

AGENDA

ORDINARY MEETING OF THE
HORSHAM RURAL CITY COUNCIL

To be held on
16 December 2019

At 5.30pm

In the
Council Chamber, Civic Centre
18 Roberts Avenue, HORSHAM



Horsham Rural City
Council urban rural balance

**COUNCILLORS are respectfully requested to attend the Ordinary Meeting
of the Horsham Rural City Council to be held on 16 December 2019
in the Council Chamber, Civic Centre, Horsham at 5.30pm**

Order of Business

PRESENT

ALSO IN ATTENDANCE

1. PRAYER

Almighty God, we pledge ourselves to work in harmony for, the social, cultural and economic well-being of our Rural City. Help us to be wise in our deliberations and fair in our actions, so that prosperity and happiness shall be the lot of our people. AMEN

2. ACKNOWLEDGEMENT OF COUNTRY STATEMENT

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

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

3. OPENING AND WELCOME

Welcome to distinguished guests or persons in the public gallery. The public are advised that the Council meeting will be recorded to maintain an audio archive.

4. APOLOGIES

5. LEAVE OF ABSENCE REQUESTS

6. CONFIRMATION OF MINUTES

Recommendation

That the minutes emanating from the Ordinary Meeting of the Horsham Rural City Council held in the Council Chamber, Civic Centre, Horsham at 5.30pm on 25 November 2019 and the Special Meeting of the Horsham Rural City Council held in the Council Chamber, Civic Centre, Horsham at 5.30pm on 9 December 2019 be adopted.

7. CONFLICTS OF INTEREST

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.

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CLOSE



SUNIL BHALLA

Chief Executive Officer

9. OFFICERS REPORTS

9.1 HORSHAM RURAL CITY COUNCIL OPEN SPACE STRATEGY

Author's Name:	Kevin O'Brien	Director:	Kevin O'Brien
Author's Title:	Director Community Wellbeing	Directorate:	Community Wellbeing
Department:	Arts, Culture and Recreation	File Number:	F27/A11/000007

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* – Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Horsham Rural City Council Open Space Strategy – Final Report (**Appendix "9.1A"**)

Purpose

To note proposed changes to the Draft Horsham Rural City Council (HRCC) Open Space Strategy and adopt the updated HRCC Open Space Strategy as presented.

Summary

- At its Ordinary Meeting on 25 November 2019, Council resolved to defer the HRCC Council Open Space Strategy to a further meeting, and after Council has considered a report in relation to the Jenkinson Avenue and McBryde Street site.
- The draft HRCC Open Space Strategy has been amended to reflect the Council resolution in relation to the proposed feasibility study for an indoor/outdoor sports facility, which will consider the Crown Land Showgrounds site and the Horsham West option (Jenkinson Avenue site).

Recommendation

That Council:

1. Note the changes made to the Draft Horsham Rural City Council Open Space Strategy as a result of the Council decision to conduct a feasibility study of a regional indoor/outdoor sporting facility which independently considers Crown Land Showgrounds site and the Horsham West option (Jenkinson Avenue site).
2. Adopt the Horsham Rural City Council Open Space Strategy (**Appendix "9.1A"**).

REPORT

Background

The HRCC Open Space Strategy was developed by external consultants, Sport Business Partners (SBP) throughout 2019. The purpose of the strategy was to provide Council with strategic directions to determine priorities for the planning, provision and development of open space across the municipality. Council has not previously had an Open Space Strategy.

Following the most recent public comment period involving community, stakeholder and Council Officer responses and feedback, the HRCC Open Space Strategy was finalised for adoption by Council. All responses were assessed against the Open Space Strategy principles and original brief to determine whether changes to the document should be made. These changes included the amalgamation of a number of recommendations in the action plan in order to provide a succinct set of actions which would be supported and achievable by Council.

The HRCC Open Space Strategy was presented to the Ordinary Meeting of Council held on Monday 25 November 2019 and it was resolved:

That Council defer agenda item 9.2 Horsham Rural City Council Open Space Strategy to a further meeting, and after Council has considered a report in relation to the Jenkinson Avenue and McBryde Street site.

Discussion

Deferring of the consideration of the adoption of the HRCC Open Space Strategy would result in a 12 to 18-month delay to when this strategy would be considered again by Council. This is the estimated timeframe to complete an assessment of the feasibility study of an outdoor/indoor sports facility for Jenkinson Avenue or McBryde Street. There is no budget allocation for the feasibility study work to be carried out and an allocation needs to be considered as part of the 2020/21 budget process, and it is envisaged that it would be also subject to an external grant. If funding is secured, the feasibility study would commence in September 2020 at the earliest.

The delay for Council to consider adoption of the HRCC Open Space Strategy stalls the process of incorporating the strategy into the Planning Scheme, which in particular, guides future private residential developments in the municipality (*refer to action 5.1.1 page 80: Implement changes to open space contributions into the planning scheme in line with the draft Open Space Contribution Policy and 5.1.2 Increase Open Space Developer Contributions in HRCC to 7-10% to elevate the city as a leader in Victoria. it also puts on hold the advancement of an open space contributions policy*).

Until adoption, there is no strategic guidance for future open space development (*refer to action 5.2.5 page 80: Develop criteria and/or a decision making framework/matrix to assess the sustainability and priority of new developments and upgrades to all types of open space in line with the open space principles. This should inform Council direction in response to Council led recommendations, Council Plan projects, pipeline projects, development proposals, grant applications, community grants, community donations, and Council support for Crown land facilities and action 3.2.4 page 78: Prepare and/or update master plans for all existing and new neighbourhood, municipal and regional open spaces in the municipality to guide development. Priority open space include: Sunnyside Park and Dudley Cornell Park*).

The following changes have been made to the HRCC Open Space Strategy as a result of Council revoking McBryde Street as its preferred location and its intention to conduct a feasibility study independently which considers Crown Land Showgrounds site and the Horsham West option (Jenkinson Avenue site).

Horsham Showgrounds Precinct and or Indoor/Outdoor Sports Facility reference:

Executive Summary (page 6)

There are also some open spaces such as the Horsham Racecourse and the Horsham Showgrounds, where a large portion of the area is encumbered space and not able to be used by the broader community.

Proposed addition: Any future consideration of a regional indoor/outdoor sports facility at the Horsham Showgrounds would be determined as a result of the conducting of a feasibility study independently which considers Crown Land Showgrounds site and the Horsham West option (Jenkinson Avenue site).

Key Issues (page 36)

The River Precinct is somewhat underutilised and has the potential to be a major destination for recreational and social enjoyment.

Proposed addition: Any future consideration of a regional indoor/outdoor sports facility for the River Precinct would be determined as a result of the conducting of a feasibility study independently which considers Crown Land Showgrounds site and the Horsham West option (Jenkinson Avenue site).

Key Issues (page 42)

This locality is also home to the Horsham Showgrounds, which houses the Horsham Greyhound track. Often described as an 'eyesore' by both visitors and the local community, this area has great potential to be opened up for better community use.

Proposed addition: Any future consideration of a regional indoor/outdoor sports facility at the Horsham Showgrounds would be determined as a result of the conducting of a feasibility study independently which considers Crown Land Showgrounds site and the Horsham West option (Jenkinson Avenue site).

Future Considerations (page 42)

In conjunction with the Showgrounds Committee of Management and GRV, develop a 20-year strategy for the Showgrounds. The objective should be to open up this asset to the community, whilst ensuring the greyhound racing club activities are secured for the safety of the public.

Proposed addition: Any future consideration of a regional indoor/outdoor sports facility as part of the development of a 20 year strategy would be determined as a result of the conducting of a feasibility study independently which considers Crown Land Showgrounds site and the Horsham West option (Jenkinson Avenue site).

Priority 2.3.2 (page 77)

Identify and develop key locations on both sides of the river to improve facilities which accommodate a range of activities. Identified locations include:

- Sawyer Park, City Oval and Horsham Showgrounds

Proposed addition: Any future consideration of a regional indoor/outdoor sports facility at the Horsham Showgrounds would be determined as a result of the conducting of a feasibility study independently which considers Crown Land Showgrounds site and the Horsham West option (Jenkinson Avenue site).

Strategic Recommendation (page 108)

This open space strategy must align with the Horsham Rural City Council, Tourism, Sport and Recreation and the Horsham CAD and Wimmera Precinct Plan.

Proposed addition: That any future consideration of a regional indoor/outdoor sports facility for the River Precinct would be determined as a result of the conducting of a feasibility study independently which considers Crown Land Showgrounds site and the Horsham West option (Jenkinson Avenue site).

Strategic Recommendation (page 109)

The current Sport Facilities and Demand study must align with the open Space Strategy.

Proposed addition: That any future consideration of a regional indoor/outdoor sports facility for the River Precinct would be determined as a result of the conducting of a feasibility study independently which considers Crown Land Showgrounds site and the Horsham West option (Jenkinson Avenue site).

Asset Observations (page 116)

Its relationship with the CAD and surroundings is disjointed. The Greyhounds track is unpleasant to look at and possibly should be moved. We realise there is much discussion to play out here.

The Reviewer recommends that in conjunction with the Showgrounds Committee of Management, a 10 year strategy is developed for this precinct. The objective should be to open up this asset to the community 24/7.

Proposed addition: Any future consideration of a regional indoor/outdoor sports facility located in the Showgrounds would be determined as a result of the conducting of a feasibility study independently which considers Crown Land Showgrounds site and the Horsham West option (Jenkinson Avenue site).

Asset Observations (Strategic Considerations) (page 117)

The Velodrome: Council should investigate opportunities to incorporate this site into the development of an indoor/outdoor sports precinct.

Proposed addition: Any future consideration of a regional indoor/outdoor sports facility would be determined as a result of the conducting of a feasibility study independently which considers Crown Land Showgrounds site and the Horsham West option (Jenkinson Avenue site).

Asset Observations (Strategic Considerations) (page 123)

West Horsham Strategic Considerations: Consideration of this site should only occur if there is significant population growth beyond current projections.

Remove the above statement and change to: Any future consideration of a regional indoor/outdoor sports facility in Horsham West would be determined as a result of the conducting of a feasibility study independently which considers Crown Land Showgrounds site and the Horsham West option (Jenkinson Avenue site).

Financial Implications

Implementation of many of the key findings and recommendations will have financial implications. These will need to be prioritised and taken into account in future budget deliberations and decision-making.

Links To Council Plans, Strategies, Policies

2019-2023 Council Plan

Goal 1 – Community and Cultural Development

Four-Year Priority 1.2 – Develop a safe, active and healthy community, encouraging participation

Financial Implications

Implementation of many of the key findings and recommendations will have financial implications. These will need to be prioritised and taken into account in future budget deliberations and decision-making.

Consultation/Communication

The Project Control Group was made up of Council Officers who were engaged throughout the duration of the development of the HRCC Open Space Strategy.

Most recently, a public comment period was held from 25 June to 30 August 2019 to provide comment of the Draft HRCC Open Space Strategy. Council received the following:

- Eight community individual responses, five group responses, and one workshop response, totalling 304 public comments across the whole document.
- Council Officer Review.

Risk Implications

Not applicable

Human Rights Implications

This report complies with the rights listed in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Conclusion

Following an extensive external and internal review process and taking into account the Council resolution regarding Jenkinson Avenue and McBryde Street, it is recommended that the HRCC Open Space Strategy presented be adopted by Council.

9.2 COMMUNITY HALLS COMMITTEE OF MANAGEMENT ANNUAL MEETING

Author's Name:	Mandy Kirsopp	Director:	Kevin O'Brien
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Department:	Arts, Culture and Recreation	File Number:	F04/A08/000001

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* – Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Draft Minutes – Community Halls Committee of Management Annual Meeting, Thursday 7 November 2019 (**Appendix “9.2A”**)

Purpose

To receive and note the draft minutes of the annual meeting of the Community Halls Committee of Management, and adopt the recommended fees and charges and other recommendations from the committee.

Summary

The Community Halls Committee of Management oversees the operation of 10 community halls. The annual meeting provides an opportunity for hall representatives to report on activities, identify and discuss opportunities and challenges and recommend the range of fees applicable to the operation of the community halls.

Recommendation

That Council:

1. Adopt the following 2020 Fees and Charges for use of Community Halls, noting that they remain the same as 2019 –

Bond	\$100 - \$700
Half day hire	\$25 - \$100
Full day hire	\$25 - \$150
Commercial activities – full day hire (large organisations)	\$200 - \$500
2. Approve the Committee to have discretion not to request a bond or hire fee for selected community events.
3. Provide Community Halls' representatives with information regarding asbestos in their hall and ensure that asbestos warning stickers are placed on surfaces as required.
4. Note the Committee of Management's recommendations regarding criteria for the recognition of volunteers.
5. Investigate options to support the provision of toilet facilities in rural areas noting the financial and workload burden placed on voluntary community committees.

REPORT

Background

The Community Halls Committee of Management is a Special Committee of Council established under Section 86 of the *Local Government Act 1989*.

The Committee of Management is comprised of representatives from 10 community halls. Representatives present at the 2019 annual meeting were:

Jacqueline Ridler	Dadswells Bridge Hall	(Delegate for Daryl Deutscher)
David Arnott	Jung Hall	
Judith Berendsen	Laharum Hall	
Clare Dunn	Mitre Hall	(Delegate for Richard Steere)
Robert Byrne	Sailors' Home Hall	
Susan Flanagan	Taylor's Lake Hall	

The following representatives were unable to attend the 2019 meeting:

Susan Hogan	Hamilton Lamb Memorial Hall (Delegate for Murray Minne)
Glenys Forte	Natimuk and District Soldiers' Memorial Hall
Jeff Both	Natimuk Community Centre (NC ²)
Luke Rees	Telangatuk East Hall

At the annual meeting of the Community Halls' Committee of Management, representatives provide individual reports, discussed the operation of the halls and recommend hire fees.

Discussion

Fees

Usage of the halls varies considerably. Some halls have weekly activity throughout the year and other halls host only three to four events a year. Most halls are used in the evenings. Fees are kept to a minimum, reflecting both the level of service provided at the respective halls and community expectations regarding costs.

Each administrative sub-committee (hall committee) is responsible for ensuring the fees collected are adequate to pay for the operational expenses of the hall. Financial records are presented annually and checked by Horsham Rural City Council's Finance Department.

Based on a consideration of operating expenses, community expectations and capacity to pay, the Committee of Management has made a recommendation regarding fees for the 2020 year.

Power Expenses

Supply of power to halls is an ongoing concern to the hall representatives and they are looking to Council to assist with a range of strategies to minimise costs associated with power supply and usage. Strategies include: installation of solar panels, replacement LED lighting and draught proofing or insulating the halls. Hall representatives will investigate the bulk procurement option for power supply through Procurement Australia.

Toilets

Of the 10 community halls, seven have toilets located within the hall and committee members manage the cleaning of them.

Mitre, Telangatuk East and Jung halls each have toilets that are separate to the hall and are accessible to the public. Laharum Hall has both internal and external toilets.

Cleaning of the toilet at Jung Hall is undertaken via a contract with a cleaning agency.

Committee members at Laharum, Mitre and Telangatuk East clean the toilets located outside their halls. Representatives from these halls have previously identified concerns with the practice of cleaning toilets that are available to the general public. At Laharum, the external toilet is used by campers and people traveling through the area, at Mitre, a school bus stop is located adjacent to the toilets, and at Telangatuk East, the toilets are used by passing traffic, possibly people travelling to Rocklands Reservoir.

The Mitre Hall committee pays costs associated with cleaning and, also with the supply of water to the toilets (tank, pump, power and maintenance). The primary use of power at the hall is to operate the electric pump for the toilet. The hall committee is not reimbursed for this expense.

The Committee of Management recommends that a financial contribution be made to the hall committees where toilets are accessible by the general public.

Asbestos

Asbestos has been found in a number of the halls, but details have not been provided to the hall committees. Representatives have requested information regarding the location and extent of asbestos in the buildings. All hall committees have been advised to contact the Facilities Management team prior to any works being undertaken on their hall.

Volunteers

Community halls exist because of the volunteer contribution to maintenance and fundraising. Currently, volunteers register, either as members of the hall committee or for specific community events, and sign in and out when participating in working bees.

Enabling technology is required if volunteer activity is to be captured electronically, as is required for the proposed volunteer database. This includes technology for signing-in and recording hours (for example, iPads for each of the halls or smart pens and paper, where paper-based attendance registers are easily converted to electronic files).

The Committee of Management recognises the potential of data capture and usage, but has suggested essential resources are required if the proposed program is to be successful.

Extensive discussion preceded recommendations regarding criteria for the recognition of volunteers, with a distinction being made between the amount of time dedicated to community service and the impact of the community service.

The Committee of Management is aware of the challenges of operating community halls in rural areas with an ageing population that is also declining in number.

Changing community expectations regarding the role of volunteers, and community mobility (off-farm incomes and schooling in towns) negatively affects the ability to recruit people to fill roles on a committee or even for a working bee.

Financial Implications

Currently, fees collected by each of the halls are adequate to cover the utilities component of operating expenses. Adopting the recommended fees will not alter this arrangement.

Installation of solar panels for three halls will potentially be funded through external sources. The Committee of Management seeks to continue the installation of solar panels to the remaining seven halls, along with implementing other energy saving measures. The details have not been formalised and costing is not available at this stage.

The Committee of Management requests financial assistance for three community halls responsible for the operation of external toilets. A review may identify other operational issues (for example, provision of water and power at Mitre hall toilets). Until a review has been completed, the financial details cannot be provided.

