of the animal such as medical treatment or when the animal was fed or walked
7. Have the animal assessed by appropriately skilled person and processed as necessary
8. Record details of the departure of all animals from the Emergency Relief Centre (ERC), including hospitalisation and deaths, on the register of animals received
9. Transfer information from register of animals received to central database (Crisisworks) as soon as practicable
10. If appropriate, transfer information on unowned animals to lost and found register as soon as practicable

Appendix I: Animal Registration Form Template

ANIMAL REGISTRATION FORM		
Date & time received:	Name of person presenting the animal:	Contact detail of person presenting the animal:
Animal owned:	Animal alive or dead:	Animal type:
<input type="checkbox"/> yes <input type="checkbox"/> no	<input type="checkbox"/> alive <input type="checkbox"/> health issues <input type="checkbox"/> dead	
Sex:	Identifying marks (Incl. microchip details):	Photo #:
<input type="checkbox"/> male <input type="checkbox"/> female		
Date & time released:	Released to where and whom (contact details):	Entered into database:
		<input type="checkbox"/> yes <input type="checkbox"/> no

Appendix J: Water Quality Guidelines

EC RANGE ($\mu\text{S}/\text{CM}$)	USEFULNESS OF WATER
0-800	<ul style="list-style-type: none"> • Good drinking water for humans (provided there is no organic pollution and not too much suspended clay material) • Generally good for irrigation, though above 300 $\mu\text{S}/\text{cm}$, some care must be taken, particularly with overhead sprinklers, which may cause leaf scorch on some salt sensitive plants • Suitable for all livestock
800-2500	<ul style="list-style-type: none"> • Can be consumed by humans although most would prefer water in the lower half of this range if available • When used for irrigation, requires special management including suitable soils, good drainage and consideration of salt tolerance of plants
2500-10000	<ul style="list-style-type: none"> • Not recommended for human consumption, although water up to 3000 $\mu\text{S}/\text{cm}$ could be drunk if nothing else was available • Not normally suitable for irrigation, though water up to 6000 $\mu\text{S}/\text{cm}$ can be used on very salt tolerant crops with special management techniques. Over 6000 $\mu\text{S}/\text{cm}$, occasional emergency irrigation may be possible with care, or if sufficient low salinity water is available, this could be mixed with the high salinity water to obtain an acceptable supply • When used for drinking water by poultry or pigs, the salinity should be limited to about 6000 $\mu\text{S}/\text{cm}$. Most other stock can use water up to 10000 $\mu\text{S}/\text{cm}$ • High magnesium levels can cause stock health problems in this range. Analysis recommended
Over 10000	<ul style="list-style-type: none"> • Not suitable for human consumption or irrigation • Not suitable for pigs, poultry or any lactating animals. Beef cattle can use water up to 17000 $\mu\text{S}/\text{cm}$ and adult dry sheep can tolerate 23000 $\mu\text{S}/\text{cm}$. However it is possible that waters below these EC levels could contain unacceptable concentrations of particular irons. Detailed chemical analysis should therefore be considered before using high salinity water for stock • Water up to 50000 $\mu\text{S}/\text{cm}$ (the salinity of the sea) can be used to flush toilets provided corrosion in the cistern can be controlled

EC Range: EC stands for Electrical Conductivity and is a measure of salinity in water

$\mu\text{S}/\text{CM}$: means micro-siemens per centimetre and is a measure of electrical conductivity of water in relation to the salt content

VICTORIA'S FREIGHT ADVANTAGE

DISCUSSION PAPER



VICTORIA



WHY VICTORIA NEEDS A FREIGHT PLAN

The efficient movement of freight is a critical building block of Victoria's productivity, connectedness and liveability.

It helps our export industries stay competitive and supports producers and businesses.

Many of Victoria's key industry sectors have thrived as a direct result of the competitive advantage our freight system delivers.

Efficient transport connections minimise the freight cost component of an item, an important advantage for export and import-competing goods and commodities.

Freight is also a strong component of the Victorian economy in its own right, contributing \$21 billion or over 7 per cent to Gross State Product and supporting 260,000 jobs.

Total freight volumes are predicted to increase from around 360 million tonnes per annum in 2014 to nearly 900 million tonnes by 2051.

Infrastructure Victoria has identified a number of key issues including congestion pricing, autonomous vehicles, access to Webb Dock, gauge standardisation, and the mix of road and rail needed to perform the future freight task.

To manage the challenge of growth and remain competitive, Victoria needs to look to the future, provide policy certainty and identify the next program of strategic initiatives and actions.

The impact of new technology including real-time freight movement tracking, automated warehousing and online shopping are transforming the industry.

Significant Victorian Government initiatives such as the long-term lease of the Port of Melbourne and the Murray Basin Rail Project will also have a significant impact.

The Federal Government's recent announcement on the Melbourne-Brisbane Inland Rail has the potential to further shape Victoria's future freight and logistics system.

Developing a new freight plan for Victoria offers an opportunity for the industry and its stakeholders to re-evaluate existing strategies to ensure that the Victorian freight and logistics system can continue to perform its role.

The plan will outline future policy, regulatory and infrastructure initiatives in the short, medium and long term.

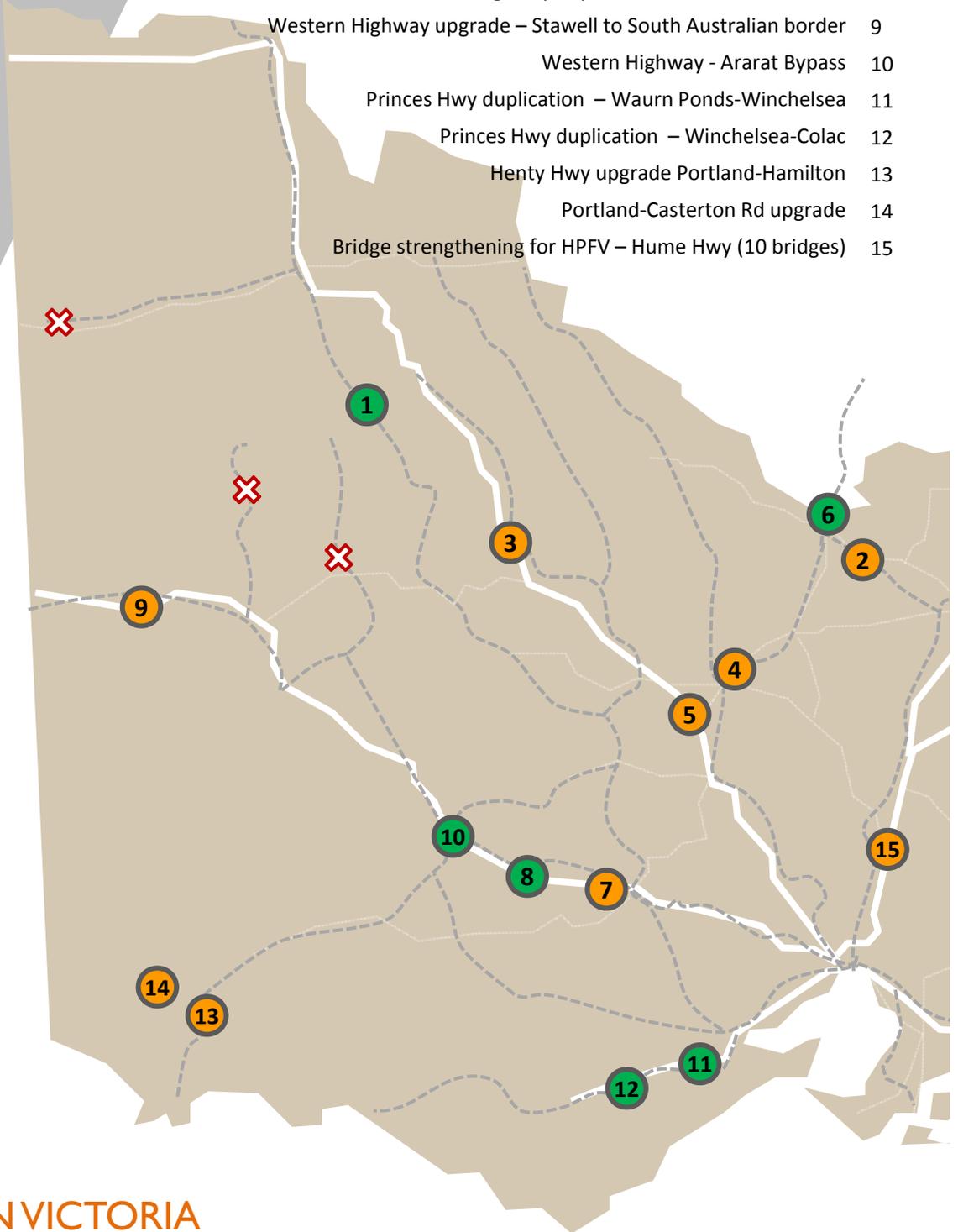
These initiatives will:

- reduce the cost of doing business;
- better connect Victorian businesses with their local, interstate and overseas markets;
- improve the efficiency of moving freight while minimising adverse impacts; and
- provide future capacity.

KEY INVESTMENT IN FREIGHT INFRASTRUCTURE

- Major investment (over \$100m)
- Significant investment
- ✘ Project Regen

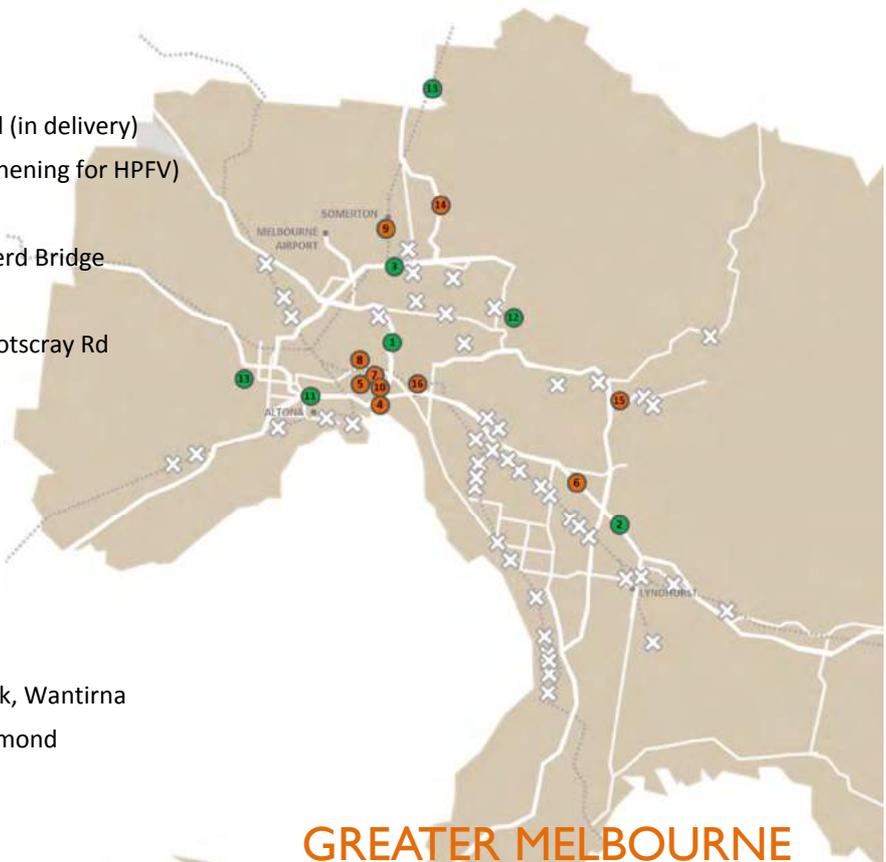
- Murray Basin Rail Project 1
- Murray Valley Hwy upgrade 2
- Calder Hwy upgrade Bendigo-Mildura 3
- Midland Hwy/Napier St duplication 4
- Calder Hwy Ravenswood interchange 5
- Echuca-Moama bridge 6
- Ballarat West Employment Zone 7
- Western Highway duplication – Ballarat to Stawell 8
- Western Highway upgrade – Stawell to South Australian border 9
- Western Highway - Ararat Bypass 10
- Princes Hwy duplication – Waurnd Ponds-Winchelsea 11
- Princes Hwy duplication – Winchelsea-Colac 12
- Henty Hwy upgrade Portland-Hamilton 13
- Portland-Casterton Rd upgrade 14
- Bridge strengthening for HPFV – Hume Hwy (10 bridges) 15



WESTERN VICTORIA

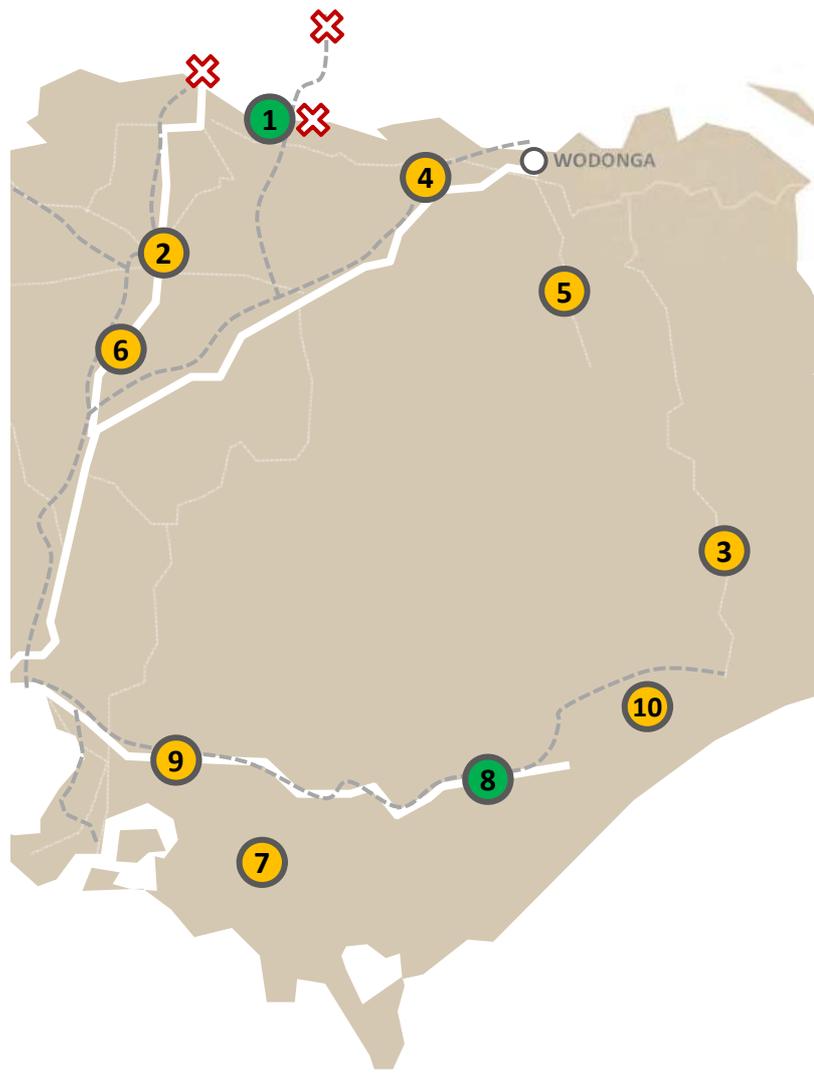
KEY INVESTMENT IN FREIGHT INFRASTRUCTURE

- 1 CityLink Widening
- 2 M1 Widening Stage 1 EastLink-Clyde Rd (in delivery)
- 3 M80 Upgrade (including bridge strengthening for HPFV)
- 4 Webb Dock access improvements
- 5 Bridge strengthening for HPFV - Shepherd Bridge
- 6 Bridge strengthening for HPFV - M1
- 7 Pavement strengthening for HPFV – Footscray Rd
- 8 Port Rail Shuttle Network
- 9 Steel handling terminal
- 10 Dynon Terminal upgrade
- 11 West Gate Tunnel
- 12 North East Link
- 13 Interstate freight terminal capacity
- 14 O’Herns Road interchange
- 15 Bridge rehabilitation - Dandenong Creek, Wantirna
- 16 Bridge rehabilitation - Yarra River, Richmond



GREATER MELBOURNE

- Major investment (over \$100m) ●
- Significant investment ●
- Level crossing removal ✕
- Project Regen ✕