Links To Council Plans, Strategies, Policies

2019-2023 Council Plan

Goal 1 – Community and Cultural Development

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

Four-Year Outcomes –

1.1 Contribute to building a vibrant and diverse community

1.2 Develop a safe, active and healthy community encouraging participation

Goal 3 – Asset Management

Meet community and service needs through the provision and maintenance of infrastructure

Four-Year Outcome 3.4 – Develop works to develop and maintain Council's physical assets for long-term sustainability, amenity and safety

Consultation/Communication

Reports and recommendations made at the Community Halls' Committee of Management annual meeting reflect issues identified by sub-committees of the ten administrative committees, (hall committees).

Risk Implications

Community halls provide a significant role in the social and wellbeing of rural communities. The hall committees are experiencing increased challenges recruiting volunteers and managing operational expenses. There is a risk that volunteer numbers will continue to decrease and the operation of community halls will cease.

Environmental Implications

Energy efficiency measures benefit our environment by conserving resources and minimising output.

Human Rights Implications

This report complies with the rights listed in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Conclusion

The Community Halls' Committee of Management is the representative body for the ten community halls.

Volunteers manage the halls, and the activities provided in the facilities, create opportunities for community connection, cohesion and support. The Committee of Management has identified opportunities to support volunteers and the operation of community halls.

9.3 DOMESTIC ANIMAL MANAGEMENT PLAN

Author's Name:	Lauren Coman	Director:	Angela Murphy
Author's Title:	Manager Regulatory Services	Directorate:	Development Services
Department:	Regulatory Services	File Number:	F25/A15/000001

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* – Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Horsham Rural City Council Domestic Animal Management Plan 2017-2021 (**Appendix “9.3A”**)

Purpose

To adopt the Horsham Rural City Council Domestic Animal Management Plan (DAMP) 2017-2021 (**Appendix “9.3A”**).

Summary

- The DAMP provides analysis as to areas of the service provided by Council’s Community Safety Unit in relation to animal control that require improvement. It further clarifies, through the development of specific measurable actions, where the Unit needs to focus its activities.
- Overall, save for some initiatives, it is anticipated that the actions set out in the DAMP be implemented within normal activities and within the current budget.
- The DAMP was:
 - Prepared in consultation with members of the Domestic Animal Management Advisory Group
 - Exhibited and the community were invited to comment for a period of four weeks
 - Received without comment by the Department of Jobs, Precincts and Regions.
- The DAMP was exhibited for public comment for four weeks.

Recommendation

That Council adopt the Horsham Rural City Council Domestic Animal Management Plan 2017-2021 (**Appendix “9.3A”**).

REPORT

Background

Horsham Rural City Council, like all Councils in Victoria, is required by the *Domestic Animals Act 1994 (Act)* to prepare and implement a DAMP every four years. This plan sets out a program of actions which aim to ensure compliance with statutory requirements, and to implement the vision and strategic objectives identified for effective animal management control in the Horsham Rural City Council municipality.

The Plan:

- Documents Council's current animal management processes and practices
- Evaluates whether animal control services provided by the Council meets strategic objectives, as set by the legislature and community standards
- Sets out a program of action Council intends to pursue to meet those strategic objectives
- Provides a benchmark against which progress in meeting the strategic objectives can be evaluated
- Provides for a review of existing orders made by the Council under the Act and local laws regarding the management of dogs and cats in the municipality.

Discussion

The DAMP has been prepared in consultation and with the assistance of members of the Domestic Animal Management Advisory Group (Advisory Group). The Advisory Group developed the DAMP's Vision and Strategic Objectives.

Key Issues

The following key issues emerged during development of the DAMP:

1. While improvements have been made in data capture over the past 10 months, it is recommended the data the Community Safety Unit collects and the method of data capture be reviewed. Leveraging new technology will improve data collection and service delivery.
2. Current data reveals there is a significantly high number of cats being euthanased. Extracting feral cat data from overall cat data is important to provide a better picture of how the Community Safety Unit is performing in this space.
3. Turnover of staff in the Community Safety Unit has an impact on service delivery and data capture.

Actions

A number of actions, many suggested by the State in their DAMP template, have been incorporated into Council's DAMP to address the above key issues and other emergent issues. The actions are specific and measurable and include a target of where the Community Safety Unit would like to be by 30 June 2021.

In summary, the actions:

- Have a community education and collaboration focus
- Ensure appropriate training and support of Community Safety Officers
- Look for best practice solutions moving forward, such as investigating the feasibility of a regional pound facility with our neighbouring municipalities.

Why is the DAMP dated 2017 – 2021?

Council's DAMP is overdue.

The Plans are to cover a period nominated by the State, in this case from 2017 to 2021, to maintain consistency with other local Councils. Council sought, and was granted, an extension for the submission of the DAMP from the Department Jobs Precincts and Regions (DJPR) because staff turnover prior to 1 July 2017 affected the development of the DAMP.

Since 1 July 2017, there has been a one hundred percent turnover of staff within the Community Safety Unit with three senior staff retiring, representing a significant loss to a small team. A period of disruption followed, with the need for Council to engage contractors to meet operational needs. Permanent and temporary positions were finally offered from January through to May 2019.

Management of data capture during this disrupted period has also been a significant issue. This has been further exacerbated by a migration from paper-based records to an electronic work flow system in early 2018.

Financial Implications

Overall, save for some initiatives, it is anticipated that the actions set out in the DAMP be implemented within normal activities and within the current budget.

What will need to be budgeted for in 2020/21 are initiatives to:

- Leverage technology to improve service delivery and current data capture regarding animal management
- Encourage registrations and identification of domestic animals
- Reduce euthanasia and overpopulation, particularly in relation to cats.

Details of these initiatives are to be provided as part of Council's annual budget planning process.

Links To Council Plans, Strategies, Policies

2019-2023 Council Plan

Goal 1 – Community and Cultural Development

Four-Year Priority 1.4.05 – Review the Domestic Animal Management Plan

Consultation/Communication

As noted above, the DAMP was prepared in consultation with members of the Advisory Group. This Advisory Group to Council comprises a Councillor, a Council Officer, a veterinarian, members of community rehoming associations, and two members of the community. The Advisory Group meets monthly. The members themselves formulated the vision and the strategic objectives of the Draft DAMP and, due to the make-up of the group, it is with some confidence that these strategic objectives reflect community standards. Further, the strategic objectives are closely aligned with the purpose and intent of the *Domestic Animal Act 1994*.

The DAMP was exhibited for public comment for four weeks. As the DAMP is a plan that is mandatory in nature, it was expected that feedback would be minimal. One submission was received and feedback incorporated into the DAMP currently before Council for approval.

That feedback suggested:

1. Improved signage in Council's off-lead dog parks to educate owners as to behavioural expectations of dogs and information as to markers of when a dog is stressed.
2. Collaboration with Horsham Dog Obedience Club to promote obedience training of dogs.

The Community Safety Officers have in the past attended education sessions with the Horsham Dog Obedience Club, but incorporation of this feedback in the DAMP formally recognises and commits the Community Safety Unit to this action.

Risk Implications

The ordinary risks involved with Council not meeting its obligations under legislation apply.

Environmental Implications

Not applicable

Human Rights Implications

This report complies with the rights listed in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Conclusion

The Advisory Group and Council's Community Safety Unit endorse the DAMP. It provides analysis as to areas of the service that require improvement and clarifies, through the development of specific measurable actions, where the Unit needs to focus its activities. Overall, save for some initiatives, it is anticipated that the actions set out in the Draft DAMP be implemented within normal activities and within the current budget.

9.4 2019 HORSHAM AERODROME MASTER PLAN AND DEVELOPMENT STRATEGY

Author's Name:	Michael McCarthy	Director:	Angela Murphy
Author's Title:	Consultant Project Manager	Directorate:	Development Services
Department:	Development Services	File Number:	F04/A06/000001

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* – Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Horsham Rural City Council Horsham Aerodrome Technical Report (Post Workshop) (**Appendix "9.4A"**)

Purpose

To receive and note findings from the review of the 2010 Horsham Aerodrome Business Plan (HABP) and the technical audit of the unendorsed 2016 Horsham Aerodrome Master Plan (HAMP), and present for endorsement the next steps identified as necessary to protect the development potential of the Horsham Aerodrome through planning scheme amendment.

Summary

- ARUP have been undertaking a technical review of previous master planning work undertaken for the Horsham Aerodrome.
- Consultation with the Aerodrome users and Councillors has formed part of the development of a long term vision and plan for the Aerodrome.
- Areas needing further clarification and technical work have been identified through this review.

Recommendation

That Council:

1. Confirm and endorse the findings of the review of the 2010 Horsham Aerodrome Business Plan (HABP) and technical audit of the unendorsed 2016 Horsham Aerodrome Master Plan (HAMP) (**Appendix "9.4A"**).
2. Endorse the long-term vision for the Horsham Aerodrome as the key regional airport in Central Western Victoria.
3. Endorse the proposal to prepare the 2019 Horsham Aerodrome Master Plan and Development Strategy as per the following structure:
 - (a) Current Uses
 - (b) Existing Conditions and Constraints
 - (c) Long Term Vision and Future Role
 - (d) Forecast Demand
 - (e) Long Term Masterplan
 - (f) Short to Medium Term Development Strategy
 - (g) Implementation Plan

-
4. Refer an allocation to the 2020/21 budget to engage external consultants to prepare the 2019 Horsham Aerodrome Masterplan and Development Strategy document, including relevant elements of the unendorsed 2016 HAMP and HABP documents and the following tasks:
- (a) Undertake consultation (with key users such as the senior officers of the CFA, DELWP and passenger air suppliers to develop an informed aviation forecast)
 - (b) Define the design aircraft to confirm or otherwise that a Code 3 aerodrome field reference length remains appropriate
 - (c) Develop high level concept designs for all potentially required runway extension options (in each direction) that are underpinned by 2% OLS approach paths to protect for GLS approaches to inform the most appropriate runway lengths and direction of proposed extensions including:
 - Undertake a multi-criteria assessment to identify the preferred runway extension option for each runway. This should include consideration of –
 - Aerodrome capacity
 - Airport operational efficiency
 - Noise
 - Wind
 - Earthworks
 - Cost
 - Approaches / OLS
 - Public safety, for example, in residential areas (current and planned)
 - Broader planning impacts
 - Any other factors which are deemed to be appropriate by the airport planners or Horsham Rural City Council.
 - Prepare the necessary documentation to support the Planning Scheme Amendment including the ANEF and OLS data.

REPORT

Background

Council resolved to develop a masterplan for the Horsham Aerodrome in January 2019. This process includes a review of the previous masterplan documents, adopted and rejected.

Discussion

The key findings from the review of the 2010 Horsham Aerodrome Business Plan were presented to the stakeholders and Councillors with the following recommendations:

- Confirm with Horsham Rural City Council and the stakeholders on the intention to develop a 2019 Horsham Aerodrome Masterplan and Development Strategy as per the recommended structure including –
 - Current Uses
 - Existing Conditions and Constraints
 - Long-term Vision and Future Role
 - Forecast Demand
 - Long-term Masterplan
 - Short to Medium Term Development Strategy
 - Implementation Plan.
- Undertake further consultation with stakeholders to identify existing capacity constraints and ‘pain points’ at Horsham Aerodrome.
- Develop a shared vision between Horsham Rural City Council and stakeholders to underpin the long-term development at Horsham Aerodrome
- Undertake a forecasting exercise to estimate the aviation activity at Horsham Aerodrome in 5, 10 and 15 years. Preliminary work undertaken as part of the consultation has provided a basis for how various uses may grow into the future.
- Develop an ultimate airport layout that captures the ambitions of the vision. It is important this element of the report is technically sound and provides a strong link back to the vision in terms of how the airport will be used in the future. As a minimum, the following assessments should be undertaken –
 - Runway length analysis of ultimate aircraft type
 - Runway extension direction assessment for both runways.
- Develop a 2019 Horsham Aerodrome Masterplan and Development Strategy. The unendorsed HAMP (2016) should be reviewed to understand which technical elements and studies should be ported across to the 2019 Horsham Aerodrome Masterplan and Development Strategy.
- Identify the infrastructure upgrades that are required over the next 20 years that will be required to support the expected growth. These upgrades should fit within the 2019 Horsham Aerodrome Masterplan and Development Strategy. This should be done in consultation with stakeholders, operators and aerodrome users (including potential RPT operator) to clearly identify what will be required if these services wish to operate out of Horsham Aerodrome.

A second workshop with aerodrome users, Councillors and Council staff was held in June 2019 to present the findings from the Business Plan review. It was agreed at that workshop that the proposed single combined document called the *Horsham Aerodrome Master Plan and Development Strategy* be prepared. The Vision statement for the aerodrome was considered and it was agreed that a succinct statement outlining this vision was best. It was agreed that the Vision statement be:

Horsham Aerodrome will be the key regional airport in central Western Victoria.

It was also agreed at this second workshop that the next step to be undertaken was the technical audit of the 2016 Master Plan which was presented to but rejected by Council at the time. A further workshop was conducted in November 2019 to discuss the findings as presented. The key issues discussed included:

- The need to review the planning controls to provide clarity about effective protection of the aerodrome's long-term development potential whilst also protecting the amenity (including potential noise impacts of a fully expanded aerodrome) surrounding the aerodrome. Council was advised that noise impacts and the gradual (stepped) increase in height limitations away from extended runways would need to form part of the proposed planning controls necessary to incorporate the new (proposed) Master Plan and Development Strategy into the Planning Scheme.
- The appropriate length of the aerodrome runways to accommodate possible long-term uses. Whilst there was general agreement that Code 3 is most likely to be the appropriate Code for Horsham Aerodrome there was some discussion about the need to protect for the long-term possibility of a Code 4 aerodrome and therefore the appropriate length of the runways and the breadth of area covered by the Planning Scheme overlays.
- The proposed next steps and the reasons for these as detailed in **Appendix "9.4A"**.

In summary, this audit identified that much of the unendorsed 2016 Master Plan could be utilised, there was extra work required to provide the necessary evidence base to satisfy the requirements of a Planning Panel. The extra work identified is presented within the structure of the proposed *Master Plan and Development Strategy* as follows:

Current Uses

- Undertake an audit of existing aircraft movements.
- Benchmark the usage level of the aerodrome against similar aerodromes with respect to the regional role and context (and suggested inclusion as an appendix).

Existing Conditions and Constraints

- Use existing conditions, strengths and weaknesses from 2016 HAMP document.

Long Term Vision and Future Role

- Use the vision from 2010 HAMP review.
- Use and confirm the future roles outlined in the HAMP review.

Forecast Demand

- Undertake consultation (with key users such as the CFA, DELWP, passenger air suppliers) to develop an informed aviation forecast.
- Define the design aircraft to confirm that a Code 3 aerodrome field reference length remains appropriate and an assessment of the relative possibility to need to protect for a Code 4 in the long term future). This can be informed by the background information within the masterplan but should also be refined through consultation with aerodrome users.

Long Term Masterplan

- Continue to plan for two 1,800m runway extensions if a Code 3 AFRL is maintained. If not, then a runway length analysis will be required to determine the appropriate runway length against the proposed uses.
- Maintain the ultimate recommendation to relocate each runway away from the existing hangar facilities in the long term if the aircraft reference is Code 3 and precision approach is applied.

- Develop high level concept designs for all runway extension options (in each direction) that are underpinned by 2% approach paths to protect for GLS approaches.
- Undertake a multi-criteria assessment to identify the preferred runway extension option for each runway. This should include consideration of –
 - Aerodrome capacity
 - Airport operational efficiency
 - Noise
 - Wind
 - Earthworks
 - Cost
 - Approaches / OLS
 - Public safety, for example, in residential areas (current and planned)
 - Broader planning impacts
 - Any other factors which are deemed to be appropriate by the airport planners or Horsham Rural City Council.

Short to Medium Term Development Strategy

- Assess the wind and consult to determine which runway extensions should be implemented first. The assessment of wind roses within the masterplan should consider the prevailing winds during the summer depending on the type of large firefighting aircraft identified following consultation with CFA and DELWP strategic direction. This consideration should help inform the preferred runway extension option.
- Outline other infrastructure necessary to achieve five and fifteen year targets.

Implementation Plan

There were no specific elements from the 2016 HAMP relevant to the proposed implementation plan.

Consultation/Communication

Consultation to date has been with key users of the Horsham Aerodrome and Councillors. It is proposed that further consultation will be necessary with this group, the broader community when developing the new Horsham Aerodrome Master Plan and Development Strategy, and undertaking the work proposed in the recommendations to this report.

It is further noted that consultation with senior officials at CFA, DELWP will be necessary to ensure that projected aircraft types are aligned with the strategic direction of those organisations. Potential passenger air and flight school providers will also be engaged in the development of the Master Plan and Development Strategy. This document will then be presented to Council following further workshops with Councillors and aerodrome users.

Once the Planning Scheme Amendment documentation is prepared, this and the Master Plan and Development Strategy will be presented to Council to be exhibited to the public through the planning scheme amendment process pending Ministerial approval. All stakeholders and interested parties will have the opportunity to respond to these documents with formal submissions which will be assessed by an independent and expert Panel.

Financial Implications

The recommendations include a range of activities that will require specialist assistance. An allocation of \$70,000 is to be referred to the budget process for 20/21 for development of this strategy.

Links To Council Plans, Strategies, Policies

2019-2023 Council Plan

Goal 2 – Sustaining the Economy

Economic Development Strategy 2017-2021

11.1. OBJECTIVE

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

ACTION 19.3 Complete the Horsham Aerodrome Master Plan

Consultation/Communication

Consultation has taken place with Councillors and the Aerodrome Users Group as part of the development of a Masterplan.