EASTERN VICTORIA

- New bridge at Yarrawonga 1
- Shepparton Alternative Route 2
- Great Alpine Rd upgrade 3
- Rutherglen Heavy Truck Route 4
- Kiewa Valley Hwy upgrade 5
- Bridge strengthening for HPFV – Goulburn Valley Hwy (7 bridges) 6
- South Gippsland Hwy upgrade - Koonwarra 7
- Princes Highway duplication Traralgon-Sale 8
- Sand Road interchange 9
- Princes Hwy upgrade east of Sale 10
- Monaro Hwy upgrade 11

KEY DISCUSSION POINTS

INTRASTATE RAIL FREIGHT

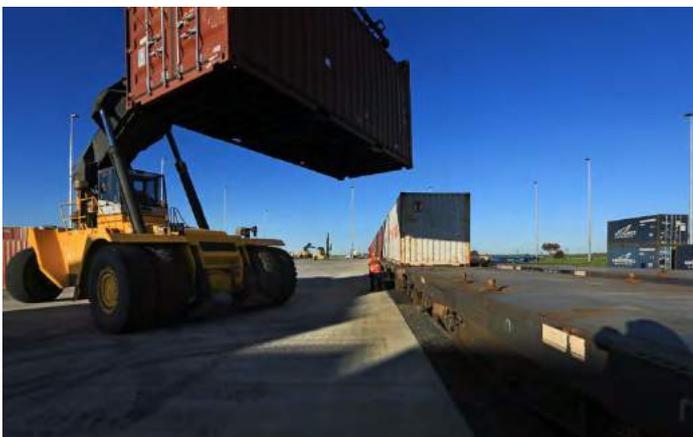
Victoria is a nationally significant producer of grain, mineral sands, fruit, vegetables and wine, much of it exported via the Ports of Portland, Geelong and Melbourne.

In moving bulk and containerised product over long distances to port, rail has a natural advantage over road. Bulk commodities like grain and mineral sands are particularly well suited to rail transport.

The Victorian Government is investing nearly \$2 billion in the regional rail network to standardise lines in the Murray Basin, upgrade axle loadings, add extra passing loops and duplicate track.

However, Victoria's intrastate rail network continues to be constrained by restrictions on axle loading, by the mix of standard and broad-gauge track, speed restrictions in hot weather leading to increased travel times and the availability of paths on the passenger network.

- **HOW CAN THE NETWORK BETTER MANAGE PASSENGER AND FREIGHT DEMAND?**
- **WHAT ARE THE PRIORITY INITIATIVES THAT WOULD MAKE RAIL MORE EFFICIENT AND COMPETITIVE?**



INTERSTATE RAIL FREIGHT

Victoria's manufacturing and food processing sectors are large suppliers to interstate markets and generate heavy cross-border freight flows.

Most of these flows are handled by road transport on interstate links like the Hume, Goulburn Valley and Western highways.

Commonwealth investment in the Inland Rail project will boost the freight connection between Melbourne and Brisbane and other regional locations along the route. However, its full potential will only be realised by a new interstate rail terminal in Melbourne.

Locations at Beveridge in Melbourne's outer north and Truganina in the outer west are under consideration.

The standardisation of rail-lines in the north west of the state as part of the Murray Basin Rail Project opens up the potential for new links to the interstate rail network.

- **HOW CAN VICTORIA TAKE ADVANTAGE OF THE INLAND RAIL PROJECT?**
- **SHOULD VICTORIA CONSIDER EXTENDING ITS COMMITMENT TO THE DOUBLE-STACK CONTAINER NETWORK?**

KEY DISCUSSION POINTS

SHORT-HAUL METROPOLITAN RAIL FREIGHT

In Melbourne, where 80 per cent of import containers travel less than 50 kilometres, a port-rail shuttle network potentially offers an efficient and cost-effective alternative to road transport for the distribution of import, export and empty containers.

Container movements to and from the Port of Melbourne make up less than 5 per cent of all metropolitan daily truck movements.

However, the concentration of container movements in and around the inner west of Melbourne has generated amenity issues for some residents. With container growth through the Port of Melbourne forecast to continue, the number of truck movements will also grow.

There are pressing social, environmental and economic reasons to plan for the growth in the number of truck visits to and from the Port of Melbourne.

The Victorian Government will seek expressions of interest from the private sector to develop innovative solutions that maximise the use of short-haul rail in handling Victoria's container task.

Concurrently, the Port of Melbourne is developing a rail access strategy planned for release later this year.

- **WHAT BARRIERS EXIST TO THE USE OF RAIL FOR THE MOVEMENT OF METROPOLITAN FREIGHT?**
- **WHAT INITIATIVES IN POLICY, REGULATION OR INVESTMENT CAN SUPPORT THE SUCCESS OF METROPOLITAN SHORT-HAUL RAIL?**

AIR FREIGHT

Melbourne Airport handles around 400,000 tonnes of air freight per annum, totalling more than 30 per cent Australia's air freight market.

In addition to over 3000 weekly flights, three dedicated freight carriers operate more than 50 freight services monthly.

Melbourne Airport's key advantages include 24-hour curfew-free operation and unrivalled arterial road access.

The potential growth in high value, time-sensitive food and fibre products for export, along with new technologies favour air freight in getting these products to their international markets.

Avalon Airport is also well placed to grow Victoria's air-freight capacity.

- **WHAT CAN BE DONE TO IMPROVE CORRIDORS TO OUR AIRPORTS?**



KEY DISCUSSION POINTS

MAKING BETTER USE OF THE ROAD NETWORK

Increasingly, road priority is being allocated according to the SmartRoads philosophy, an approach that manages competing interests for limited road space by giving priority to different transport modes at particular times of the day.

Competition for road space has ramped up not only as a result of an increase in the volume of freight, but also an increase in the number of consignments.

For example, the rise of on-line shopping has expanded the number of small deliveries to household addresses, competing with passenger and other freight vehicles for access to the road network. The number of light commercial vehicles on our roads continues to rise rapidly.

To boost road capacity, initiatives are being explored that link the use of the road asset with new investment by industry. Road pricing and user-charging mechanisms could also be used to better manage access on the network.

New nation-wide safety monitoring technology aims to ensure that improved access to the network is accompanied by actions to reduce severe and fatal accidents involving trucks.

- **WHAT FACTORS LIMIT ROAD TRANSPORT OPERATING 24/7 IN ORDER TO BETTER UTILISE OFF-PEAK CAPACITY ON OUR NETWORKS?**
- **IS THE SMARTROADS HIERARCHY ADEQUATE TO SUPPORT GROWTH IN THE FREIGHT TASK?**
- **WHAT OTHER MEASURES SHOULD VICTORIA INITIATE OR SUPPORT TO IMPROVE TRUCK SAFETY ON OUR ROADS?**



FIRST AND LAST-KILOMETRE RESTRICTIONS ON ROAD FREIGHT

Restrictions on road freight often occur during the first and last stages of the journey – when a vehicle is travelling on non-arterial roads.

First and last-kilometre restrictions are often the result of conflicts that occur when heavy freight vehicles operate in residential areas or other sensitive zones.

Road transport operators seeking access under the Performance Based Standards (PBS) regime face a number of challenges to access local roads controlled by a local city or shire. These local government authorities frequently need support to properly cater for the access requirements of PBS vehicles.

Community pressure to reduce noise and emissions and boost safety has contributed to features like under-run protection, reversing cameras, automatic electronic brakes and day running lights.

Such restrictions — whether at the farm gate or at the retailer's loading zone — can add significantly to operating costs.

- **TO WHAT EXTENT IS THE MOVEMENT OF VICTORIA'S FREIGHT IMPEDED BY POOR ACCESS TO LOCAL ROADS?**
- **HOW DO WE MINIMISE THE IMPACT OF FREIGHT ON SAFETY AND AMENITY IN OUR LOCAL COMMUNITIES?**

Regional Roads Strategy

DISCUSSION PAPER | 2017

A safe, efficient and integrated road network for rural and regional Victoria

Contents

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The Regional Roads Strategy

Transport for Victoria (TfV) is committed to improving road safety and supporting the movement of people and goods.

Our regional roads are integral to the state's economic prosperity and the wellbeing of all Victorians.

Victoria's regional roads support key industries like agriculture, freight and tourism and connect people to places delivering services including health, education, employment, retail, and recreation.

There has not been a regional roads strategy for over 20 years. We need a strategy for regional roads in the short, medium and long term that will move Victoria away from ad hoc road network improvements, towards a more coordinated approach to network planning and investment and where roads and rail work together to get people and goods where they need to go.

To help identify and meet the needs of regional Victorians, TfV is developing a Regional Roads Strategy that will set out priorities for the regional road network, guiding planning and investment for the short, medium and long term.

The strategy will help plan, manage, build and maintain an efficient, integrated and safe road network for regional Victoria.

Regional communities and stakeholders have told us what they think the short-term priorities for the regional road network are.

It is now important that we hear people's views on the challenges and opportunities for the planning and investment of regional roads, both now and into the future.

This discussion paper has been prepared to assist you with guiding conversations and feedback about what your views are for the regional road network, both now and into the future.

Your input will help identify short, medium and longer-term priorities for investment.

Email your submission to transport.projects@ecodev.vic.gov.au or post it to Transport Communications and Engagement Team, GPO Box 4509, Melbourne VIC 3001.

Regional roads in this discussion paper refers to arterial roads declared under Section 14 of the *Road Management Act 2004* managed by VicRoads and outside of Melbourne's urban growth boundary. It includes the whole road reserve, from fence to fence and includes road drainage, vegetation and verge maintenance, signs and safety barriers, road design standards, construction and maintenance.

VICROADS COUNTRY ROADS ENGAGEMENT

The VicRoads Executive Leadership team hosted community and stakeholder engagement sessions in regional Victoria earlier this year to gain local knowledge across key areas such as road safety, the road freight network, road maintenance and tourism. This information will help shape the Regional Roads Strategy for Victoria.

Through this engagement VicRoads identified that even though each region had its own unique road themes that were discussed, there were a number of themes that were consistent across the state (detailed below).

KEY AREA	KEY THEMES
Investment and growth	<ul style="list-style-type: none"> - Inequity of investment in rural Victoria vs Metropolitan Melbourne - Priority investment for road networks including cycling routes and walking routes
Road safety	<ul style="list-style-type: none"> - Support for safe speeds, however confusion around speed reduction criteria - Further education required around safety barriers
Freight network	<ul style="list-style-type: none"> - Upgrade of freight routes, including driver education and route capacity
Road maintenance	<ul style="list-style-type: none"> - Dissatisfaction regarding level of maintenance - Enhanced maintenance required on regional roads
Tourism	<ul style="list-style-type: none"> - Upgrade of tourism routes, including amenities and road conditions

TfV has used the themes listed above to inform this discussion paper as a means to prompt further discussion and engagement to help develop a Regional Roads Strategy.

REGION	KEY THEMES
BARWON	<ul style="list-style-type: none"> - Enormous residential, commuter and tourism growth - Safer cycling opportunities - More inland routes to relieve Great Ocean Road congestion
CENTRAL HIGHLANDS	<ul style="list-style-type: none"> - Ballarat regional growth needs support - Growing commuter traffic to Melbourne and other regional centres - Bypasses along Western Highway - Importance of protecting roadside native vegetation - Growing horticulture - Tourism potential of the Grampians
GREAT SOUTH COAST	<ul style="list-style-type: none"> - Major reconstruction of roads serving Port of Portland - Keeping Great Ocean Road open for tourism - Widening narrow seal roads used by freight, schools buses and tourists - Multilingual signage for international tourists

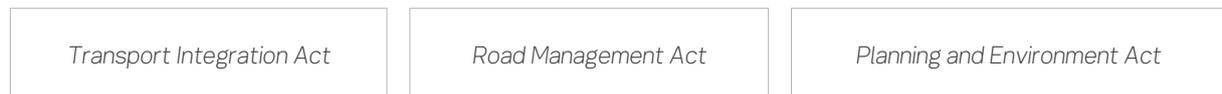
WIMMERA SOUTHERN MALLEE	<ul style="list-style-type: none"> - Changing face of farming with bigger machinery - Supporting more grain on to rail instead of road - Better connections for freight into Melbourne - Tourism growing through Silo Art Trail, the Grampians - Wind farm development
MALLEE	<ul style="list-style-type: none"> - Better connections for freight from Mildura to Melbourne - More freight to be moved by rail - Removing trucks from Mildura's town centre - Improve roads to keep pace with increased population, tourism and industry
LODDON CAMPASPE	<ul style="list-style-type: none"> - More river crossings - Support for tourism in Charlton, Echuca and Wedderburn - Safer cycling routes - Protection of wildlife and native plant species - Intensive farming of almonds, carrots and other produce has impacts
GOULBURN	<ul style="list-style-type: none"> - Significant intermodal freight opportunities - Shepparton Bypass a priority - Road safety a critical concern - More can be done to improve key tourism destinations - Road signage is important
OVENS MURRAY	<ul style="list-style-type: none"> - Improve roads to keep pace with increased population, tourism and industry - Interface with freight and growing residential areas - Cycling safety along the Great Alpine Road - New ways to inform drivers of unique weather conditions in Alpine region - Safety around schools and main streets on country highways - Choke points in Wangaratta and Rutherglen
GIPPSLAND	<ul style="list-style-type: none"> - Better north-south connections - Alternative truck routes around growing towns - Growing number of commuters across Gippsland - Longer-stay tourism potential between - Mt Baw Baw, Phillip Island, Wilson's Promontory and East Gippsland - Difficulty moving around Phillip Island - Growing freight task with intensive agriculture - Growing demand for cycling - Dairy farms getting larger with oversized equipment on roads

Context and Related Strategies

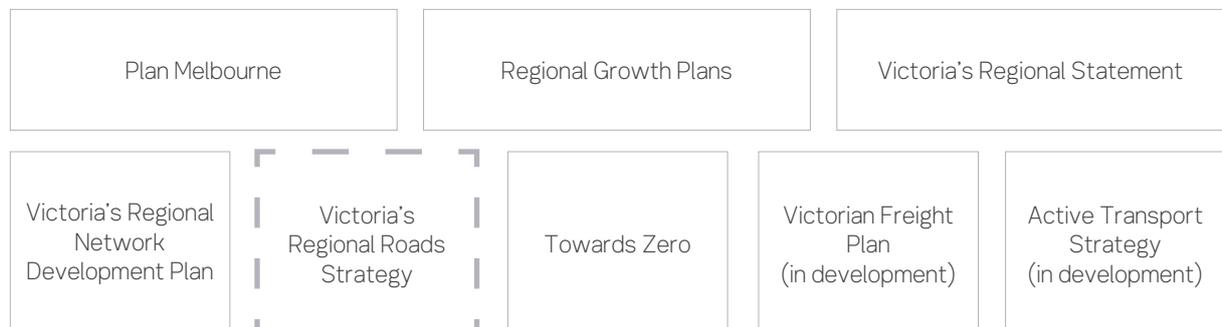
The Regional Roads Strategy will form part of the state's efforts to develop an integrated transport system that meets Victoria's road management requirements and the objectives of Victoria's broader planning priorities.

It will be a companion document to Connecting Regional Victoria – Victoria's Regional Network Development Plan, which details the state's long-term strategy to develop regional public transport.