Risk Implications

Risks associated with encroachment of other activities restricting Aerodrome use and development if appropriate planning controls are not in place.

Environmental Implications

Externalities from Aerodrome use and development have the potential to impact upon surrounding uses if not managed appropriately (e.g. aircraft noise in residential areas)

Human Rights Implications

This report complies with the rights listed in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Conclusion

The review of both documents identified the need for further technical reviews and accumulation of extra detailed data to provide the necessary evidence base to support the development of the appropriate planning scheme amendment documentation to protect the long-term development potential of the Horsham aerodrome.

9.5 RECONSTRUCTION OF DRUNG JUNG ROAD, LONGERENONG – CONTRACT 20/012

Author's Name:	Mazen Aldaghstani	Director:	John Martin
Author's Title:	Manager Engineering Services	Directorate:	Infrastructure
Department:	Engineering Services	File Number:	20/012

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* – Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance with *Local Government Act 1989* – Section 89(2)(d):

Yes No

Reason: Nil

Appendix

Nil (refer to confidential report on this subject)

Purpose

To award Contract 20/012 for reconstruction of Drung Jung Road, Longerenong from chainage 970 m to 2,945 m.

Summary

- Tenders were invited through Council's normal procurement processes for this project. Tender returns were received from the following contractors:
 - Millers Civil
 - Glover Earthmoving
 - Willmore Contractors
- The Glover Earthmoving tender, being the lowest price (\$521,378) and meeting other requirements, has been considered as the best value for Council.
- Of the other tenders, one was priced over budget, and the second tenderer is unable to complete the works this financial year.
- Details of the tender evaluation are presented in the evaluation report attached to the confidential report on this subject (**Appendix "15.2A"**).

Recommendation

That Council award Contract 20/012 for reconstruction of Drung Jung Road, Longerenong from chainage 970 m to chainage 2,945 m to Glover Earthmoving for the lump sum price of \$521,378 ex GST.

REPORT

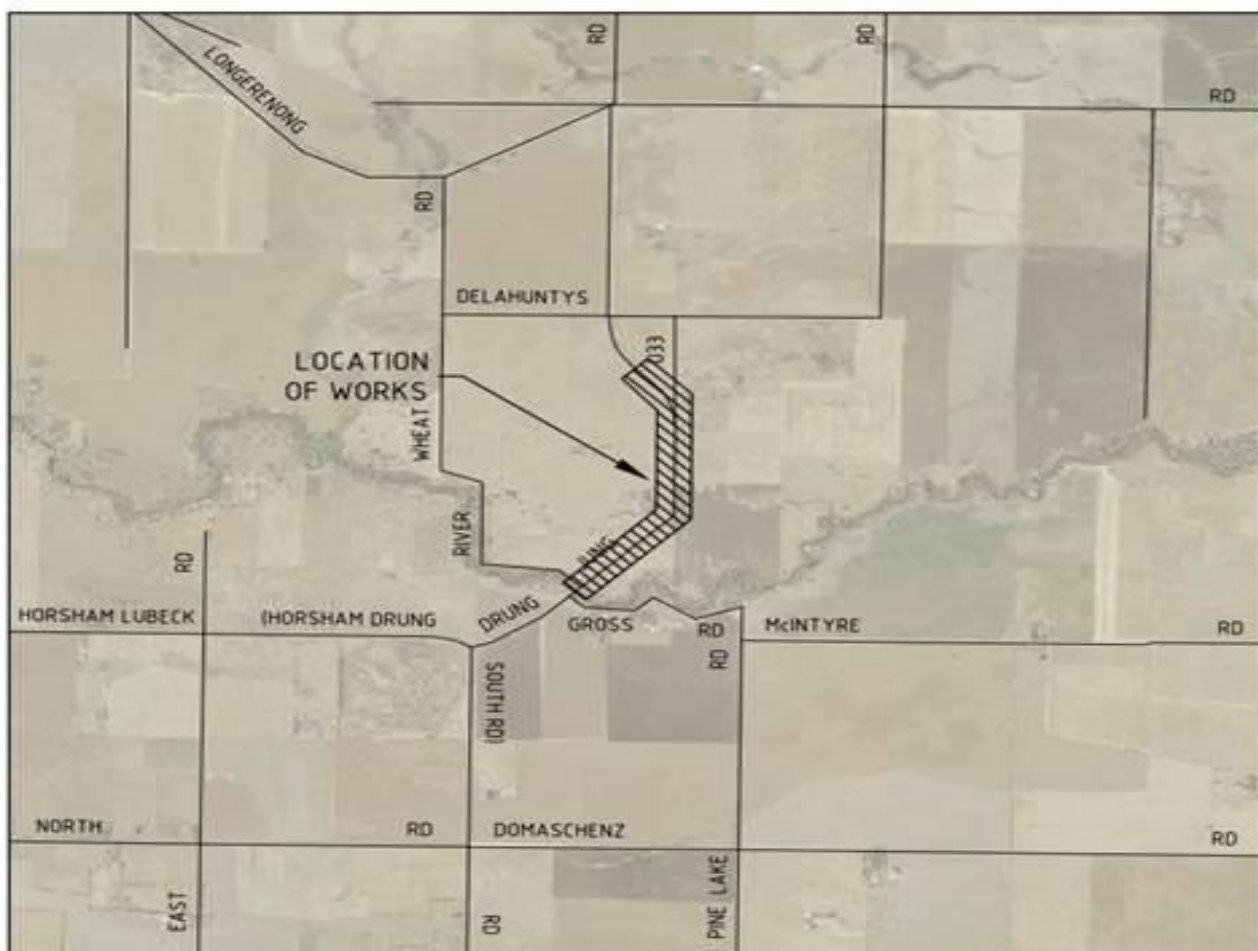
Background

Drung Jung Road provides a key traffic link between the Horsham-Lubeck Road and Longerenong. Both of these latter roads are 6.2 metres wide, but the Drung Jung Road is 3.7 m wide, and includes a series of bends.

This road is used as a link from the Western Highway to the WIFT terminal at Dooen. It also provides access for large machinery and vehicles accessing the Wimmera Machinery Field Days. It is planned to widen the road from 3.7 m to 6.2 m and install guardrails on some sections of the roads.

Grant funding from the State Government's "Fixing Country Roads" program has enabled the upgrade of two kilometres of the road being from chainage 970m to 2,945m.

The section between Horsham Lubeck Road and the Wimmera River Bridge (Ch 0.0m to Ch 970m), has been upgraded to 5.8 metre wide in recent years. Upgrading the full length of the road will rely on future funding.



Drung Jung Road, Horsham - Chainage 970m to 2,945

Discussion

Key aspects of the tender evaluation were:

- Three tenders were received and the assessment of tenders was based on the criteria as presented in the tender documents.
- The lowest tender price being \$521,378 received from Glover Earthmoving was assessed as the best value to Council, with the applicant nominated as the preferred tenderer.

Glover Earthmoving is a well-known local contractor, having completed a range of projects for Council.

Financial Implications

The available budget for these works is \$ 573,864. The recommended tender price is \$ 521,378, i.e. within budget.

Some minor costs are expected to be incurred in relation to offsets for native vegetation removal. This aspect is currently being finalised and is not within the contract scope. It is anticipated that the project will still be within budget with this additional cost.

Links To Council Plans, Strategies, Policies

2019-2023 Council Plan

Goal 3 – Asset Management

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

Consultation/Communication

The key communication aspect with this project will be the interaction between the appointed contractors, Council’s project supervisor and the adjacent landowners. Council has standard arrangements in place for this communication.

Risk Implications

Standard construction risks will apply. Supervision of works will be conducted by Council Officers to manage these risks.

Environmental Implications

Standard construction management practices will minimise environmental risks. An assessment of offset requirements for native vegetation removal is nearing completion.

Human Rights Implications

This report complies with the rights listed in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Conclusion

The preferred tender of Glover Earthmoving for the reconstruction of Drung Jung Road will provide the best value to the Council.

9.6 COMMUNICATIONS POLICY AND COMMUNICATIONS PLAN

Author's Name:	Susan SurrIDGE	Director:	Graeme Harrison
Author's Title:	Co-ordinator Community Relations & Advocacy	Directorate:	Corporate Services
Department:	Governance and Information	File Number:	F14/A04/000001

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* – Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Revised Communications Policy (**Appendix “9.6A”**)

Draft Communications Plan (**Appendix “9.6B”**)

Purpose

To adopt the revised Communications Policy and receive and note the annual Communications Plan for Horsham Rural City Council.

Summary

- The Communications Policy outlines the principles of effective communications for Council that apply to Councillors, staff, contractors, consultants and volunteers.
- The existing policy has not been updated since 2005.
- The Communications Plan provides key messaging and an action plan detailing the various ways in which Council communicates and actions to support effective communications.
- The Communications Plan will be reviewed annually.

Recommendation

That Council:

1. Adopt the revised Communications Policy (**Appendix “9.6A”**).
2. Receive and note the annual Communications Plan (**Appendix “9.6B”**).

REPORT

Background

The current Communications Policy was adopted in 2005 and has not been reviewed since that time. The revised policy reflects current information and best practice, and has been completed in Council's new policy template.

This policy is supported by a new Communications Plan which guides Council's communications processes.

Discussion

Clear, transparent internal and external communications are essential for maintaining a positive identity and achieving the best possible outcomes for the community. The revised Communications Policy provides clear principles and a strong framework for all future Council communications.

The draft Communications Plan provides guidance on how Council effectively communicates in a range of areas including:

- Media and public relations
- Internal communications
- External communications
- Issue/crisis management
- Corporate branding
- Community engagement
- Website and electronic communication
- Advertising and marketing
- Social media.

The Communications Plan will be reviewed annually.

Financial Implications

Revision of the Communications Policy and drafting of a Communications Plan have been conducted by Council Officers within existing staff resources and budget. All communication activities that incur a financial cost are expected to be allowed for within individual budget allocations.

Links To Council Plans, Strategies, Policies

2019-2023 Council Plan

Goal 4 – Governance and Business Excellence

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

Consultation/Communication

The draft Communications Policy and Communications Plan have been developed by the Community Relations Team, in consultation with the Executive Leadership Team, and all feedback has been considered in its development. As this policy relates to Councillors, staff, volunteers, consultants and contractors, there is no requirement for community engagement in accordance with the IAP2 Spectrum of Public Participation.

The draft Communications Policy and Communications Plan was presented to Councillors at the Council Briefing held on 2 December 2019 and feedback has been considered in the development of these documents.

Risk Implications

Reputational risk of failure to provide good communication principles and guidelines.

Environmental Implications

Not applicable

Human Rights Implications

This report complies with the rights listed in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Conclusion

The Communications Policy and Communications Plan support the Councillors, Council staff, volunteers, contractors and consultants to provide clear, effective and transparent communications.

9.7 COUNCILLOR MEDIA POLICY

Author's Name:	Susan SurrIDGE	Director:	Graeme Harrison
Author's Title:	Co-ordinator Community Relations & Advocacy	Directorate:	Corporate Services
Department:	Governance & Information	File Number:	F14/A04/000001

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* – Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Draft Councillor Media Policy (**Appendix “9.7A”**)

Purpose

To adopt the Councillor Media Policy.

Summary

- This policy is in addition to the responsibilities of Councillors under the Councillor Code of Conduct.
- The guiding principles outlined in the policy provide an effective framework that should govern all Councillor’s interactions with external media (including social media).
- The policy also details the consequences (under the *Local Government Act 1989*) of breaches of these principles.

Recommendation

That Council adopt the Councillor Media Policy (**Appendix “9.7A”**).

REPORT

Background

Council's Governance Team and Community Relations and Advocacy Team have undertaken a review of Council policy relating to internal and external communications. The aim of this review was to ensure that Horsham Rural City Council has a comprehensive suite of documents that guide the way Councillors and staff interact and communicate within Council and with the wider community.

As part of this review, Council sought to benchmark our communication documentation with other Councils to ensure best practice and current standards.

Council does not currently have a policy guiding Councillors on what comprises good governance concerning interactions with the media (including social media), relating to Council decisions and their role as Councillors.

Discussion

In 2019, Council adopted a Social Media Policy for Council staff. At that time, it was evident that a similar document was needed to provide Councillors with more guidance around media obligations.

This new Councillor Media Policy should be read in conjunction with Section 2.6 (Media Obligations) of the Councillor Code of Conduct. The purpose of this policy is to provide the Horsham Rural City Council and individual Councillors with guidance as to what comprises good governance concerning:

- All interactions with Media
- All interactions with Social Media.

This policy sets out Guidelines to assist Councillors to exercise respectful behaviours in relation to Council decisions, the different views of other Councillors and the work of Council staff.

The policy sets out Principles in the following key areas:

- *Local Government Act 1989* obligations
- Confidential information
- Respecting decisions and roles of Council
- Respecting other Councillors and Council Staff
- No surprises
- Leadership and Integrity
- Effective communication between community and Council
- Particular issues relating to social media
- Particular issues relating to general media
- Consequences of breach of Principles (sanctions and penalties under the *Local Government Act 1989*).

Financial Implications

Nil

Links To Council Plans, Strategies, Policies

2019-2023 Council Plan

Goal 4 – Governance and Business Excellence

Councillor Code of Conduct

Consultation/Communication

The draft Councillor Media Policy has been developed by the Governance Team and the Community Relations Team, in consultation with the Executive Management Team. As this policy relates to Councillors only, there is no requirement for community engagement in accordance with the IAP2 Spectrum of Public Participation.

The draft was distributed to Councillors for feedback at the Councillor briefing held on 2 December 2019 and all feedback has been considered in its development.

Risk Implications

Reputational risk of failure to provide good governance principles in relation to Councillor interaction with the Media.

Environmental Implications

Not applicable

Human Rights Implications

It is not the intent of this policy to curtail any individual human right to Freedom of Expression, but to acknowledge that all human rights come with responsibilities and must be exercised in a way that respects the human rights of others (*Victorian Charter of Human Rights and Responsibilities Act 2006*) and that Councillors must comply with legal obligations in the *Local Government Act 1989* and the Councillor Code of Conduct.

Conclusion

This policy supports the Councillor Code of Conduct in conveying to Councillors the principles of good governance in relation to external interactions with media, specific guidance on appropriate behaviour and consequences of breaches of the Code of Conduct and *Local Government Act 1989*.

9.8 COMMUNITY GRANTS POLICY

Author's Name:	Susan SurrIDGE	Director:	Graeme Harrison
Author's Title:	Co-ordinator Community Relations & Advocacy	Directorate:	Corporate Services
Department:	Governance & Information	File Number:	F20/A01/000012

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* – Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Community Grants Policy (tracked changes) (**Appendix “9.8A”**)

Community Development Grants Program Funding Guidelines 2020/21 (**Appendix “9.8B”**)

Community Development Grants Program Application Form 2020 (**Appendix “9.8C”**)

Purpose

To adopt the amended Community Grants Policy.

Summary

- A review of the Community Grants Policy and the Community Donations Policy is undertaken annually.
- Changes have been recommended to the Community Grants Policy to incorporate new plans and strategies in the assessment criteria, as well as other minor changes.
- There are no recommended changes to the Donations Policy.

Recommendation

That Council adopt the amended Community Grants Policy (**Appendix “9.8A”**).

REPORT

Background

In March 2014, Council adopted two new policies that established clear protocols for the allocation of Community Grants and Community Donations as part of the annual budget process. These policies are reviewed each year as part of the annual budget process.

The Community Grants Policy provides the framework for the delivery of Council's annual Community Development Grants Program. It outlines the funding priorities, eligibility, application process, assessment criteria and process, timelines and reporting.

Guidelines and an application form are also produced to assist community groups in completing an application. These have also been updated and amended to reflect the proposed policy changes and the 2020-21 Budget period (**Appendix "9.8B" and "9.8C"**).

Discussion

Minor changes have been made to the Community Grants Policy (**Appendix "9.8A"**). The changes are summarised as follows:

- Inclusion of two ineligible criteria to ensure the Policy matches the Guidelines of previous years
 - Projects that require ongoing funding from Council
 - Projects seeking funding for religious assets
- Inclusion of the new Youth Strategy, Community Inclusion Plan (draft) and Aged Friendly Communities Implementation Plan in Section 5.1 Funding Priorities
- Removal of specific reference to S86 Committees
- Request for a copy of any permits required for a particular project, to ensure that the project has all necessary planning approvals at application stage.

There are no changes recommended to the Community Donations Policy.

Financial Implications

There are no direct financial implications relating to the changes to the Community Grants Policy.

Links To Council Plans, Strategies, Policies

2019-2023 Council Plan
Goal 4 – Governance and Business Excellence

Community Grants Policy funding priorities align directly with the Council Plan and Health and Wellbeing Plan.

Consultation/Communication

The proposed changes to the Community Grants Policy and updated Guidelines and Application Form for 2020-21 were discussed with the Senior Leadership Team and at the Councillor Briefing on 2 December 2019.

Risk Implications

Not applicable

Environmental Implications

Not applicable

Human Rights Implications

This report complies with the rights listed in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Conclusion

A review of the Community Grants Policy and the Community Donations Policy is undertaken annually. Changes have been recommended to the Community Grants Policy to incorporate new plans and strategies in the assessment criteria, as well as other minor changes. There are no recommended changes to the Community Donations Policy.

9.9 AUDIT AND RISK COMMITTEE MEETING – NOVEMBER 2019

Author's Name:	Diana McDonald	Director:	Graeme Harrison
Author's Title:	Co-ordinator Governance	Directorate:	Corporate Services
Department:	Governance & Information	File Number:	F18/A13/000001

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* – Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Audit and Risk Committee Meeting Minutes – 21 November 2019 (**Appendix “9.9A”**)

Audit and Risk Committee Annual Report 2018/19 (**Appendix “9.9B”**)

Purpose

To receive and note the minutes of the Audit and Risk Committee meeting held on 21 November 2019 and to endorse the annual appointment of the Chair and the new independent member.