LEGISLATIVE CONTEXT



STRATEGIC POLICY FOUNDATION

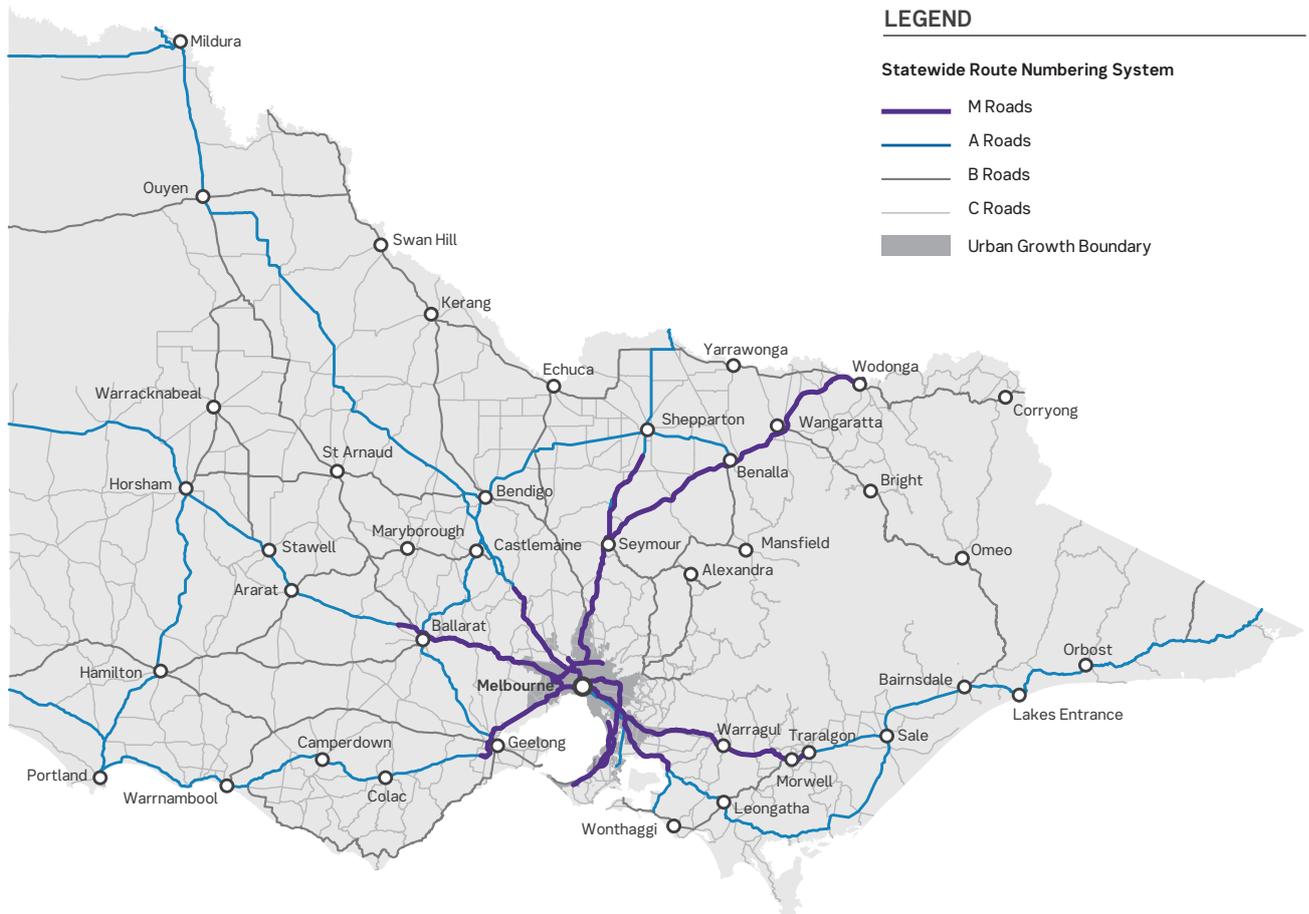


Regional Road Network

Regional roads are the main conduit for the movement of people and goods across Victoria, to and from Melbourne, and interstate. They connect to and support the local road network managed by local government.

The network caters for movements generated by agriculture and forestry, mining and extractive industries, manufacturing, building and construction, waste, employment, education, retail, health, tourism and personal travel.

Figure 2. Victoria's Regional Roads



POTENTIAL QUESTIONS:

1. What improvements would you like to see to the regional road network in the next 30 years?
2. How can the road network best support your region's forecast population growth?
3. Is the road network preventing the arrival of new industries or curtailing growth in existing ones?

THE FUNCTIONAL ROAD CLASSIFICATION SYSTEM

Victoria's declared arterial road network is over 22,000 km long, of which the regional road network makes up over 19,000 km. Regional roads are divided into four categories based on the M, A, B, C hierarchy.

CLASS	TOTAL KILOMETRES	FUNCTION
M Roads	664	Duplicated motorways providing primary road links that sustain economic and regional development. They connect Melbourne with other capital cities and major regional centres, and link major production and manufacturing centres with Victoria's export terminals
A Roads	2465	Provide primary road links that sustain economic and regional development, connecting major regional cities and centres and carry less traffic than 'M' roads
B Roads	3903	Primary link between major regions not served by 'A' roads or in a highly significant tourism region. They have strategic significance for Victoria.
C Roads	11993	Important links between other centres of population, and between these centres and the primary transport network
Other (urban/tolls)	118	
TOTAL	19143	

The composition and hierarchy of the regional road network is relatively static, however in the last two decades, major investment has upgraded 200km of A-class road to M class on the major freeways linking Melbourne with Victoria's key regional cities and other interstate capitals.

As well as a hierarchy (M, A, B, C), roads can also be classified according to the function they perform.

For example, it might be more important for roads servicing timber plantations to have bridges capable of high mass limits than wide shoulders or proper drainage.

Similarly, tourism roads or popular motorcycle routes might have their own unique maintenance and upgrade requirements.

A functional classification defines the standards required for a given purpose and helps in prioritising investment.

POTENTIAL QUESTIONS:

4. What functions should be considered in prioritising investment for the regional road network?

The Uses of Regional Roads

Road authorities use information including census data and industry specific surveys to understand who, what and why people travel on our roads.

Research indicates that travel for work – including business-related travel - is the most frequent purpose for household travel as shown in Figure 3.

Figure 3: Victorian Integrated Survey of Travel and Activity, 2013 (VISTA).



FREIGHT

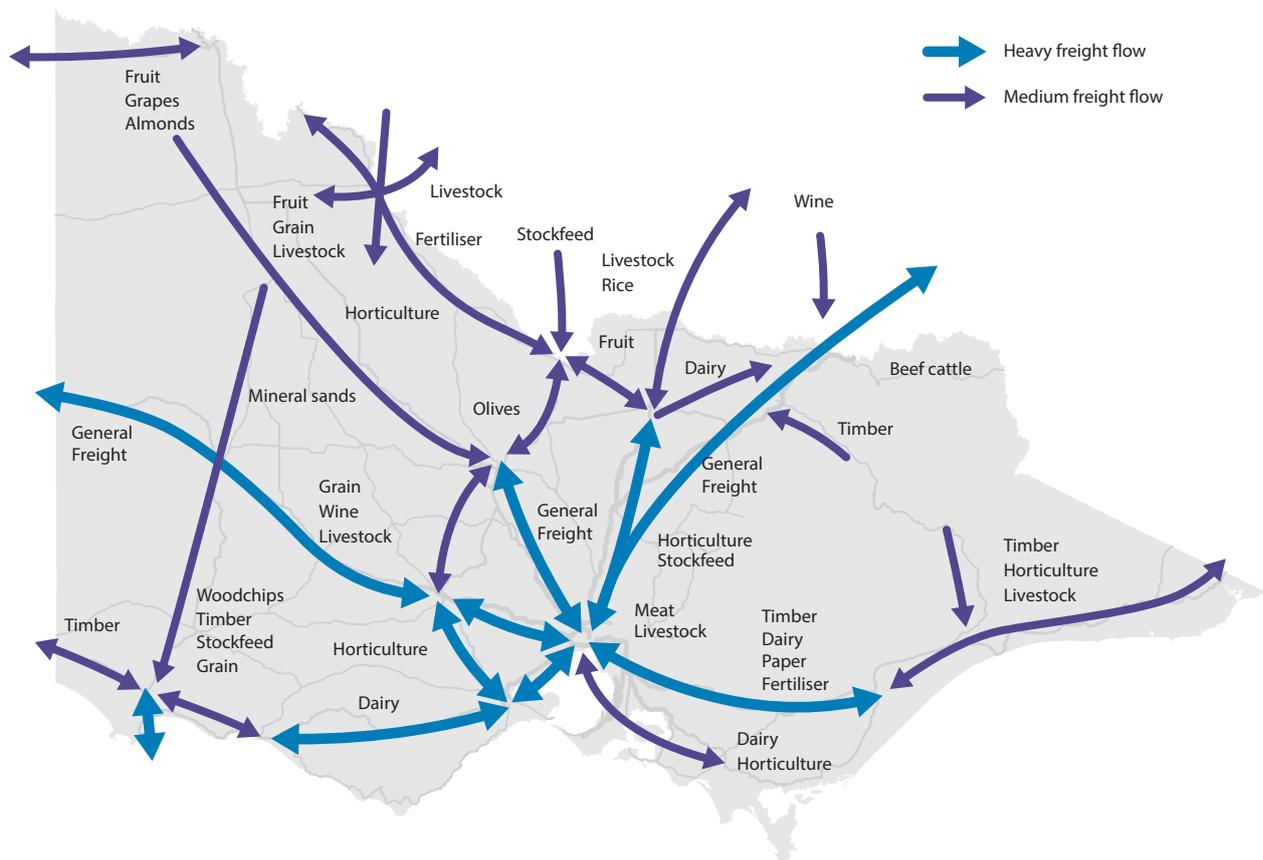
All freight in Victoria begins or ends its journey by road, and the efficient movement of freight is a key contributor to the state's economic prosperity.

The food-and-fibre sector makes up the bulk of the regional road freight task, with timber generating the greatest share by volume. Raw milk, feed, fertiliser, grain, dairy, fruit, nuts and prepared foods make up much of the remainder.

Victorian freight is high in value. Dairy product exports are worth \$2.3 billion and food exports \$8.7 billion.

Increasingly sophisticated freight mapping technologies are being used to better inform investment decisions in the regional freight network. Victoria's key regional freight flows are shown in Figure 4.

Figure 4: Key regional freight flows (BP13)



POTENTIAL QUESTIONS:

5. What priority investments in regional roads and bridges will help reduce the costs of moving freight?
6. How smoothly does the road network function for all users?

AGRICULTURE AND RURAL INDUSTRIES

Agriculture generates freight movement that includes incoming goods such as feed and fertiliser, and outgoing product like livestock, food and fibre.

Farm service providers and inter-property movement generate frequent short trips. Safe movement on and off the network is vital for farmers. The movement of agricultural machinery presents challenges when vehicles and equipment designed primarily for farm use travel on regional roads.

POTENTIAL QUESTIONS:

7. How can the regional road network better support farming, agriculture and other rural industries?

TOURISM

Tourism is a significant contributor to the regional Victorian economy. In 2016, around 63 million visitors spent \$10.3 billion in regional Victoria. Many regional roads are key tourism routes as shown in Figure 5.

Tourism in regional Victoria is heavily dependent on regional roads because of the distances travelled and the lack of alternative transport modes. In 2016, 44 million domestic and international visitors to regional Victoria used private vehicles to reach their destination.

In some instances, the road itself – such as the Great Ocean Road – becomes the tourist attraction. Growth in scenic driving as a tourist activity may justify the addition of new functional road classifications.

POTENTIAL QUESTIONS:

8. How do our regional roads currently support tourism and how can this be improved?

9. Do tourist roads need features additional to those found on the rest of the network?

Figure 5: Key tourism routes



PUBLIC TRANSPORT

Public transport is a key user of Victoria's regional road network.

Victoria's Regional Network Development Plan highlights the importance of connecting regional communities to stations and bus networks to help people travel to where they need to go.

This includes ensuring there is sufficient car and bike parking facilities for people to travel by road to railway stations to continue their journey via the rail network.

Regional coach, town and school bus networks rely on the road network and ideally use routes that are direct, connected, accessible, sealed and wide enough for stopping and turning around.

ACTIVE TRANSPORT (CYCLING AND WALKING)

Regional roads cater for walking and cycling where demand is sufficient to justify the investment in dedicated or shared paths. Regional roads are designed to give priority to the quick and efficient movement of people and goods through and between towns, which means active transport options are sometimes restricted by road design and vehicle movement.

POTENTIAL QUESTIONS:

10. Does the road network connect you with public transport effectively?
 11. Is there sufficient facilities at nearby train stations and coach stops for parking and riding?
-



The Performance of Regional Roads

SAFETY

Fatality rates on regional roads are four times those of metropolitan roads.

The aim of the Victorian Government's road safety strategy is to reduce Victoria's road toll to fewer than 200 deaths by 2020. *Towards Zero* implements the safe system approach, which recognises that mistakes happen and so crashes are likely. The road system must be designed to reduce the seriousness of a crash by introducing safer roads and roadsides, safer speeds and safer vehicles.

The Safer System Roads Infrastructure Program is a partnership between the TAC and VicRoads to deliver safer roads infrastructure throughout Victoria. The TAC has committed \$1 billion to the program over 10 years, with VicRoads responsible for managing the projects. The program will transform Victoria's highest-risk roads into some of the state's safest.

Treatments on regional roads include:

- Flexible barriers such as wire-rope barriers that prevent cars from running off the road or into oncoming traffic, so that if a collision does occur, it is with the barrier rather than a solid object beside the road or an oncoming vehicle.
- Tactile surfaces, which are raised or grooved patterns along a road that provide motorists with an audible warning that their vehicle is straying from the travel lane, usually as a result of a drowsy or distracted driver.
- Sealed shoulders, which ensure that when a vehicle leaves the road, especially at high speed, returning to the road is easier if the tyres can grip to a sealed shoulder rather than trying to get traction on loose gravel.

POTENTIAL QUESTIONS:

12. What can we do differently to make regional roads safer?
 13. Do you avoid any particular place on regional roads and if so why?
-

AN INTEGRATED TRANSPORT NETWORK

Some road trips link people and goods to other transport modes like rail. For example, many freight operators in rural and regional Victoria use a state-wide network of intermodal terminals to transfer goods between road and rail as part of an integrated supply chain.

Improvements to the road network are increasingly focussed on providing efficient interconnectivity between modes of transport.

POTENTIAL QUESTIONS:

14. Does the road network provide efficient connections to freight centres and rail terminals?
-

AN ACCESSIBLE, CONNECTED AND CAPABLE NETWORK

Most trips made on regional roads include some travel on local roads and the use of private roads or entrances. While most people in Victoria live on local roads, those who live on regional roads generally have driveways that connect directly with a regional road.

VicRoads works with local government and operators of private roads to ensure the transition between regional and other roads is seamless and safe. While VicRoads maintains responsibility for the entire road easement, it works with local government to manage service roads, footpaths and other features not related to through traffic.

POTENTIAL QUESTIONS:

14. Are you aware of areas where getting on or off a regional road is unworkable or unsafe?
 15. Does the road network currently meet your travel needs? Will it in the future?
 16. What is the most important trip you need to make using the road network?
-

AMENITY

Towns and cities linked by high-quality roads with good amenity will usually generate more tourism traffic and economic activity than towns linked by poor-quality roads.

Road authorities understand the importance of making travel enjoyable. This includes not only the quality of the road but also the surrounds, the natural environment, the services along the journey such as fuel, food, drinks and toilets, and the opportunity to sleep or power nap. Road authorities supplement the services provided in towns and commercial venues, especially in more remote areas.

Amenity is also a driver of investment in new roads. Bypasses enable regional cities and towns to reduce the amount of through traffic, improving the amenity of main streets and residential areas.

POTENTIAL QUESTIONS:

17. What are good and bad examples of services along regional roads such as rest stops and amenities?
-

INTELLIGENT TRANSPORT SYSTEMS

Victoria is a leader in the incorporation of intelligent transport systems into road design. Mobile and on-board information systems built into vehicles and on-road information via electronic signs give road users real-time information on incidents like lane closures and congestion.

Some of these systems are managed by TFV, some use base data provided by road authorities and others are independent of the road network. Some technologies – like those developed outside the transport sector – require modifications to regional roads to be fully effective. Investing in new technologies will continue to be a demand on and priority for the road network.

POTENTIAL QUESTIONS:

18. How do you currently get the road information you need for your journey to determine your route?
 19. Do you use any social media or web based systems when using regional roads, if so which ones and how could they be improved?
 20. What information (e.g. near real time information on accidents, detours, repairs, etc.) could assist you to make better decisions about your journey?
-

RESILIENCE

Resilient networks are those that offer alternative routes during an unplanned closure and reopen quickly. Improving resilience means eliminating or reducing the impact of network emergencies using measures such as raised road pavements to reduce the recurrence of flooding.

Alternative routes are particularly important for time-critical travel such as public transport and perishable freight, or people travelling to time-critical appointments or interconnecting travel, such as an airport.