Summary

The main points of the meeting were:

- Introduction to new internal Auditors from RSD Audit
- Audit and Risk Committee Annual Report (2018/19)
- Self-Assessment of Performance against Audit and Risk Committee Charter Results
- Financials
- Internal Audit Actions Report
- Proposed new Quarterly Performance Report (Draft Template)
- Governance Checklist
- Audit and Risk Committee Charter – Annual Review
- Retiring Member Chair Geoff Price
- New Independent Member, Mr Mark Knights
- Membership Renewal following Mayoral Election Statutory Meeting
- Annual Election of the Chair

Recommendation

That Council:

1. Receive and note the minutes of the Audit and Risk Committee meeting held on 21 November 2019 (**Appendix “9.9A”**)
2. Approve the appointment of Richard Trigg as Chair for a one-year term
3. Approve the appointment of new independent member, Mark Knights, for a three-year term.

REPORT

Background

The Horsham Rural City Council Audit and Risk Committee is an advisory committee of Council. The committee's objective is to provide appropriate advice and recommendations to Council on matters as listed in its Charter, in order to facilitate decision making by Council in relation to the discharge of its accountability requirements.

Council's Audit and Risk Charter requires the committee to recommend to Council the annual appointment of the Chair and also the appointment of new independent member for an initial three-year term.

Discussion

Key topics covered in the Audit and Risk Committee meeting held on 21 November 2019 were:

- **Introduction to the new internal auditors from RSD Audit** – The new internal auditors, Kathie Teasdale and Nathan Barber from RSD were introduced – Kathie Teasdale discussed the key items internal auditors carry out with Councils. A three year strategic internal audit plan will be created looking at best practice and Council's risk assurance mapping which will examine each function and determine the audit plan.
- **Audit and Risk Committee Annual Report (2018/19)** – The committee's annual report covered a summary of work performed by the committee, and the overall conduct including four quarterly meetings held with 92% attendance rating by the independent members.

Also noted was the achievements of the Audit and Risk Committee for the 2018/19 period:

- New external auditors
- Change to the Charter, to incorporate the new name of the committee
- Five internal audits conducted
- Enhanced financial reporting
- New Governance department
- Introduction of CEO update
- New Independent Member
- Additional scrutiny to implement findings from audits
- Improved audit action reporting
- Additional, analysis and oversight to implement recommendations and findings from audits conducted by VAGO, IBAC and Victorian Ombudsman, even where Council was not directly involved.

Chair of the Audit and Risk Committee, Geoff Price presented the Audit & Risk Committee Annual Report at the Council Briefing on 9 December 2019.

- **Self-Assessment of Performance against Audit and Risk Committee Charter Results** – The Audit and Risk Committee undertook its seventh annual self-assessment of its performance against the Committee's existing charter, with a questionnaire relating to the 2018/19 financial year. This is the first year where an online survey has been introduced, therefore, eliminating unanswered questions, providing a better mechanism to summarise the data, and providing valuable information for the governance of the committee.

- **Financials** - The final VAGO Closing Report and final Management Letter were both tabled for year ending 30 June 2019.
- **Internal Audit Actions Report** – The quarterly report on the completion and/or number of outstanding audit actions was provided for the quarter. Fifteen items were completed for the quarter, 51 remain to be completed, and 23 are past the internally set due date. Noting that there are no high risk items overdue.
- **Proposed new Quarterly Performance Report (Draft Template)** – The draft template for the proposed Quarterly Performance Report was tabled. The committee discussed and provided feedback around the traffic light system used in the Council Plan section. This document will continue to be developed.
- **Governance Checklist** – The Governance Checklist which was developed following an internal audit conducted in February 2019, and initially tabled at the committee meeting of June 2019. The checklist consists of 148 actions and will ensure Council adheres to a high level of compliance, transparency and accountability. The summary charts were also shown providing a snapshot of the checklist, items completed, underway and not yet due.
- **Audit and Risk Committee Charter – Annual Review** – The Committee noted that the Charter requires no amendments at this stage, but following the implementation of the new Local Government Act there will be additional requirements to include.
- **Retiring Member Chair Geoff Price** – The Committee acknowledged the valued work of the retiring Chair and committee member Geoff Price. Geoff’s guidance along with his leadership and important contributions over his seven and a half years have added many great benefits to the committee.
- **New Independent Member, Mr Mark Knights** – The recommendation for the appointment of Council’s new external member of the Audit and Risk Committee is Mark Knights, Corporate Services Director at Wimmera Health Care Group.
- **Membership Renewal following Mayoral Election Statutory Meeting** – The Committee congratulated Cr Mark Radford on his recent re-election as Mayor of Horsham Rural City Council and welcomed him back to the committee.
- **Annual Election of the Chair** – The Audit and Risk Committee recommends to Council that Mr Richard Trigg be appointed as Chair of the Committee for a one-year term.

Financial Implications

Operations of Council’s Audit and Risk Committee are covered within the 2019/20 operational budget allocation.

Links To Council Plans, Strategies, Policies

2019-2023 Council Plan

Goal 4 – Governance and Business Excellence

Four-Year Outcomes –

4.2 Manage risk to the organisation

4.4 Achieve high standards of organisational performance

Consultation/Communication

Council's Audit and Risk Committee comprises of Councillors and independent members. Consultation as and if required is undertaken with internal and external (VAGO) auditors.

Risk Implications

The Audit and Risk Committee is an important committee of Council required under the *Local Government Act 1989*. The committee has an important role in monitoring Council's financial governance and risks. To not have a properly functioning or constituted committee would be in breach of the requirements of the Act and could increase Council's potential for fraud and corruption to occur.

Environmental Implications

Not applicable

Human Rights Implications

This report complies with the rights listed in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Conclusion

The quarterly Audit and Risk Committee meeting has been effectively discharging its duties and responsibilities.

9.10 KNOW YOUR COUNCIL WEBSITE – 2018/19 DATA

Author's Name:	Graeme Harrison	Director:	Graeme Harrison
Author's Title:	Director Corporate Services	Directorate:	Corporate Services
Department:	Corporate Services	File Number:	F19/A12/000001

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* –
Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance
with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Nil

Purpose

To receive and note the details surrounding the publication of the 2018/19 Local Government Performance Reporting Framework (LGPRF) indicators on the Local Government Know Your Council website www.knowyourcouncil.vic.gov.au

Summary

- The Local Government Know Your Council website is available for the public to compare Council's performance with similar Councils within their groupings.
- Horsham Rural City Council is part of the Regional Cities grouping.
- Four years of comparative data is now available to the public on the website.
- The website also includes valuable background information on all Councils, with links to key performance documents such as community satisfaction surveys and Council's annual report.

Recommendation

That Council receive and note that the Local Government Performance Reporting Data for 2018/19 is now available on the Local Government Know Your Council website.

REPORT

Background

Reporting for the LGPRF began on 1 July 2015 and has been included as part of Council's Annual Reports for the last four years. The Know Your Council website was developed as part of the LGPRF to enable the publication of Council performance reporting data, and information to the public.

The Know Your Council website is designed to give an open and transparent view of 10 Council Services, Council's Financial Performance, Sustainable Capability, and a Governance and Management Checklist. The site also provides general background information on all Councils and links to other key documents such as the Community Satisfaction Survey and Council's Annual Report.

There is a section that provides a comprehensive guide to what Councils do and how they operate. It is a great source of general information for the public to better understand Councils generally.

Each Council within Victoria has been grouped according to standardised "Victorian Local Government Comparator Groups" (VLGCG) with Horsham Rural City Council being a part of the Regional Cities group. This group consists of:

Regional City	Approx. Population
1. Greater Geelong	231,487
2. Greater Bendigo	110,497
3. Ballarat	104,344
4. Latrobe	73,903
5. Greater Shepparton	64,803
6. Mildura	53,687
7. Wodonga	39,439
8. Warrnambool	33,795
9. Wangaratta	27,410
10. Horsham	19,886

The general public is able to compare any four Councils at a time but only against Councils within the same group. If Horsham is chosen, it can only be compared against three other Councils from the Regional Cities group. The public is unable to compare Horsham with Metropolitan, Interface, Large or Small Shires.

Discussion

For the most part, Horsham Rural City Council's services compare well with other Councils in the Regional Cities group, however, there are, of course, many variances. It is possible that many of the differences may simply be a factor of size and economies of scale, however, detailed analysis is required with other Councils to discuss specifics of their operations and to understand how and why performance may vary.

Financial Implications

There are no direct costs to Council from the Know Your Council website.

Links To Council Plans, Strategies, Policies

2019-2023 Council Plan

Goal 4 – Governance and Business Excellence

Horsham Rural City Council on an ongoing basis will:

Continue to improve performance reporting and regular management reporting across all areas of Council.

Consultation/Communication

The Know Your Council Website provides an excellent source of information to the public on various service performance indicators and financial indicators. The website enables users to compare Council's results against those of other councils.

Risk Implications

Not applicable

Environmental Implications

Not applicable

Human Rights Implications

This report complies with the rights listed in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Conclusion

The community is encouraged to review the available data on the website.

9.11 PROPOSED PROPERTY SALE – 2 ELMES STREET, NATIMUK

Author's Name:	Kerrie Bell	Director:	Graeme Harrison
Author's Title:	Manager Governance & Information	Directorate:	Corporate Services
Department:	Governance & Information	File Number:	99/01/10307A

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* – Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Nil

Purpose

To seek Council endorsement to sell the land known as CA A2\PP5578 Township of Natimuk Parish of Natimuk – 2 Elmes Street.

Summary

- The said land has been identified as surplus to Council's requirements.
- Initial consultation has been undertaken with the community broadly through the Natimuk Progress Press and no objections were received to the proposal to sell this small parcel of land.
- Council's endorsement is now required to proceed with the sale of CA A2\PP5578 Township of Natimuk Parish of Natimuk – 2 Elmes Street.

Recommendation

That Council:

1. Give public notice of its intention to sell the land known as CA A2\PP5578 Township of Natimuk Parish of Natimuk – 2 Elmes Street, and invite the community to make a submission under Section 223 of the *Local Government Act 1989*.
2. Write to property owners adjoining the land known as CA A2\PP5578 Township of Natimuk Parish of Natimuk – 2 Elmes Street, to advise them of Council's proposal to sell this land and the opportunity to make submission.
3. Approve the sale, subject to any submissions received, of the land known as CA A2\PP5578 Township of Natimuk Parish of Natimuk – 2 Elmes Street, by private treaty, to the adjoining registered freehold proprietor at a price not less than current market valuation.

REPORT

Background

Anthony and Luisa Schellens, residents at 4 Elmes Street, Natimuk, have expressed interest in purchasing a small portion of the former Natimuk Tennis Courts land at 2 Elmes Street, Natimuk (Parcel A2\PP5578) as shown on the following plan:



In the recent review of Council owned land undertaken by the Executive Management Team, this land was identified as potentially surplus to requirements.

The land is currently being maintained by Council in terms of slashing and fire risk, but is otherwise not utilised.

Discussion

The land at 2 Elmes Street, Natimuk is in two titles, but the neighbours are only wishing to buy the smaller title as shown above.

The land is located in the Township Zone. Under the provisions of the zone and Horsham Planning Scheme it may be possible to subdivide the land, subject to an application. Any subdivision will need to provide services including power, water, sewer and road upgrades. It is also worth noting the land may be constrained by the extent of flooding identified in the recent Natimuk Flood Study and the area of Aboriginal Cultural Sensitivity which applies to the land.

The proposed purchaser has indicated that it is not their intention to subdivide the land.

Financial Implications

The sale price of the land is yet to be negotiated, but in accordance with Section 189 of the *Local Government Act 1989*, the price will not be less than the current market valuation.

The sale of this portion of land will reduce the size of the land that is remaining at 2 Elmes Street, Natimuk, and will, in turn, reduce slightly the costs to Council to maintain this land. In line with previous sales of this nature, any surplus funds resulting from the sale will be utilised within the Natimuk district. The means for doing that will be determined once the sale has been finalised.

The cost of the valuation is \$385 and solicitor's fees for contract of sale documentation is estimated to be \$1,500.

Links To Council Plans, Strategies, Policies

2019-2023 Council Plan

Goal 3 – Asset Management

Goal 4 - Governance and Business Excellence

Consultation/Communication

As this land was previously a community site, an engagement plan was developed and implemented to obtain feedback from the Natimuk community on the proposed sale of CA A2. Two neighbours advised that they are happy with the sale and two community groups expressed interest in accessing the proceeds of the sale. There were no concerns raised about the proposed sale.

In accordance with Section 189 of the *Local Government Act 1989*, formal public notice of intention to sell the land would need to be given four weeks prior to selling. A person has the right to make a submission under section 223 on the proposed sale.

Neighbouring property owners would be individually advised of the intention to sell and their ability to make a submission.

Risk Implications

Known risks will be minimised with appropriate processes for any sale that is open and transparent, including engaging and informing the community.

Environmental Implications

The land is in the known flood zone for the Natimuk Creek, so any future use needs to be mindful and compliant with any related environmental requirements.

Human Rights Implications

This report complies with the rights listed in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Conclusion

That Council resolves to sell the land known as CA A2/PP5578 Township of Natimuk Parish of Natimuk – 2 Elmes Street, to the adjoining registered freehold proprietor in accordance with the *Local Government Act 1989*.

9.12 CHIEF EXECUTIVE OFFICER'S OPERATIONAL REPORT

Author's Name:	Sunil Bhalla	Director:	Not applicable
Author's Title:	Chief Executive Officer	Directorate:	Not applicable
Department:	Chief Executive Office	File Number:	F06/A01/000001

Officer Direct or indirect Conflict of Interest

In accordance with *Local Government Act 1989* –
Section 80C:

Yes No

Reason: Nil

Status

Information classified confidential in accordance
with *Local Government Act 1989* – Section 77(2)(c):

Yes No

Reason: Nil

Appendix

Nil

Purpose

To receive and note the Chief Executive Officer's Operational Report for December 2019.

Summary

The Chief Executive Officer's Operational Report highlights issues and outcomes affecting the organisation's performance and matters which may not be subject of Council reports or briefings.

Recommendation

That Council receive and note the Chief Executive Officer's Operational Report for December 2019.

REPORT

Background

At the 24 June 2019 Ordinary Meeting of Council, it was resolved that the Chief Executive Officer provide an operational report to Council.

Discussion

Key items of interest for the report period are summarised below.

A. Advocacy/Funding Announcements

Rural Councils Corporate Collaboration (RCCC) Meeting: The Chief Executive Officers of Hindmarsh, West Wimmera, Buloke, Yarriambiack, Loddon and Horsham met on Thursday 12 December 2019. The group has developed Terms of Reference for the program governance and is now in the process of engaging specialist advice to refine the business case.

River Lighting Project: Council has attracted \$173,000 in funding from the Victorian Government's Public Safety Infrastructure Fund. The money will go towards the installation of new LED overhead lights on walking and cycling tracks between Menadue Street and the Anzac Bridge. Council will contribute \$90,464 from its own budget and works will start early in 2020.

Horsham Regional Livestock Exchange: Member for Mallee, Dr Anne Webster officially turned the first sod of the HRLE Roof Construction on Thursday 12 December 2019.

Victoria Grants Commission: Councillors and senior staff met with John Watson, Chair and Colin Morrison, Executive Officer and Julie Eisenbise, Member from the Victoria Grants Commission (VGC) on 13 December 2019. The VGC provided an overview of the Commission role and discussed general-purpose grants and local roads grants.

B. Community Engagement

Digital Engagement Platform: Council has recently implemented a digital engagement platform which is a suite of online tools to enhance Council's capacity to engage with the community via the internet. Access to the platform will ensure that a variety of online engagement tools are available to project staff that can be used to support our engagement with the community and other stakeholders. The tools include chat forums, survey tools, and map based comment tools.

Transforming Horsham Projects: Engagement works continue with Transforming Horsham projects, in particular work on the Horsham Urban Transport Plan, initial engagement work on the Rural Road Network Plan to seek local community representatives, and workshops for the Horsham South Structure Plan.

C. Projects and Events

Gallery Lane Light Box Project: The Town Hall and Art Gallery staff coordinated and launched the Gallery Lane Light Box project which is located along the Gallery Laneway and Ward Street.

Outdoor Pool Opens: The Aquatic Centre outdoor pool has undergone major upgrades including improved accessibility and ramp access, improved access to the water's edge, improved water reclamation, additional landscaping and shading. The pool opened to the public on Saturday 7 December 2019 and an official reopening and pool party will take place over the weekend of 14 and 15 December 2019.

Portrait Exhibition Opening: The Mayor officially opened the '10 out of 10' art exhibition at Redrock Books and Gallery on 4 December 2019. The exhibition was created to acknowledge and recognise people who add value to the community and who often go unnoticed.

Festoon Festival: The Festoon Festival – Under the Wimmera Sky was presented by the Horsham Town Hall on 6 December 2019 and transformed the eastern Town Hall carpark into a green oasis with food trucks, a canopy of festoon lighting and music by local talent. Approximately 200 people enjoyed the festivities.

D. Staff Matters

Gender Equity Training: Council provided gender equity training at the Kalkee Road Children's and Community Hub on 26 November 2019.

Financial Implications

Not applicable

Links To Council Plans, Strategies, Policies

2019-2023 Council Plan
Goal 4 – Governance and Business Excellence

Consultation/Communication

Not applicable

Risk Implications

Not applicable

Environmental Implications

Not applicable

Human Rights Implications

This report complies with the rights listed in the *Victorian Charter of Human Rights and Responsibilities Act 2006*.