During emergencies, roads are closed at the discretion of emergency services (the incident controller). The incident controller may permit travel under strict conditions, usually related to maintaining essential services. At the conclusion of the emergency, the incident controller returns responsibility to the road authority, at which time the affected roads are inspected, repaired and returned to partial or full service.

Early advice to travellers via media, mobile technology and road signage enables road users to quickly make decisions about diverting to an alternative route or pausing or postponing their journey.

POTENTIAL QUESTIONS:

21. Whilst travelling, how do you get information about emergencies, road closures or alternative routes?
 22. What are the things you consider or notice when considering whether roads are properly maintained, and performing to your expectation?
-

VICTORIA'S FREIGHT ADVANTAGE

DISCUSSION PAPER

Draft Comments on Behalf of
Wimmera Southern Mallee Regional Transport Group

MAKING BETTER USE OF THE ROAD NETWORK

What factors limit road transport operating 24/7 in order to better utilise off-peak capacity on our networks?

From a Wimmera-Southern Mallee (WSM) regional perspective, the road network is not currently experiencing capacity issues in our region. This is considered to be more of a factor in metropolitan locations or at ports.

Nevertheless, issues of distance and regulations concerning driver hours are constraints on utilisation of the road network. Enhanced facilities to support transport operations, such as the Nhill Trailer Exchange facility have proven important in helping to facilitate road utilisation.

Is the SmartRoads hierarchy adequate to support growth in the freight task?

SmartRoads has had limited application in this region, and focussed primarily on the CBD area of Horsham. This process has highlighted the problem of truck access of a key secondary highway through the Horsham CBD area and the need for a bypass / ring road network around the whole of Horsham. While there is a priority on identifying a bypass of the Western Highway around Horsham, a problem remains that a bypass / ring road network encompassing the secondary highways that traverse Horsham is required to effectively remove through truck traffic from Horsham to provide the desired safety, amenity and freight efficiency benefits.

What other measures should Victoria initiate or support to improve truck safety on our roads?

The road network in many areas is in poor condition. Funding to upgrade and maintain it to suitable standards of roughness, width and provision for passing should be provided.

Increases to the extent of the network available for larger trucks, e.g. road trains, should be deferred until the network has been suitably upgraded.

Maximise utilisation of the rail network, through increased incentives to use intermodal facilities.

Other?

Local roads in rural areas, in particular the grain-belt of north western Victoria are critical to the efficient production and transport of grain based agriculture. In effect, every local road services the extensive grain "factory" of north west Victoria. There are increasing demands on these roads to cater to larger trucks, and in all seasonal conditions. These demands are taxing the capacity of local government to fund their upgrade, maintenance and renewal. An improved roads funding system is needed which ensures these important local roads are not forgotten in the context of the main high-

volume interstate routes.

The expansion of grain growing in the south-west quadrant of the Horsham Rural City municipality has placed a much greater load on local and arterial roads, due to the greater use of larger trucks to support grain operations.

Further, many local roads form part of the key freight routes within municipalities, acting as key links with the arterial network. Where identified as such, these freight routes should be upgraded to a standard that meets the safety and performance specifications appropriate for the level of the freight task they provide.

FIRST AND LAST-KILOMETRE RESTRICTIONS ON ROAD FREIGHT

To what extent is the movement of Victoria's freight impeded by poor access to local roads?

Nearly every freight movement of grain and other agriculture products starts on a local road. Often these roads are constrained due to seasonal conditions (rain) or load capacity. These constraints impact on the timeliness of grain production operations and can hinder yields or productivity outcomes.

A balance is needed to improve local roads to facilitate primary industry production, but not so that local roads become an alternative to the intended arterial network for through-traffic movements. Experience has seen extensive use of parallel local road networks where arterial roads have been allowed to deteriorate due to insufficient maintenance expenditure.

How do we minimise the impact of freight on safety and amenity in our local communities?

Ideally, freight movements, especially with the trend to increases in vehicle sizes, requires separation of freight routes from urban areas, in particular CBD and town areas where there is a focus on pedestrian movement, cycling and vehicle manoeuvring associated with parking. Bypasses or truck routes of these areas are required. Often, this will require long term planning.

In Horsham, a significant safety and amenity issue has developed where the Horsham south industrial area, fed primarily from Golf Course Road, intersects with the Western Highway and Henty Highway. This complex intersection is approaching unworkable status, and has a range of safety, and efficiency concerns.

Other?

Access to Ports, including Portland and Geelong is of particular importance to this region.

Much more utilisation and reliance should be placed on regional road groups, such as the Western Highway Action Committee and Wimmera Southern Mallee Regional Transport Group. These groups have broad membership and significant expertise in these areas, and provide credible information on transport priorities on a region-wide basis, supporting efficient allocation of funds for these purposes.

Freight traffic in and around Horsham is an issue. A bypass of Horsham and a link of the Wimmera Highway (west) to the industrial area in Horsham South will facilitate this.

INTRASTATE RAIL FREIGHT

How can the network better manage passenger and freight demand?

The Wimmera-Southern Mallee is poorly served with rail services. The “Western Rail” project is lobbying for an increase in passenger rail services to and from Ararat, Horsham and Hamilton. While there may be some concerns about conflicts between increased passenger rail services and freight, there is a potential for win-win outcomes, with the Western Rail project advocating for extra rail passing lanes, improved signalisation and standardisation of gauge. This standardisation of the rail gauge west of Ballarat would complete this task in north-west Victoria. Funding of the business case for the Western Rail project is vital to demonstrate how these benefits will be delivered.

What are the priority initiatives that would make rail more efficient and competitive?

- Road use pricing that reflects true costs. Recent media has announced the imminent production by TESLA of electric powered semi-trailers. The long-term use of a fuel-based tax to fund roads is therefore in question. Yet, already there are disincentives for rail to be used for freight instead of road. The current mode shift incentive scheme provides one mechanism to address the imbalance in road use charging – this incentive should be retained, and potentially expanded.
- Further standardisation of rail gauges should be considered.
- Improved signalisation and additional, longer passing loops, or duplication of rail networks.

Other?

INTERSTATE RAIL FREIGHT

How can Victoria take advantage of the inland rail project?

Should Victoria consider extending its commitment to the double-stack container network?

Yes, in particular through to South Australia.

Other?

Higher axle loadings.
Additional, longer passing loops.

SHORT-HAUL METROPOLITAN RAIL FREIGHT

What barriers exist to the use of rail for the movement of metropolitan freight?

What initiatives in policy, regulation or investment can support the success of metropolitan short-haul rail?

Other?

AIR FREIGHT
What can be done to improve corridors to our airports?
Other?

Regional Roads Strategy

DISCUSSION PAPER | 2017

Draft Response

Mix of Horsham, WSM RTG and WHAC Considerations

Responses will be separated later.

Regional Road Network

What improvements would you like to see to the regional road network in the next 30 years?

For the Western Highway

- Completion of duplication of Western Highway to Stawell, and Deep Lead.
- Horsham bypass and ring / link road network completed
- Ararat, Beaufort bypasses completed
- Planning of duplication to SA Border in place, including a Stawell Bypass.
- Removal of at-grade intersections and additional lanes on the Western Highway – Melton – Melbourne
- Leigh Creek – Ballarat constructed to full freeway standard
- Bacchus Marsh eastern link road completed.
- Improved connections on Western Freeway in Melbourne, beyond the Ring Rd.

For Horsham municipality

- Horsham bypass and ring / link road network
- Upgrade of the Stawell Rd / Golf Course Rd / Henty Highway and Western Highway / Geodetic Rd intersections.
- Upgrade of priority freight routes
- Review of the arterial road network to include some local road, priority freight routes
- Upgrade of tourism routes, especially Grampians Way
-

How can the road network best support your region's forecast population growth?

Population growth is not significant in the WSM region. Key issues are:

- Expected growth in interstate freight, Western Highway
- Incremental growth in Horsham, requiring delineation of freight routes ASAP so that orderly urban growth can be planned and occur around these routes.
- Enhancing access to rail from the arterial road network, especially through the Wimmera Intermodal Freight Terminal.

Is the road network preventing the arrival of new industries or curtailing growth in existing ones?

Increasing use of spraying of chemicals on crops requires year-round access on local roads, i.e. including wet weather – hence placing additional demand on local roads to be upgraded.

Wide farm machinery – need preferred routes for these – vegetation is often an issue.

Some difficulties are encountered with route planning for the very large and heavy loads associated with wind farm components.

Other?

Much more utilisation and reliance should be placed on regional road groups, such as the Western Highway Action Committee and Wimmera Southern Mallee Regional Transport Group. These groups

have broad membership, and significant expertise in these areas, and provide credible information on transport priorities on a region-wide basis, supporting efficient allocation of funds for these purposes.

A better balance is needed between native vegetation regulations and road upgrade / safety on road reserves.

THE FUNCTIONAL ROAD CLASSIFICATION SYSTEM

What functions should be considered in prioritising investment for the regional road network?

Local roads in rural areas, in particular in the grain-belt of north western Victoria are critical to the efficient production and transport of grain based agriculture. In effect, every local road services the extensive grain “factory” of north west Victoria. There are increasing demands on these roads to cater to larger trucks, and in all seasonal conditions. These demands are taxing the capacity of local government to fund their upgrade, maintenance and renewal. An improved roads funding system is needed which ensures these important local roads are not forgotten in the context of the high-volume interstate routes.

Further, many local roads form part of the key freight routes within municipalities, acting as key links with the arterial network. Where identified as such, these freight routes should be upgraded to a standard that meets the safety and performance specifications appropriate for the level of the freight task they provide.

Other?

The Uses of Regional Roads

FREIGHT

What priority investments in regional roads and bridges will help reduce the costs of moving freight?

- An additional road crossing of the Wimmera River in or on the south-west margins of Horsham
- Upgraded bridge capacities, potentially at Drung Drung (Gross’ Bridge) or Lower Norton to facilitate movement of overweight items (e.g. wind farm nacelles)
- Better links to intermodal terminals
- Albacutya Bridge over Outlet Creek
- Refer to the Regional Transport Strategy and Supply Chains Strategy.

How smoothly does the road network function for all users?

An imperative is upgrading roads used as alternative routes for when the Western Highway or other highways are closed, e.g. due to accidents.

There is limited congestion in the region, except some key intersections in Horsham (CBD, Stawell Rd) and at key locations in other regional cities. Often this is for relatively short periods.

Many sections of road in the region suffer from the “Wimmera Waves” – causing excessive undulation and surface roughness, due to the highly reactive soils found in this region. This can lead to freight seeking alternative routes, sometimes on local roads due to excessive roughness of roads – which has in some cases led to damage of freight being hauled.

Maintenance has been poor in areas, but there is a noticeable improvement in this with recent funding increases, which is very much appreciated in this region.

Other?

AGRICULTURE AND RURAL INDUSTRIES

How can the regional road network better support farming, agriculture and other rural industries?

- Better standard access to all farms, for weather / heavier vehicle access
- Designated farm vehicle routes – wider re tree clearance, also for slow vehicles to not be an impediment to other traffic.
- Better links to arterial roads, including cross-municipality secondary freight routes.

Other?

TOURISM

How do our regional roads currently support tourism and how can this be improved?

- Tourism is often impacted by roads not being sealed, which is a constraint for hire cars.
- Grampians Way is a key route that needs to be developed to facilitate tourist access around the perimeter of the Grampians.

Do tourist roads need features additional to those found on the rest of the network?

Yes:

- Additional signage (mobile coverage isn't complete, hence can't rely on Google maps)
- Rest stops

Other?

PUBLIC TRANSPORT / ACTIVE TRANSPORT (CYCLING AND WALKING)

Does the road network connect you with public transport effectively?

Yes, generally, although there can be considerable distances to access suitable public transport.

Are there sufficient facilities at nearby train stations and coach stops for parking and riding?

In much of this region there are fundamentally inadequate train services to make this question relevant.

Expanded parking facilities at Wendouree and Ararat are priorities until passenger rail can be expanded to Western Victoria.

Other?
The Performance of Regional Roads
SAFETY
What can we do differently to make regional roads safer?
<ul style="list-style-type: none"> • Duplication of the Western Highway • Wider seals and shoulders on arterial roads. • Reduced roughness / adequate maintenance. • Wire-rope safety barriers, including in medians • Wider central line marking. • Selected vegetation removal
Do you avoid any particular place on regional roads and if so why?
The lack of sufficient load capacity on the Albacutya Bridge over Outlet Creek, north of Rainbow, presents a major barrier to freight in that part of this region.
Other?
A safer speeds approach is supported, however, a blanket reduction in speed limits on unsealed roads is not appropriate. Many sections of dirt and gravel roads are capable of supporting travel at 100 km/h due to straightness / good visibility. If speed limits are introduced on these roads, they should be based on appropriate criteria in sections of roads where these criteria are not met.
AN INTEGRATED TRANSPORT NETWORK
Does the road network provide efficient connections to freight centres and rail terminals?
Links from the Western Highway to the Wimmera Intermodal Freight Terminal are not ideal. Many local roads are used to facilitate this as short-cuts to the preferred use of arterial roads.
AN ACCESSIBLE, CONNECTED AND CAPABLE NETWORK
Are you aware of areas where getting on or off a regional road is unworkable or unsafe?
<ul style="list-style-type: none"> • Golf Course Rd intersection with Western Highway, Horsham. • Geodetic Rd intersection with Western Highway, Horsham.
Does the road network currently meet your travel needs? Will it in the future?
<p>The Western Highway between Ararat and Stawell / Deep Lead is becoming increasingly difficult to safely pass slower vehicles. A small increase in traffic levels has led to the situation / observation, where there are very few gaps in oncoming traffic in straight sections of road to pass the slower traffic, e.g. trucks. There also seems to be a slight increase in the amount of day time truck traffic adding to this perception and the desire to pass this truck traffic.</p> <p>Duplication of the Western Highway will address this issue.</p> <p>Freight traffic in and around Horsham is an issue. A bypass of Horsham and a link of the Wimmera Highway (west) to the industrial area in Horsham South will facilitate this.</p>

Increasing congestion is being experienced in the Western Freeway from Bacchus Marsh through to Melbourne.
What is the most important trip you need to make using the road network?
Other?
AMENITY
What are good and bad examples of services along regional roads such as rest stops and amenities?
<p>There are many good examples of recently upgraded rest stops along the Western Highway.</p> <p>Some poor characteristics of rest stops in other locations include:</p> <ul style="list-style-type: none"> • Lack of shade • Poor road surface • Drop-offs from the shoulder of road onto the rest stop. • Inadequate litter and recycling provision.
Other?
INTELLIGENT TRANSPORT SYSTEMS
How do you currently get the road information you need for your journey to determine your route?
<p>In rural areas, consideration is given to weather conditions, as many local roads are dry weather only, though typically not key routes.</p> <p>In metropolitan areas, google maps and other traffic systems assist in identifying potential congestion areas, and the ability to consider alternative routes. Radio traffic alerts provide updated information which reinforces this electronic information.</p>
Do you use any social media or web based systems when using regional roads, if so which ones and how could they be improved?
Only during floods, when there are large numbers of road closures. VicRoads and some Council websites have relevant information. Social media is increasingly relevant for this, but does not always provide system-wide information and therefore does not yet provide a comprehensive service.
What information (e.g. near real time information on accidents, detours, repairs, etc.) could assist you to make better decisions about your journey?
All of the above, plus congestion.

Other?
RESILIENCE
Whilst travelling, how do you get information about emergencies, road closures or alternative routes?
Usually by Police establishing road closures and redirecting traffic. The large overhead electronic display boards at some locations on the Western Highway are effective, but there are too few of them to provide relevant information about closures along the full length of the highway. Further, it is not clear that more of these types of boards are wanted. Consideration should be given to other means of alerting closures, for example through the Emergency Services Alert App.
What are the things you consider or notice when considering whether roads are properly maintained, and performing to your expectation?
You don't notice the road when it is performing to expectation – you enjoy the countryside.
Other?
The restoration of roads after flood or fire has damaged them is a critical function. The current standards for funding of restoration of roads is inefficient, leading to the potential requirement for future funding to repeatedly restore the same section of road, e.g. in floodways. Appropriate funding should be provided to upgrade critical sections of road that have the propensity for repeated failure, to efficiently and effectively use public funds.
ANYTHING ELSE?