Conclusion

That Council receive and note the Chief Executive Officer's Operational Report for December 2019.

10. COUNCILLOR REPORTS AND ACKNOWLEDGEMENTS

Cr Josh Koenig

- 25 November 2019 - Ordinary Council Meeting
- 26 November 2019 - Horsham Performing Arts Company
- 2 December 2019 - Council Briefing Meeting
- Congratulations to all of the local athletes that went to, and competed in the Tri-State Games in South Australia in November. A credit to the group and their friends, families and carer's that were also a part of it.
- Congratulations to both the Kanamaroo and the Carols by Candlelight organising groups for coming together and putting a great weekend of community events.
- Thanks to Mr Bhalla, our Mayor and others for allowing me to be flexible with time spent at Council, so I'm available to support my family after welcoming our newest arrival in November.

Cr Mark Radford, Mayor

- 22 November 2019 – White Ribbon March
- 22 November 2019 – Rotary Club “Myeloma” Meeting
- 23 November 2019 – Volleyball Horsham Annual Tournament
- 24 November 2019 – Wimmera Legacy Changeover Luncheon
- 25 November 2019 – Ordinary Council Meeting
- 26 November 2019 – ABC Radio Interview
- 26 November 2019 – Horsham Combined Probus Club
- 26 November 2019 – Gender Equity Training
- 27 November 2019 – Horsham Botanic Gardens visit
- 28 November 2019 – Funeral for Harold McCredon, Natimuk
- 29 November 2019 – Kannamaroo Festival
- 30 November 2019 – Motorcycle Toy Run (Roberts Avenue)
- 1 December 2019 – Great Wimmera River Duck Race
- 1 December 2019 – Carols by Candlelight
- 2 December 2019 – Council Briefing Meeting
- 3 December 2019 – Rural North West Municipal Association of Victoria Regional Meeting
- 4 December 2019 – Opening of the “10 out of 10” Exhibition, Horsham Regional Art Gallery
- 5 December 2019 – Two letters of congratulations to Toyworld Horsham owners
- 7 December 2019 – Memorial Service for Geoff Handbury AO, Hamilton
- 9 December 2019 – Meeting with Pastor Andrew Cartledge, Harvest Church
- 9 December 2019 – Presentation to and from Geoff Price, retiring Audit Committee Chair
- 9 December 2019 – Special Council Meeting and Briefing Meeting
- 10 December 2019 – Country Music Festival Meeting
- 10 December 2019 – Letter of congratulations to Geoff Coustley on his retirement
- 10 December 2019 – Tourism Advisory Committee Meeting
- 10 December 2019 – Letter of appreciation to Silvie Paladino (Carol Singer)
- 10 December 2019 – Business Horsham Meeting
- 11 December 2019 – Australia Day Awards Meeting
- 11 December 2019 – Noradjuha Hall Committee Annual General Meeting
- 12 December 2019 – Horsham Regional Livestock Exchange Roof Sod Turning Ceremony

- 12 December 2019 – Horsham Community and Police Consultative Committee
- 12 December 2019 – Meeting with Emma Kealy MP, Member for Lowan
- 13 December 2019 – Victorian Grants Commission visit

11. URGENT BUSINESS

Nil

12. PETITIONS AND JOINT LETTERS

Nil

13. PROCEDURAL BUSINESS

13.1 ASSEMBLY OF COUNCILLORS – RECORD OF MEETINGS

Council Briefing held on Monday 2 December 2019 at 5.00pm in the Reception Room, Civic Centre, Horsham

Council Briefing held on Monday 9 December 2019 at 5.00pm in the Council Chamber, Civic Centre, Horsham

Refer to **Appendix “13.1A”**

13.2 SEALING OF DOCUMENTS

Section 181 Application and Section 173 Agreement for Plan of Subdivision No 834182Q, property CA 57 Parish of Laharum, 1004 Northern Grampians Road, Laharum

13.3 INWARD CORRESPONDENCE

Nil

13.4 COUNCIL COMMITTEE MINUTES

Municipal Emergency Management Planning Committee meeting held on Wednesday 13 November 2019

Horsham Tidy Towns Committee meeting held on Tuesday 19 November 2019

Wimmera Southern Mallee Regional Transport Group meeting held on Friday 29 November 2019

Refer to **Appendix “13.4A”**

Recommendation

That Council receive and note agenda items:

- 13.1 Assembly of Councillors – Record of Meetings
- 13.2 Sealing of Documents
- 13.3 Inward Correspondence
- 13.4 Council Committee Minutes.

14. NOTICE OF MOTION

14.1 NOTICE OF MOTION NO 177

Given by Cr Pam Clarke

TAKE NOTICE that it is my intention to move the following motion at the Ordinary Meeting of the Horsham Rural City Council, to be held at the Civic Centre, Roberts Avenue, Horsham on Monday 16 December 2019.

“That the Notice of Motion given by Cr David Grimble on 6 December 2019, to rescind resolution of Item No. 9.1 (Resolutions 1 to 10), City to River Draft Masterplan from 25 November 2019 Council Meeting (Notice of Motion No 176 from Cr Grimble is attached as **Appendix “14.1A”**) be considered by Council at its Ordinary Meeting on Monday 16 December 2019.”

RATIONALE:

My motion to consider the rescission motion sooner is based on the fact that Council business should not be held up for such a long period of time and it also puts in jeopardy the \$500,000 State funding opportunity if we delay consideration of this rescission motion.

Cr Pam Clarke

CIVIC CENTRE
HORSHAM 3400
11 December 2019



HORSHAM RURAL CITY COUNCIL OPEN SPACE STRATEGY – FINAL REPORT

2019 – COMMERCIAL IN CONFIDENCE

Disclaimer

SBP have prepared this study solely for Horsham Rural City Council. The work informing this study was undertaken between November 2018 and May 2019. It draws on primary field work and information collected from publicly available secondary sources during this time.

Other than our responsibility to the Horsham Rural City Council, neither SBP nor any member or employee of SBP undertakes responsibility arising in any way from reliance placed by a third party on this report. Any reliance placed is that party's sole responsibility.

In addition to the inherent limitations outlined above:

This report does not represent a detailed technical report, but instead provides an overview of the process, methodology and outcomes of the investigation into Open Space within Horsham.

The methodology used to audit and assess open space and play spaces within the municipality has relied on currently available data and research. Due to rounding, numbers presented throughout this report may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures.



The synthesis, analysis and interpretation of this information are entirely the work of SBP and copyright is asserted in this respect. All reasonable endeavours have been made to ensure that the contents of this document are factually correct, however SBP and its employees, do not accept responsibility for the accuracy and completeness of the contents and shall not be liable for any loss or damage that may be occasioned directly or indirectly through the use of or reliance on the contents herein.

Recognition of our land's traditional owners

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

The development of this strategy was overseen by the Horsham Rural City Council's Project Control Group. A number of Councillors and Council staff outside of the Project Control Group also had input into the strategy



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Purpose of the OSS

It is important to note that HRCC is only one of several open space managers in the region, and does not have jurisdiction over land it doesn't manage.

This Open Space Strategy will provide Council with strategic directions to determine priorities for the planning, provision and development of open space that is owned or managed by Council across the municipality.

How the OSS was developed

The following methodology was used to develop the Open Space Strategy:

- Project scoping and interviews with key stakeholders, HRCC staff and Councilors
- Desktop analysis including a document review, benchmarking HRCC open space provision against comparable local government areas and demographic analysis and forecasting
- Community and stakeholder consultation, including online surveys, interactive mapping feedback, depth interviews with key stakeholders, and community forums
- Strategic workshops with Council and the development of a draft Open Space Strategy

What is Open Space?

For the purpose of this strategy, open space is defined as "All freely accessible land owned/managed by Horsham Rural City Council used for recreation, leisure and outdoor entertainment purposes."

This document also makes reference to other government agencies involved in open space management including Parks Victoria and the Department of Environment, Land, Water and Planning (DELWP). These agencies play a role in

delivering quality open space, and partnering with council where necessary.

There are number of Parks Victoria managed parks and reserves in the municipality including State Parks, a Heritage River and numerous conservation reserves. Whilst the primary purpose of reservation is the conservation of natural and cultural values, these parks and reserves provide important recreational opportunities both now and into the future. Some of these activities include bush walking, cycling, camping, fishing, duck hunting, rock climbing, boating and other water sports, and, nature study.

School grounds, University and TAFE grounds, streetscapes, and private open space play a complimentary role to the open space network. They are considered ancillary open space, and are not the main focus of this strategy. However, strategic partnerships to enhance community usage of school-based assets is explored further in the recommendations.

Information contained within this strategy is based on an audit and assessment of Horsham's open space network as at May 2019. Any open space developments or data updates since this time have not been taken into account.

It is proposed that the Horsham Open Space Strategy is monitored on a regular and ongoing basis, with a review/refresh every 4-5 years. Progress and reporting towards the specific actions in this document should be reviewed and reported internally on an annual basis.

Why is Open Space important?

Open space plays an important role in our society by providing places for exercise, quiet reflection, children's play and organised sport. Parks, landscaped gardens, walking and cycling tracks, sports grounds and play spaces, provide spaces that are both aesthetically pleasing and good for physical and mental health.

Open space plays an important role in our society by providing places for exercise, quiet reflection, children's play and organised sport. As our communities grow and change, greater attention needs to be placed on planning our open spaces to ensure that they meet our current and future needs.

The Horsham Rural City Council has developed an integrated Open Space Strategy (OSS) to provide Council with strategic directions to determine priorities for the planning, provision and development of open space across the municipality.

The objectives of this project are to:

- Establish a vision for Council for the provision of open space
- Establish an agreed hierarchy and definition of open space and play spaces to be applied to the municipality
- Establish benchmarks for Horsham



The overarching vision for open space in Horsham is:

“A leading regional community with an open space network that provides positive health and well-being outcomes for everybody.”

Key Trends and Issues

Some of the broader trends and issues that impact this strategy are:

- The ageing nature of Horsham's population. Between 2016 and 2031 the 65+ age bracket is expected to grow by 29% in Horsham.
- Horsham has a great year-round climate, however climate change is upon us and must continue to be addressed moving forward.
- Active recreation is growing at a rapid rate. It contributes more than sport towards Victorians achieving the national guidelines for physical activity each year.
- Traditional or organised sport is declining or stagnant (although women's sport continues to reach new heights).
- Changing lifestyles of regional residents, and many regional towns are undergoing change and transition.
- A focus on community spaces for all ages (multi-generational).
- The growth and desire for multi-purpose facilities for economies of scale and use.

Open Space Audit and Assessment

The audit and assessment of open space in Horsham found that there is 287 hectares (ha) of open space across Horsham. This excludes 55 ha of open space fronting the river (along Menadue Street, Barnes Boulevard, Major Mitchell Drive and Burnt Creek), 15 ha of drainage and stormwater reserves, and 13 ha of public halls. This equates to approximately 14.6 ha of open space per 1,000 people.

Although this ratio may indicate that there is a relatively high amount of open space provided, the quality and access to a diverse range of open space across the municipality is poor. Key issues identified within the existing open space

network are outlined below:

- The quantity of open space in Horsham is considered "high or adequate" - however the quality of open space is poor on a number of fronts.
- Facilities and amenities around public open spaces are in decline or often non-existent.
- Accessibility to open space is inequitable across the municipality. Either physical barriers exist, or there is a perception that some open space is not open to the public.
- There are also some open spaces such as the Horsham Racecourse and the Horsham Showgrounds, where a large portion of the area is encumbered space and not able to be used by the broader community. Any future consideration of a regional indoor/outdoor sports facility at the Horsham Showgrounds would be determined as a result of the conducting of a feasibility study independently which considers Crown Land Showgrounds site and the Horsham West option (Jenkinson Avenue site).
- Connectivity and way-finding is poor (cycling, walking, running and way-finding signage). This is consistent across most of the municipality, particularly in the Horsham Township, where there is a lack of linkages both across the city and between open spaces.
- Many open spaces in Horsham are considered ad hoc in a planning context, and distribution is not equitable across the town and localities.
- Horsham's fantastic network of rivers, lakes and water-bodies is underutilised and disconnected from the broader open space network.

As our community grows and changes, long-term thinking and planning of our play spaces and open spaces is required. We must ensure that all of our residents are active and are able to enjoy a variety of high quality open space and natural environments.

STRATEGIC GUIDELINES TO MEET OPEN SPACE PRINCIPLES

The following guiding principles have been developed to implement this vision in practice. It is intended that Horsham’s open space network will consider:

Equity	Provide equitable provision of open space across the municipality that accommodates all townships and community groups.	Improve open space provision in line with gaps identified in OSS and meet guidelines for size, amenity and spread of open space in each locality.
		Provide open space for a range of ages, genders, abilities and backgrounds, which address equity and equality.
Accessibility	Create an amenable open space network which includes formal and informal linkages to enhance accessibility in line with Universal Design principles.	Improve accessibility and connections into existing open space by removing barriers, increasing lines of sight and removing visual clutter.
		Provide open space within easy walking distance.
		Use Universal Design Principles (UDP) to enhance accessibility and connection between and into open spaces.
Health and wellbeing	Plan and deliver open space that contributes to the overall health of the community.	Encourage a range of physical activity opportunities through open space provision.
		Provide places and spaces which contribute to social cohesion, physical and mental health, engagement, human connection, cultural diversity and connection to nature to improve liveability and wellbeing.
Participation	Maximise community benefit from open space by providing a range of recreation opportunities to actively use the open space network.	Provide a diverse range of opportunities for quality active and passive recreation environments, including both organised sport and unstructured activities.
Sustainability	Plan for future growth and changes in population distribution.	Provide open space which responds to forecast population and demographics across all localities within the municipality.
		Ensure the economic sustainability of open space by considering tourism and partnership investments.
Safety	Provide environments that enable safe use of open space by the community.	Incorporate Crime Prevention Through Environmental Design (CPTED) principles in all future development of open space to create and sustain safe communities.

STRATEGIC GUIDELINES TO MEET OPEN SPACE PRINCIPLES

The following guiding principles have been developed to implement this vision in practice. It is intended that Horsham’s open space network will consider:

Adaptability	Ensure our open space offers flexibility in its use over time, and accommodates multiple uses and community groups both now current and in the future.	Respect and conserve character, historical and cultural heritage where appropriate whilst accommodating changes in functionality and usability of a space.
		Develop flexible, innovative and robust approaches to open space planning and design to include both temporary and permanent uses.
Efficiency	Manage an open space network that supports a variety of activities and optimises land use, efficiencies and increases functionality.	Ensure equitable provision and prioritisation of amenities across the municipality that enables a broad range of community uses.
Environmental Sustainability	Encourage sustainable design and management practices whilst protecting environmental and biodiversity values and mitigating climate change.	Ensure water sensitive urban design principles are applied to reduce, reuse and recycle water where possible.
		Increase the urban forest and natural shade through large canopy trees to reduce the Urban Heat Island effect.
		Incorporate mixed landscaping techniques where turf is prominent to reduce pressure on natural resources.
		Use energy efficient products and sustainable materials whilst considering their source, lifecycle and ongoing maintenance.
		Incorporate Ecological Design Principles (EDP) into future open space developments and upgrades.
Biodiversity	Ensure biodiversity values are implemented through location and planting to maximise habitat and wildlife corridors.	Protect, enhance and create natural environments to increase wildlife corridors.
		Restore and preserve existing bushland and remnant vegetation areas.
		Encourage a broad use of flora species to enhance biodiversity and ecological values.
Design and Place-making	Providing well designed and aesthetically pleasing open spaces for the community.	Ensure all existing and future open space is aligned with best practice and Victoria’s Urban Design Guidelines to ensure high quality spaces are achieved.
		Ensure a holistic approach to the design, functionality, quality, aesthetics and amenity of all open space.
		Incorporate place-making principles to active spaces in-line with community needs and wants.

The Horsham Open Space Strategy considers the open space network for Horsham overall, including the major centres of Horsham and Natimuk, as well as outlying townships and localities. The key strategic pillars are:



Increase connectivity



Redefine the Wimmera River



Improve open space



Enhance collaboration



Invest and plan for our future



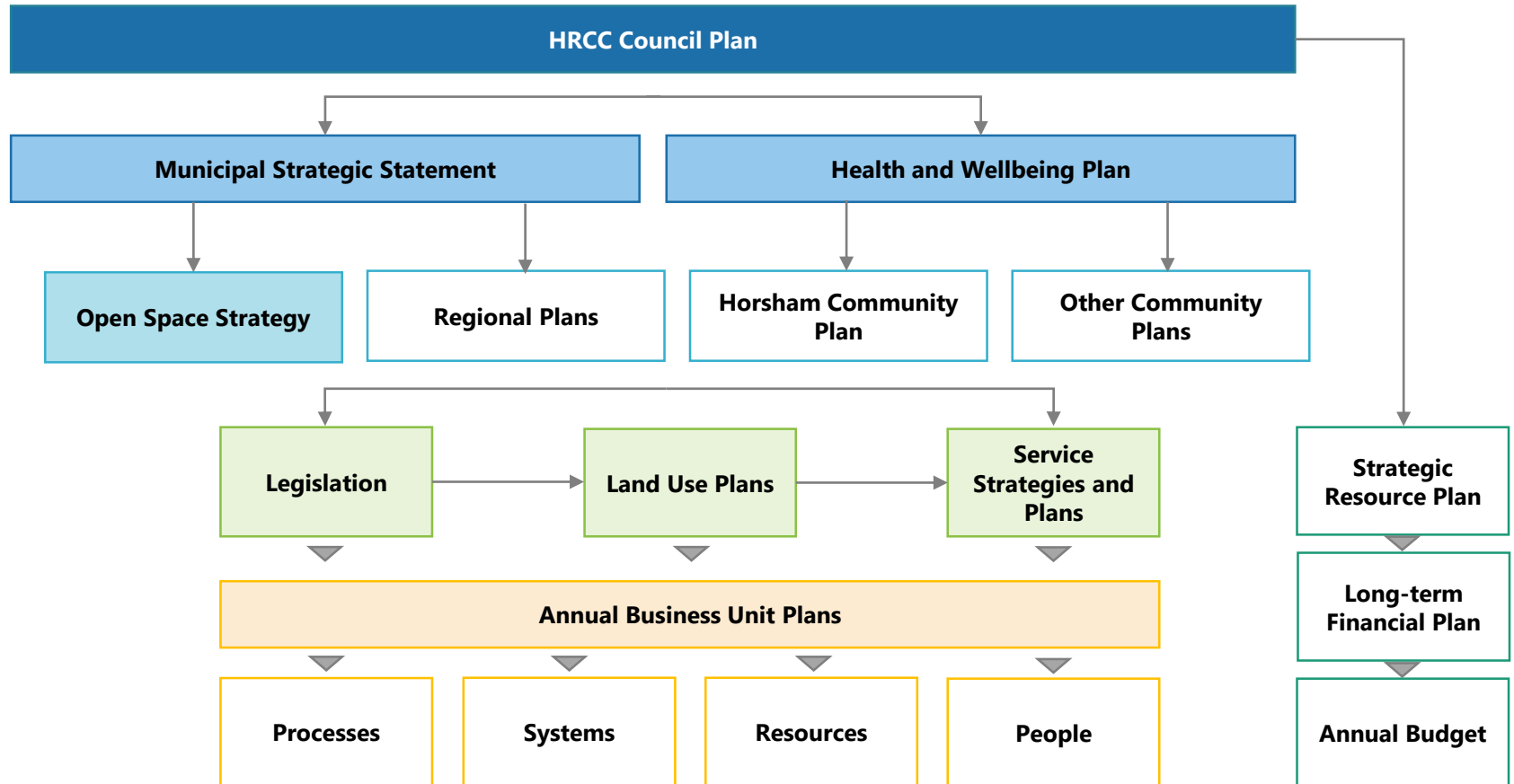
Colour and green our region



Recognise and celebrate culture

More detailed considerations regarding specific localities are provided throughout this document.

POLICY CONTEXT



The Council Plan covers all aspects of Councils operations and sphere of influence. Input is provided to the Council Plan from a variety of external documents and processes such as the Open Space Strategy, as well as legislation, regional plans, local community plans, documents and strategies from within the community more broadly. Two other key documents that take

direction from and give direction to the Council Plan and Open Space Strategy are the Municipal Strategic Statement and the Health and Wellbeing Plan. These documents are required under separate legislation and therefore are stand-alone documents in their own right, but they should not be developed without reference to the Council Plan, and vice versa.

In developing this strategy, a review of key documents was undertaken to provide a deeper understanding of Horsham Rural City Council's strategic direction, policies and practices. This included a review of 18 internal Council plans and policies, and 11 external documents from State Government, other LGA's and organisations to provide key learnings. A summary of the implications from key Council documents has been provided below.

Council Plan 2018-2022

The Council Plan 2018–2022 sets the strategic direction of Council over the next four years, linking the community's vision to long-term community goals, four-year outcomes and four-year priorities for Horsham Rural City Council.

The key goals relevant to the Open Space Strategy are:

- Community and Cultural Development – Develop Horsham and the municipality as a diverse, inclusive and vibrant community.
- Asset Management – Meet community and service needs through provision and maintenance of infrastructure.
- Natural Environment – Lead in environmental best practice, create a municipality for the future, and plan for the impacts of climate change. Encourage and increase awareness of environmental responsibilities within Council and the community, whilst planning for a growing municipality, and implement practices that minimise our environmental footprint and contribute to a sustainable future.

Municipal Strategic Statement

The Municipal Strategic Statement acts as the Local Planning Policy for Horsham and serves as a reference point of expectation for any future planning and development decisions, as well as provides amendments to current active plans.

The key goals relevant to the Open Space Strategy are:

- Developmental Adaptation – Acknowledge the demographic changes of Horsham, and work to include the diversification in future planning.
- Sustainable Preservation – While creating new plans, land use and environmental efficiency must be factored in and spotlighted.
- Community Considerations – Any and all planning should be with the intention of serving the population to the highest degree, and the recognised community needs should be top priority.

Health and Wellbeing Plan 2017-2021

The Health and Wellbeing Plan was designed to protect, improve and promote public health and wellbeing within the Council by identifying issues and need within the community.

The key goals relevant to the Open Space Strategy are:

- Health Priorities – Putting a focus on creating opportunities for residents of Horsham to lead a healthy lifestyle through the way they eat and live.
- Linkage Maintenance – Upkeeping and upgrading linkages such as walking trails and cycling paths will be critical to improving active living.
- Healthy Mindset – The mental health and community cohesion benefits that open space provides are also critical to improving health outcomes for the community.



Sport and Recreation Strategy 2009

The Sport and Recreation Strategy provides guidance to the sport and recreation advisory committee and the Council. The strategy was created to identify and evaluate existing sport and recreation needs, and service delivery within the municipality.

The key goals relevant to the Open Space Strategy are:

- Priority Identification – Recognise the region’s funding requirements and prioritise the development proposals accordingly.
- Future Anticipation – Analyse the delivery of past services to identify the projection of the municipality’s imminent needs.
- Proactive Approach – Manage the assets in anticipation of dynamic changes and in the best long-term interest of the community.

Youth Strategy 2018-2028

The Horsham Rural City Council Youth Strategy contains Council’s strategic directions for the delivery of contemporary youth services. It provides a commitment to improving the lives of young people by helping them to realise their rights.

The key goals relevant to the Open Space Strategy are:

- Landscape Recognition – Identify the gaps and opportunities for the provision and enablement of youth empowerment.
- Community Pulse – Include the youth population of Horsham and factor in their needs when making plans that will impact their wellbeing.
- Population Engagement – Distinguish the diversity in Horsham’s population and consider what will benefit the entire community rather than sole distinguished groups.

Disability Access and Action Plan 2013-2016

The Horsham Rural City Council Disability Access and Action Plan identifies and outlines steps to reduce barriers created by attitudes, practices and structures while recognising everyone’s responsibility to advocate for equal access, opportunity and participation.

The key goals relevant to the Open Space Strategy are:

- Education and Application – Increase awareness of the community to promote inclusive practices.
- Environmental Mindfulness – Develop regional infrastructure to include and promote accessible options for everyone in the community, regardless of physical ability.
- Social Connection – Create meeting places through open spaces that allow all of the Horsham community to establish connections with one another.

Wimmera River Corridor Plan (Draft) 2018

The Wimmera River Corridor Plan provides guidance for future uses and developments of the Wimmera River while outlining how the river corridor can be developed to capitalise on its strengths as an asset.

The key goals relevant to the Open Space Strategy are:

- Acknowledgement of Importance – The Wimmera River is a major asset to the city and an essential consideration to open space planning.
- Linkage Creation – A large component to all future planning must incorporate the development of linkages between the river and the rest of the township.
- Encourage Usage – Enhancing infrastructure, amenities and facilities along the river corridor will encourage increased community usage and activity.



Bicycle & Shared Path Plan (2012-2016)

The Bicycle & Shared Path Plan provides further analysis of the 2004 Horsham Strategic Bike Plan, and outlines planning recommendations for the implementation of a more extensive cycling network.

The key goals relevant to the Open Space Strategy are:

- Safety Prioritisation – Reduce the perceived and actual dangers of cycling through the region, which will lead to an increased positive opinion and participation.
- Gap Analysis – Recognise the areas which have not progressed since the implementation of the 2004 Strategic Plan, improve connectivity, and consider future plans to improve cycling in Horsham.
- Promote Active Travel – Utilise the proximity of Horsham’s facilities to its residents and encourage the highlighting of the mental and physical benefits of an active lifestyle.



REGIONAL CONTEXT

POPULATION AND DEMOGRAPHIC PROFILE

The Horsham Rural City Council is located in the Wimmera region of Victoria, just under four-hours drive from Melbourne. The council is bordered by Yarriambiack, Northern Grampians, Southern Grampians, West Wimmera and Hindmarsh Shires.

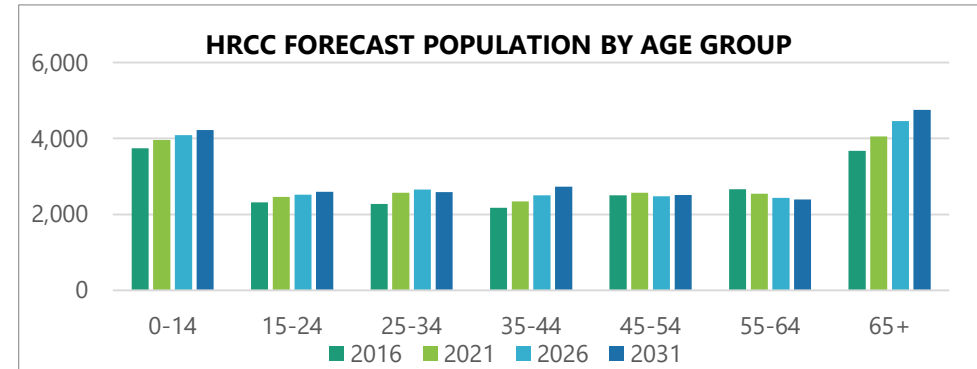
Horsham is the main population centre for the Wimmera and Southern Mallee region. At the time of the 2016 Census, the Shire's population was approximately 19,627. Of the 2016 population:

- 49% are male and 51% female.
- 19% of the population are aged 14 years or younger and 62% between 15 and 64 years.
- 82% of the population live within the Horsham Township.
- 298 people (1.5% of the local population) identified themselves as being of Aboriginal, Torres Strait Islander or of both Aboriginal and Torres Strait Islander origin.

Results from the 2016 Census, and future population projections reveal that Horsham will experience population growth over the next 15 years. **Between 2016 and 2031, the population is expected to grow by approximately 2,167 people**, with an additional 600 people added to the population every five years. In 2031, the estimated population is projected to reach 21,794.

While Horsham's population is projected to grow, it is important to recognise that the broader Wimmera region is experiencing population decline. Although Horsham will experience overall population growth over the next 15-years (11%), the extent of this growth is below the average for both Regional Victoria (18%) and Victoria (28%).

Source: ABS Census, 2016



HRCC 2016 POPULATION BY AGE									
Locality Name	0-14	15-24	25-34	35-44	45-54	55-64	65-74	75-84	85+
Brimpaen	55	22	15	35	26	26	27	7	4
Central Horsham	82	64	67	64	64	99	104	92	46
Drung	47	31	20	20	44	45	31	6	3
Haven	298	153	98	186	237	186	104	32	9
Horsham East	454	307	332	256	318	375	287	240	197
Horsham Inner North	191	175	179	142	130	164	143	86	50
Horsham North	692	445	465	321	353	463	302	204	64
Horsham South	362	214	229	227	213	180	153	108	28
Horsham South West	534	295	347	291	342	363	333	256	86
Horsham West	379	246	261	230	237	210	193	123	53
Jung	56	53	20	18	27	34	26	6	0
Laharum	28	27	15	19	36	47	26	11	5
McKenzie Creek	80	35	35	44	68	56	33	17	3
Natimuk	38	24	31	40	68	73	36	41	37
Natimuk District	55	19	12	36	34	31	20	10	6
Pimpinio and Kalkee	85	20	39	45	44	59	24	17	4
Quantong	53	44	29	41	57	38	34	12	3
Riverside	74	59	21	53	87	61	38	14	11
Toolondo	60	14	25	29	25	56	19	9	4
Vectis and Dooen	47	48	21	33	51	31	40	23	3
Wartook	70	19	15	40	37	63	44	15	7
TOTAL	3740	2314	2276	2170	2498	2660	2017	1329	623

POPULATION AND DEMOGRAPHIC PROFILE

Knowledge of how the population age structure will change is important for planning open space.

There are **three key levers which influence population growth: births, net migration and deaths** (natural increase). The forecast age groups of the Horsham Rural City is a function of the current age of the population (people aging each year, being born and dying) as well as the age of people migrating into and out of the area. This in turn is driven by location, access to existing housing, the amount and type of new residential development and where the area is positioned in a cycle of change.

Some areas are more driven by one factor than others. Migration is largely driven by housing development and employment opportunities, whereas natural increase is a function of the age of the population.

- **In 2016, the age bracket with the highest proportion of the population was 0-14 years** (3,740 people), accounting for 19% of the total population (19,627).
- **The largest increase in people between 2016 and 2031 is expected in the 65+ age bracket** (29% total growth) followed by the 35-44 age bracket (26% growth).
- The population aged 55-64 is expected to decline by 10%.

These projections show **the current population of Horsham is ageing** which is primarily due to the high percentage growth of the 65 plus age segment. Over the next 20-30 years, Horsham is likely to see a significant increase in population of residents 60 years and over, and population decline of residents aged 50 or less.

FORECAST POPULATION AND BENCHMARKS – 2016 - 2031

		0-14	15-24	25-34	35-44	45-54	55-64	65+	Total
Horsham	2016	3,740	2,314	2,276	2,170	2,498	2,660	3,969	19,627
	2031	4,222	2,597	2,587	2,726	2,513	2,394	4,755	21,794
	% growth	13%	12%	14%	26%	1%	-10%	29%	11%
Ballarat	2016	20,170	15,362	13,779	12,758	12,671	11,820	16,690	103,250
	2031	27,128	19,086	18,166	17,873	15,479	13,884	25,258	136,874
	% growth	34%	24%	32%	40%	22%	17%	51%	33%
Bendigo	2016	21,504	15,287	13,898	13,298	14,038	13,725	18,695	110,445
	2031	27,685	18,363	18,323	18,655	16,480	15,374	29,753	144,633
	% growth	29%	20%	32%	40%	17%	12%	59%	31%
Regional Victoria	2016	264,219	171,966	157,327	167,700	190,441	192,513	276,427	1,420,593
	2031	297,665	188,492	187,222	200,272	191,352	200,167	409,328	1,674,497
	% growth	13%	10%	19%	19%	0%	4%	48%	18%
Victoria	2016	1,106,043	786,904	930,584	826,185	791,476	685,936	921,639	6,048,767
	2031	1,395,238	952,542	1,036,078	1,097,932	964,541	837,555	1,449,372	7,733,258
	% growth	26%	21%	11%	33%	22%	22%	57%	28%

Source: Victoria in Future 2016, DELWP

Open space has a variety of health and well-being benefits, including the provision of opportunities for social connection, places for formal and informal exercise, spaces to relax and unwind and opportunities to connect with the natural environment.

While Horsham residents are more active than the average Victorian population, there are still a number of areas for improvement pertaining to health and wellbeing which can be attended to through open space.

In Horsham:

- **Nearly half (48.5%) of HRCC residents are sufficiently active**, compared to only 41.4% of Victorians.
- Approximately **1 in 5 Horsham residents are classified as obese**.
- **49.9% of Horsham residents reported feelings of an adequate work-life balance** in Horsham.
- Only **54.4% of adults** – 87.1% of males and 62.1% of females – in Horsham **feel safe walking at night**.
- More **residents in Horsham (49.6%) are suffering from avoidable death by cardiovascular diseases** than the average Victoria population (33.8%).

Prioritising the mental wellbeing of Horsham residents (along with their physical health) will increase the livability and appeal of the region. It is important that future planning considers the development and promotion of open spaces that will encourage HRCC community members to be more active, provide feelings of safety and opportunities to escape from the pressures of everyday life.

HEALTH STATUS

Health Indicators	Horsham	Grampians Region	Victoria
Obesity	21.4%	25.0%	18.8%
Sedentary People reporting no physical activity during the week	1.8%	2.7%	3.6%
Insufficiently Active <150 mins or <2 sessions/wk	44.5%	50.9%	50.4%
Sufficiently Active ≥150 mins or ≥2 sessions/wk	48.5%	41.0%	41.4%

Source: Department of Health and Human Services, Victorian Population Health Survey 2014

WELLBEING STATUS

Physical Activity	Horsham	Victoria
Mental Health Residents reporting symptoms of anxiety and depression	33.4%	25%
Work-Life Balance Percentage of population reporting adequate balance	49.9%	57.3%
Safety at Night Feelings of safety walking alone after dark	54.4%	55.1%
Cardiovascular Disease Rate of avoidable death	49.6%	33.8%

Source: HRCC Health & Wellbeing Plan 2017-2021



CONSULTATION FINDINGS

WHAT IS OUR COMMUNITY TELLING US?

A variety of consultation methods have been undertaken to facilitate a high level of community engagement. This will promote an in-depth understanding of the issues and proposed directions for open space planning and provision in the municipality. This has included the following:

- **30 depth interviews** with identified stakeholders from various sectors, including government, healthcare, sport and recreation organisations, and other agencies, as well as personnel from within HRCC, including Councillors and key staff;
- An online survey with the local community and key stakeholders which received a total of **251 complete responses** (reportedly one of the highest response rates Council has had from the community);
- Community feedback via the Pozi interactive mapping tool, which had a total of **326 interactions** including 178 dropped pins, and;
- Two community forums, held on March 19th and March 20th 2019 at the Council offices with **20 attendees**.

Key findings from this process were:

- The town, its **open space and its iconic assets need regeneration** and investment to ensure they meet growing needs and changing demand. In order to re-position the town as a true hub for the Wimmera Southern Mallee region, the **icons of the region** need to be celebrated.
- **Tree canopy and shade including rest/relaxation spaces are lacking** in the CAD and throughout the whole municipality.
- Dedicated and signed **pedestrian and cycle linkages** are needed to connect the whole city.
- A **strong underlying connection to the river and lakes system** is not overt and the river precinct needs activating. The **river should be a key**

destination and needs several additions like family spaces, a splash park and permanent food, drink and entertainment.

- Shared **civic/community and green spaces** within walking distance of the CAD are missing.
- The **Entry/Exits to Horsham** need rejuvenation to demonstrate the community pride in the town and region.
- Many **natural areas and open spaces** don't have the right mix of **assets and amenities**, and local parks and passive recreation spaces need enhancement to encourage greater use.
- Some of the city's **key assets are perceived as closed most of the time/day**.
- The **Mount Arapiles-Toooan State Park is an icon** for HRCC. As an internationally significant destination for rock climbing, it has an enduring appeal that draws thousands of visitors from around the world each year.
- **Indigenous story-telling** is missing through much of the region and needs to be addressed.
- **Protecting nature reserves** and wildlife, and creating **more natural areas for families and children to play** are necessary to provide quality open spaces for future generations.
- North Horsham is **underserved by open space and linkages** between them.
- West and South Horsham are two of the growing localities of Horsham, and in some parts, **new housing developments have proceeded with inadequate consideration of open space**.



OPEN SPACE IN HORSHAM

Benchmarking

To plan the provision of open space, a benchmark of between 2.83 hectares (ha) and 5 ha per 1,000 people is used in most states. For Victoria, there is no consistent benchmark for open space provision that is commonly used across all municipalities. The 2.83ha figure is primarily used in NSW and is based on 0.8ha/1,000 for parklands and gardens and 2.0ha/1,000 for outdoor sports – it generally does not include drainage areas or natural areas.

In Western Australia, the requirement is that 10% of the gross sub-divisible area of a conditional subdivision shall be given up free of cost by the sub-divider for public open space. South Australia has a legislative requirement of '12.5% of land for open space' which equates to around 4 ha per 1,000 people in a lower density development area of 35 hectares (based on 15 dwellings per hectare and 1.9 persons per household). This figure is consistent with benchmarks used in the ACT (4ha) and Queensland (4-5ha) but greater than the NSW benchmark.

Current Situation

The municipality has approximately 287 ha of Council owned or managed public open space spread across 97 sites. This excludes open space fronting the river, drainage and stormwater reserves and public halls and equates to approximately 14.6 hectares of open space per 1,000 people (based on Horsham's population of 19,627 people, 2016). Within the Horsham Township area there is 158.8 ha of open space across 66 sites.

The open space within Horsham is complimented by close access to a number of Regional, State and National Parks. Within the municipality there is also 28,547 ha of open space that is managed by Parks Victoria. This includes nature conservation reserves, natural features reserves, state parks such as the Black Range State Park and national parks such as the Grampians.

Benchmarking comparisons for open space provision is provided in the adjacent table. As shown, Warrnambool has led the way in some LGA planning schemes and thinking – and Horsham is well below this specific benchmark.

OPEN SPACE PROVISION BENCHMARKS

	Local Government Area	Hectares per 1000 people
Regional	Greater Geelong	46
	Warrnambool City Council	32.5
	Surf Coast	23
	Latrobe (excluding rural)	17.6
	Horsham (Entire Region)	14.6
	Greater Bendigo	12.1
	Ballarat	9.7
	Horsham (Township)	8.1
	Metro	Melbourne
Moonee Valley		5
Port Phillip		4.9
Moreland		4
Maribyrnong		3.7
Yarra		3.1
Stonnington		2
Greater Dandenong		3.6
Knox		10

When planning public open space, the following standards should be followed:

- Local parks within 400m safe walking distance of at least 95% of all dwellings;
- Active open space within one kilometre of 95% of all dwellings;
- Linear parks and trails, most often along waterways, but also linked to vegetation corridors and road reserves within one kilometre of 95% of all dwellings;
- In residential areas, approximately 10% of the net developable area as total public open space

OPEN SPACE HIERARCHY SUMMARY

Hierarchy and Category

Horsham’s open spaces have been classified according to a system of two central classifications – hierarchy and category.

Four tiers of open space are proposed for Horsham: Local, Neighbourhood, Municipal and Regional. These outline the typical size and how far a user might travel to visit the site. These are outlined in further detail over the following pages.

Category is based on the primary intended function of an open space. Five categories have been developed for Horsham’s open space network: Sport grounds, recreation spaces, natural areas, linkages and civic spaces. Definitions of each are provided on page 28.

In assessing each open space, it became apparent that some areas have limitations around access.

It is not assumed that all open space will be able to match a specific definition. Categories and descriptions may need to be expanded or adapted within local policies to enable inclusion of specific sites, recognition of local characteristics and variation in application due to contextual setting (i.e. they can’t be rigid).

The Open Space Hierarchy will be used to inform the planning and management of open space, and as a tool to direct appropriate development and maintenance levels in different types of open space.

Current Supply of Open Space

A summary of HRCC’s current open space network by hierarchy and category is presented in the table on the following page.

- 23% of open space in Horsham is classified as neighbourhood.
- 32% of open space in Horsham is classified as natural areas.
- 27% of open space is sports grounds.

HIERARCHY EXAMPLES	
Local	
Neighbourhood	
Municipal	
Regional	

Future Demand for Open Space

Demand for open space is generally based on permanent residential population. However, a number of social and geographical inputs also affect the level of demand for open space, including:

- Age and population distribution.
- Housing type and access to private open space.
- Housing density.
- Tourism and visitation.
- Inputs such as natural and man-made geographic influences.

The potential future gap compares the 2031 projected population with the current open space footprint. In 2031, an additional 31.7 of open space will be required to maintain the current open space provision (of 14.6ha per 1,000 residents).

With Horsham West predicted to be the key locality attracting population growth, this area should also be the focus for any additional parklands and gardens.

While there is currently a good supply of outdoor sporting facilities across Horsham, there are currently no outdoor sporting precincts in Horsham that align to sporting association requirements to host regional events.

Future planning to maintain the current provision of open space should include the development of regional standard sports facilities, in line with the Sporting Facilities Demand Study.

OPEN SPACE SUPPLY AND DEMAND BY HIERARCHY

Hierarchy	Current Supply (Ha)	Current Supply (per 1000)	Future Demand (ha)	Future Gap (ha)
Local	18.8	1.0	20.9	2.1
Neighbourhood	66.5	3.4	73.8	7.3
Municipal	51.7	2.6	57.4	5.7
Regional	149.7	7.6	166.3	16.5
Total	286.7	14.6	318.4	31.7

OPEN SPACE SUPPLY AND DEMAND BY CATEGORY

Hierarchy	Supply (Ha)	Supply (per 1000)	Future Demand (ha)	Future Gap (ha)
Natural areas	91.8	4.7	101.9	10.1
Sports grounds	76.6	3.9	85.1	8.5
Other	71.5	3.6	79.4	7.9
Recreation spaces	44.9	2.3	49.9	5.0
Linkages	1.9	0.1	2.2	0.2
Total	286.7	9.9	318.4	31.7

OPEN SPACE SUPPLY AND FUTURE DEMAND

CURRENT OPEN SPACE SUPPLY

	Local		Neighbourhood		Municipal		Regional		Total	
	Number	Area (Ha)	Number	Area (Ha)	Number	Area (Ha)	Number	Area (Ha)	Number	Area (Ha)
Brimpaen	1	0.0	0	0.0	0	0.0	0	0.0	1	0.0
Central Horsham	6	4.8	2	8.0	1	11.4	0	0.0	9	24.2
Drung	1	0.9	0	0.0	1	5.3	0	0.0	2	6.3
Haven	3	1.8	1	2.0	2	15.6	0	0.0	6	19.4
Horsham East	6	2.4	6	12.8	0	0.0	1	21.8	13	37.0
Horsham Inner North	2	0.2	1	1.3	0	0.0	0	0.0	3	1.5
Horsham North	8	0.8	5	7.5	0	0.0	0	0.0	13	8.4
Horsham South	7	2.0	1	4.3	0	0.0	1	44.6	9	50.9
Horsham South West	9	0.9	3	3.1	0	0.0	0	0.0	12	4.0
Horsham West	6	0.5	0	0.0	0	0.0	1	32.3	7	32.9
Jung	1	0.7	1	1.1	0	0.0	0	0.0	2	1.8
Laharum	0	0.0	1	4.5	0	0.0	0	0.0	1	4.5
Natimuk	1	0.4	2	7.8	1	0.0	0	0.0	4	8.3
Natimuk District	1	0.8	0	0.0	0	0.0	0	0.0	1	0.8
Pimpinio	2	1.2	2	7.8	1	12.1	0	0.0	5	21.2
Quantong	1	0.1	1	3.9	0	0.0	0	0.0	2	4.0
Riverside	1	0.7	0	0.0	1	7.2	0	0.0	2	7.9
Toolondo	1	0.2	2	2.2	0	0.0	0	0.0	3	2.4
Vectis	1	0.2	0	0.0	0	0.0	1	51.1	2	51.3
Total	58	18.8	28	66.5	7	51.7	4	149.7	97	286.7

CURRENT OPEN SPACE DEMAND AND FUTURE GAP

	Local		Neighbourhood		Municipal		Regional		Total	
	Demand	Future gap	Demand	Future gap	Demand	Future gap	Demand	Future gap	Demand	Future gap
Horsham (Township)	13.0	1.3	41.1	4.1	12.7	1.3	109.6	10.9	176.4	17.5
Horsham (Outlying Localities)	8.0	0.8	32.7	3.3	44.7	4.4	56.7	5.6	142.0	14.1
Total	20.9	2.1	73.9	7.4	57.4	5.7	166.3	16.5	318.4	31.7

OPEN SPACE HIERARCHY

	Local	Neighbourhood	Municipal	Regional
Description	Provides at least enough space for two activities or groups to use the open space simultaneously, for example an open grassed area with seating and playground. Primarily used for recreation. frequent, short duration visits within a short walking distance of users.	Provides facilities and features that appeal to the neighbourhood population including a range of unstructured recreation and informal facilities. Intended for frequent, short duration visits within a walking or cycling distance of users.	Provides facilities and features that attract the municipal-wide population and/or protect biodiversity/heritage values. This can include structured sporting facilities, historical gardens or major recreation facilities including fitness equipment and multi-purpose courts. People may need to travel a short distance to reach them.	Primarily caters to the broader regional population and/or protection and enhancement of biodiversity values in a regional context. These parks attract users from within and beyond the municipality and cater for a broad cross-section of ages. Most people drive to these.
Activities	Should have: <ul style="list-style-type: none"> • Children's play spaces • Seating • Relaxation/resting spots 	Should have: <ul style="list-style-type: none"> • Combination of open parkland and bushland • Sport and recreation facilities for unstructured activity • Spaces for casual play • Seating • Relaxation/resting spots 	Should have: <ul style="list-style-type: none"> • Sufficient space to accommodate a variety of concurrent activities • Children's play spaces • Seating May have: <ul style="list-style-type: none"> • Provision of organised sports • Dog exercise areas 	Should have: <ul style="list-style-type: none"> • Significant environmental or tourism value • Seating • Public toilets • Drinking fountains May have: <ul style="list-style-type: none"> • Natural wetlands and reserves • Organised sports • Dog exercise areas
Typical Size	<ul style="list-style-type: none"> • 0.2ha – 1ha 	<ul style="list-style-type: none"> • Minimum 1 ha 	<ul style="list-style-type: none"> • Minimum 5 ha 	<ul style="list-style-type: none"> • Any
Typical Catchment	<ul style="list-style-type: none"> • 300m – 500m safe walking distance from dwellings and workplaces 	<ul style="list-style-type: none"> • 500m to 1km safe walking distance from dwellings and workplaces or approx. 10 minute walk 	<ul style="list-style-type: none"> • Located within 2 km of 95% of dwellings • 500m walking distance applied for neighbourhood use 	<ul style="list-style-type: none"> • Unlimited for regional visitors • 500m distance applied for neighbourhood use
Example for Horsham	<ul style="list-style-type: none"> • Charisma Park 	<ul style="list-style-type: none"> • Natimuk Creek Reserve 	<ul style="list-style-type: none"> • Haven Recreation Reserve 	<ul style="list-style-type: none"> • May Park, Weir Park and Adventure Island

* Definitions have been developed in alignment with the Department of Environment, Land, Water and Planning

CATEGORIES OF OPEN SPACE IN HORSHAM

CATEGORY					
Sport grounds	Recreation spaces	Natural areas	Linkages	Civic spaces	Other
Facilities used for competitive sport, including sports fields and courts, as well as supporting infrastructure such as play spaces, seating, clubhouses and amenities.	Active or passive recreation spaces including parks with social areas such as BBQs, gardens, play spaces for young and old, walking tracks and fitness equipment, and dog exercise areas. Also includes unembellished parks.	Spaces managed to protect, enhance and create natural environments such as waterways (which include wetlands), increased habitat for wildlife, restoration and preservation of existing bushland areas and increased tree canopy coverage of the municipality.	Cycle and/or pedestrian paths that connect to other areas of open space or destinations such as town centres, schools and natural assets.	Spaces for community and civic events like town halls and community centres.	Types of open space that do not fit into any of the previous categories and do not have a distinct purpose, such as drainage reserves and stormwater basins.
Example: City Oval	Example: Weir Park	Example: Burnt Creek Reserve	Example: Barnes Boulevard Walking Track	Example: Telangatuk East Hall Reserve	Example: Osbourne Road Drainage Reserve

Note: Definitions have been developed in alignment with the Department of Environment, Land, Water and Planning

SUB-CATEGORIES OF OPEN SPACE IN HORSHAM

SUB-CATEGORY							
SPORT GROUNDS	RECREATION SPACES		NATURAL AREAS		LINKAGES	CIVIC SPACES	OTHER
Sports fields and organised recreation	Parks and gardens	Transport reservations	Protected area estates	Natural and semi-natural open space	Recreation corridors	Civic squares and promenades	Drainage Reserves and Stormwater Basins
Areas primarily used for playing organised (often club-based) sport in an outdoor setting. These places can accommodate informal recreation activities, e.g. picnic areas, play spaces.	Landscaped areas that provide for a range of non-organised recreation and informal activities. Such areas can also have natural values and may provide pedestrian and or bicycle links between streets.	Areas of informal open space within or adjacent to an existing or future transport reservation. Such spaces can be of a temporary nature and subject to transformation in response to evolving transport priorities.	Areas set aside for the conservation and protection of natural ecosystems, landscape character and/or historical and scenic features. They are also for enjoyment through appropriate recreation. These are typically managed by Parks Victoria.	May include land managed for the conservation that is not included in Victoria's protected area system. Can include long, interconnected areas of open space which may provide visual buffers, movement corridors for pedestrians, cyclists) and/or flora and fauna.	Trails used for walking and/ or cycling that link areas of open space, and provide formal or informal connections between and within neighbourhoods and districts.	Major open areas used for non-organised recreation and informal activities, such as community gatherings.	A parcel of land set aside for drainage purposes. Drainage Reserves usually contain either a drainage basin or an open drain.
Example: Haven Tennis Courts	Example: Botanical Gardens	Example: Menadue Street Roadside Reserve	Example: Mitre Lake Flora and Fauna Reserve	Example: Haven Community Dam	Example: Major Mitchell Drive River Frontage	Example: Horsham Skate Park	Example: Burnt Creek Drainage Reserve

Note: Definitions have been developed in alignment with the Department of Environment, Land, Water and Planning

OPEN SPACE AND PLAY SPACE DEVELOPMENT GUIDELINES

The following table provides guidance for the upgrade and development of existing open space and play spaces.

	Local parks & play spaces	Neighbourhood parks & play spaces	Municipal parks & play spaces	Regional parks & play spaces
Play elements for different ages	Unlikely – focus on natural play/green space	✓	✓	✓
Open areas for informal play	✓	✓	✓	✓
Natural play	Value add	Value add	✓	✓
Irrigated grass	Value add	Recommended	✓	✓
Landscaping – shrub vegetation/garden beds	✓	✓	✓	✓
Basketball goals/nets/hitting walls	✗	Value add	Recommended	Subject to demand
Accessible Equipment	Value add	Recommended	Recommended	✓
Pathways	✓	✓	✓	✓
Universal Access Design (UAD)	✓	✓	✓	✓
Natural shade	✓	✓	✓	✓
Structured shade/shelter	✗	✗	Might have shelter	✓
Seating	✓	✓	✓	✓
Picnic tables	Recommended	Recommended	✓	✓
Public toilets	✗	✗	✓	✓
BBQ's	✗	✗	Value add	✓
Access to water	✗	✗	✓	✓
Bins – Waste and Recycling	✗	Recommended	Both	✓
Lighting	✗	Recommended	✓	✓
Signage – Wayfinding and history	Recommended	✓	✓	✓
Car parking	✗	✗	✗	✓
Bicycle racks	Value add	Value add	Recommended	✓
Public art	Value add	Value add	Recommended	✓
Maintenance frequency	Monthly	Monthly	Monthly	Daily
Inspections	3 times per year	3 times per year	4 times per year	Monthly and annual
Access for maintenance vehicles	✓	✓	✓	✓

Legend:
✓ = Compulsory
✗ = Not compulsory

Note: Fencing to be determined on a site-by-site basis and all future re-developments to be designed by a landscape architect

In addition to the Open Space and Play Space Development Guidelines on the previous page, the following Urban Design Guidelines and Crime Prevention Through Environmental Design (CPTED) Guidelines should be incorporated when designing, developing and upgrading open space and play spaces.

Urban Design Guidelines

The Urban Design Guidelines for Victoria support state agencies, local government and the urban development sector to deliver functional and enjoyable places for people to live, work, and spend leisure time. The guidelines are based around six key areas:

- **Urban structure:** Urban structure principles, activity centre structure, large development site structure, higher density residential precinct structure, and public realm structure.
- **Movement network:** Movement network principles, pedestrian priority streets, pedestrian and bicycle paths, pedestrian and bicycle crossings, major roads, public transport on roads, on-street parking, and car parking lots.
- **Public spaces:** Public space principles, street spaces and plazas, local parks, communal open spaces.
- **Public transport environs:** Public transport environs principles. railway station precincts, public transport interchanges, and railway corridor environs.
- **Buildings:** Buildings in activity centres, higher density residential buildings, large format retail premises, and car parking structures.
- **Objects in the public realm:** Principles for objects in the public realm, street and park furniture, trees and planting, barriers and fences, lighting, signs and way-finding, and small public buildings and structures.

Crime Prevention through Environmental Design

The aim of these Guidelines is to influence and inform decisions about designing and managing the built environment, so that our communities, towns and cities are safer. Each CPTED response needs to focus on:

- Local space
- Local people
- Local situations and solutions

Key CPTED principles to be incorporated into open space planning and Horsham's open space network are outlined below:

- **Natural Surveillance:** Criminals are less likely to commit a crime when there is a chance they may be seen. Likewise, members of the community are likely to feel safer if they can be seen. Landscape planning and urban design that enhances the chance of being seen is a form of natural surveillance.
- **Natural Access Control:** Part of creating a controlled open space is focusing on entry and exit points into parks, neighbourhoods and parking lots.
- **Space Activation and Management:** Well maintained open space creates a sense of place for the community and spaces that are well looked after send out messages to would-be offenders that the community cares.
- **Territorial Reinforcement:** The use of physical attributes creates defined lines between public open spaces such as low shrub plantings, lighting, signage and landscaping.



HORSHAM LOCALITY ANALYSIS AND RECOMMENDATIONS

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

Differences between localities in a number of factors (age, demographics, landscape, land use, location and open space provision) mean that the open space network can vary quite vastly across the municipality.

Explanation of how locality names and boundaries have been selected:

The Australian Statistical Geography Standard (ASGS) provides a framework of statistical areas used by the Australian Bureau of Statistics (ABS) and other organisations to enable the publication and use of statistics that are comparable and spatially integrated.

Statistical Areas Level 1 (SA1s) are designed to maximise the spatial detail available for Census data. Most SA1s have a population of between 200 to 800 persons with an average population of approximately 400 persons. SA1s aim to separate areas with different geographic characteristics within locality boundaries.

Within the Horsham LGA boundary, there are 49 SA1s. For the purpose of this strategy, Horsham has been divided into 19 different localities, based on the SA1 borders. This has allowed a more detailed analysis of the quantity and coverage of existing and future open space.

An explanation of how each SA1 region has been allocated within Horsham is shown in the table to the right and visually, on page 32 and 50.

Open Space Locality Name		ABS SA1 Code
Horsham Region	Toolondo	2138901
	Brimpaen	2138902
	Wartook	2138903
	McKenzie Creek	2138904
	Drung	2138905
	Laharum and Dadswells Bridge	2138906
	Natimuk	2138907
	Pimpinio and Kalkee	2138908
	Jung	2138909
	Vectis and Dooen	2138910
	Quantong	2138911
	Natimuk District	2138912
Open Space Locality Name		ABS SA1 Code (21388XX)
Horsham Township	Central Horsham	03, 31
	Horsham North	02, 08, 09, 10, 11, 12, 13, 14
	Horsham Inner North	21, 32, 33
	Horsham East	04, 07, 28, 34, 35
	Horsham South	17, 29, 30
	Horsham South West	05, 06, 16, 25, 26, 36, 37
	Horsham West	15, 22, 23, 24
	Riverside	18, 19, 20, 27
	Haven	01

LOCALITY ANALYSIS – PROVISION RATING

Each locality has been allocated a provision rating based on the ratio of open space within the region. The provision rating is based on the hectares of open space per 1000 people, as shown below:

- Low: <4
- Adequate: 4 – 20
- High: 20 – 30
- Very High: >30

A detailed breakdown of the provision ration for each locality is shown to the right. Horsham Inner North, Horsham North and Horsham South West are among the localities with a low provision of open space.

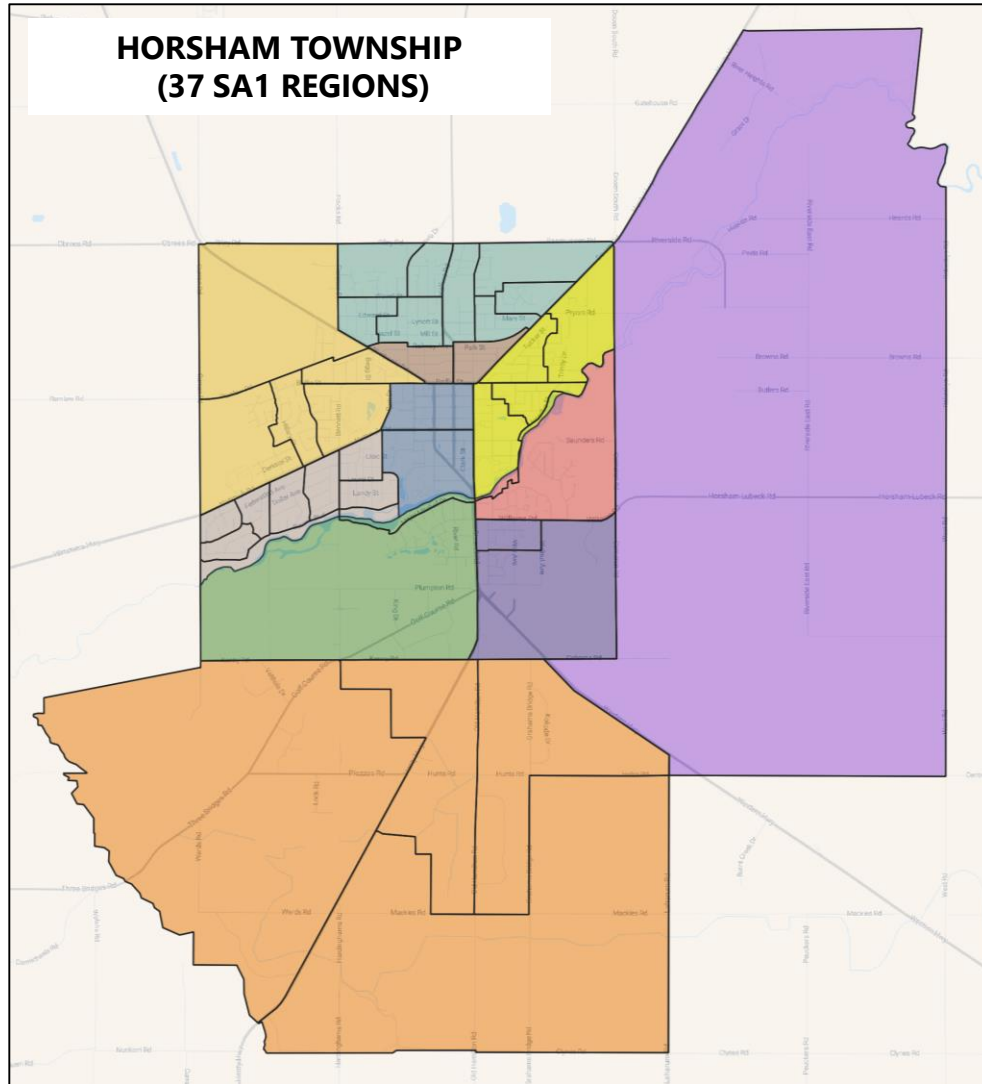
In contrast, Central Horsham, Pimpinio and Vectis have a very high provision of open space per 1,000 people.

	Open Space Provision (Ha)	Open Space Provision (Ha/1000 people)	Provision Rating
McKenzie Creek	0.0	0.0	Low
Wartook	0.0	0.0	Low
Brimpaen	0.0	0.1	Low
Horsham Inner North	1.5	1.2	Low
Horsham South West	4.0	1.4	Low
Horsham North	8.4	2.5	Low
Jung	1.8	7.5	Adequate
Toolondo	2.4	10.1	Adequate
Quantong	4.0	12.9	Adequate
Horsham East	37.0	13.4	Adequate
Natimuk and District	9.1	14.9	Adequate
Haven	19.4	14.9	Adequate
Horsham West	32.9	17.0	Adequate
Riverside	7.9	18.9	Adequate
Laharum	4.5	21.0	High
Drung	6.3	25.3	High
Horsham South	50.9	29.7	High
Central Horsham	24.2	35.5	Very High
Pimpinio	21.2	62.8	Very High
Vectis	51.3	172.7	Very High



HORSHAM TOWNSHIP LOCALITY ANALYSIS AND RECOMMENDATIONS

GEOGRAPHICAL AREA



	Open Space Precinct/Region Name	ABS SA1 Code (21388XX)
Horsham Township	Central Horsham	03*, 31
	Horsham North	02, 08, 09, 10, 11, 12, 13, 14
	Horsham Inner-North	32, 33
	Horsham East	28*
	Horsham North East	04, 07, 34*, 35*
	Horsham South East	29, 30
	Horsham South	17*
	Horsham South-West	05, 06*, 16*, 25*, 26, 36*, 37*
	Horsham West	15, 21, 22, 23, 24
	Haven	18, 19, 20, 27
	Riverside	01

* Denotes SA1 boundaries realigned with Wimmera River.

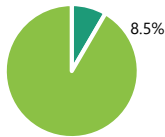
Specific Description of Open Space in Central Horsham

- Central Horsham is an established area based around the Central Activity District (CAD). Provision of open space in this locality is among the highest in the municipality, with 102 hectares per 1,000 people. This is due to the number of open spaces surrounding the river.
- Open space assets within this region include the Botanic Gardens, City Oval, Sawyer Park and the river foreshore. Together these form the iconic centre-piece of the open space network in Horsham, with high usage and visitation.

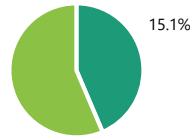
Fast Facts:



24.2 ha of open space in the locality



8.5% of all open space in Horsham



15.1% of the total locality area is open space



Local=20%
 Neighbourhood=33%
 Municipal=47%
 Regional=0%

	Sports grounds	Recreation spaces	Natural areas	Linkages	Civic Spaces	Other
Number	3	3	2	1	0	0
Hectares	4.48	16.73	2.91	0.12	0.00	0.00
Proportion	18%	69%	12%	0%	0%	0%
2016 Population	2036 Population	Provision (ha/1000)	Provision Rating			
682	760	35.5	Very High			

Excludes drainage and stormwater reserves and public halls

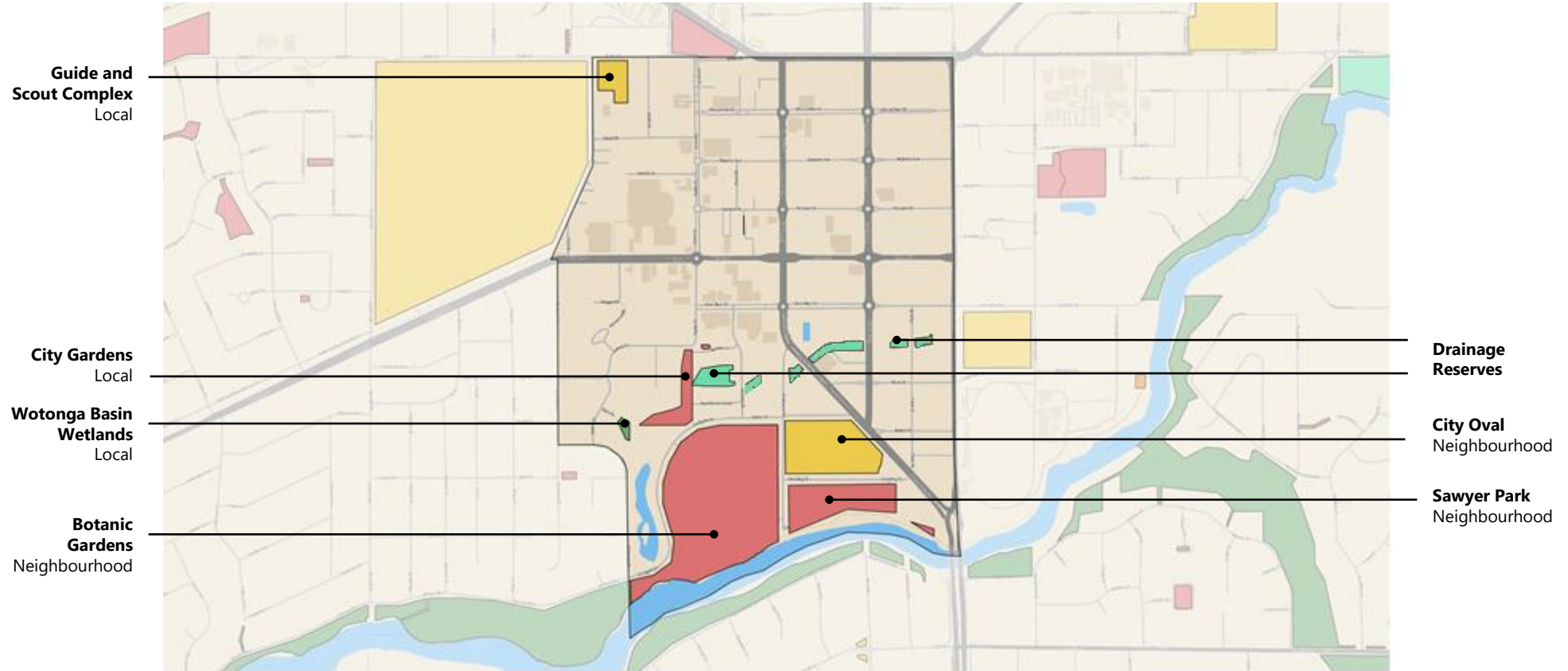
Key Issues

- While the provision ratio of open space per 1,000 people is very high, the actual use, connectivity and access to open space in the CAD is poor. Provision of, and access to civic spaces, such as community gardens is limited in the CAD and surrounding residential grid.
- City Oval is one of Horsham's key sport and recreational assets. However it appears closed off to the general public, and it is difficult to find usage times. The River Precinct is somewhat underutilised and has the potential to be a major destination for recreational and social enjoyment. Any future consideration of a regional indoor/outdoor sports facility would require a feasibility study to independently identify the optimal site across Horsham.

Future Considerations

- Develop a list of iconic assets and spaces that must be strongly enhanced – or partnered with for long-term reinvestment.
- Identify and develop a series of green space pockets throughout the CAD to increase opportunities for passive recreation.
- Enhance the streetscape through public art and sculptural pieces at road reserves in Pynsent Street, Wilson Street, Hamilton Street, Darlot Street and Urquhart Street presents opportunities to enhance public open space.
- Provide opportunities for improved integration of activities in the Horsham Central Activities District with the river corridor.
- Create and formalise linkages between the CAD and river corridor as identified through the Horsham CAD revitalisation project.
- Activate areas fronting the river to attract patronage and stimulate activity around the river corridor, such as the development of riverside catering/dining venues.
- Enhance the river environs to provide for opportunities for increased biodiversity and habitat restoration.

CENTRAL HORSHAM



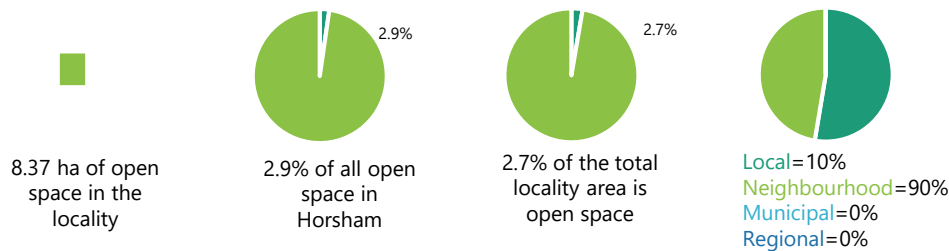
- Legend**
- Sports grounds
 - Recreation spaces
 - Natural areas
 - Civic spaces
 - Linkages
 - Other

Drainage, stormwater reserves and public halls have been excluded from open space calculations.

Specific Description of Open Space in Horsham North

- The major observation is that the North of Horsham is underserved by publicly accessible and activated open space.
- Horsham North has the highest population of all localities, however provision of open space is one of the lowest, with only 2.53 hectares per 1,000 people.
- Horsham North’s urban area is characterised by poor town planning outcomes, evident through the lack of a defined structure or hierarchy between places and connections.
- Dudley Cornell Park is the key open space asset in Horsham North, and is primarily used for athletics, cricket and soccer.

Fast Facts:



	Sports grounds	Recreation spaces	Natural areas	Linkages	Civic Spaces	Other
Number	1	11	0	0	0	1
Hectares	0.00	8.02	0.00	0.00	0.00	0.35
Proportion	0%	96%	0%	0%	0%	4%
2016 Population	2036 Population		Provision (ha/1000)		Provision Rating	
3,309	3,689		2.5		Low	

Excludes drainage and stormwater reserves and public halls

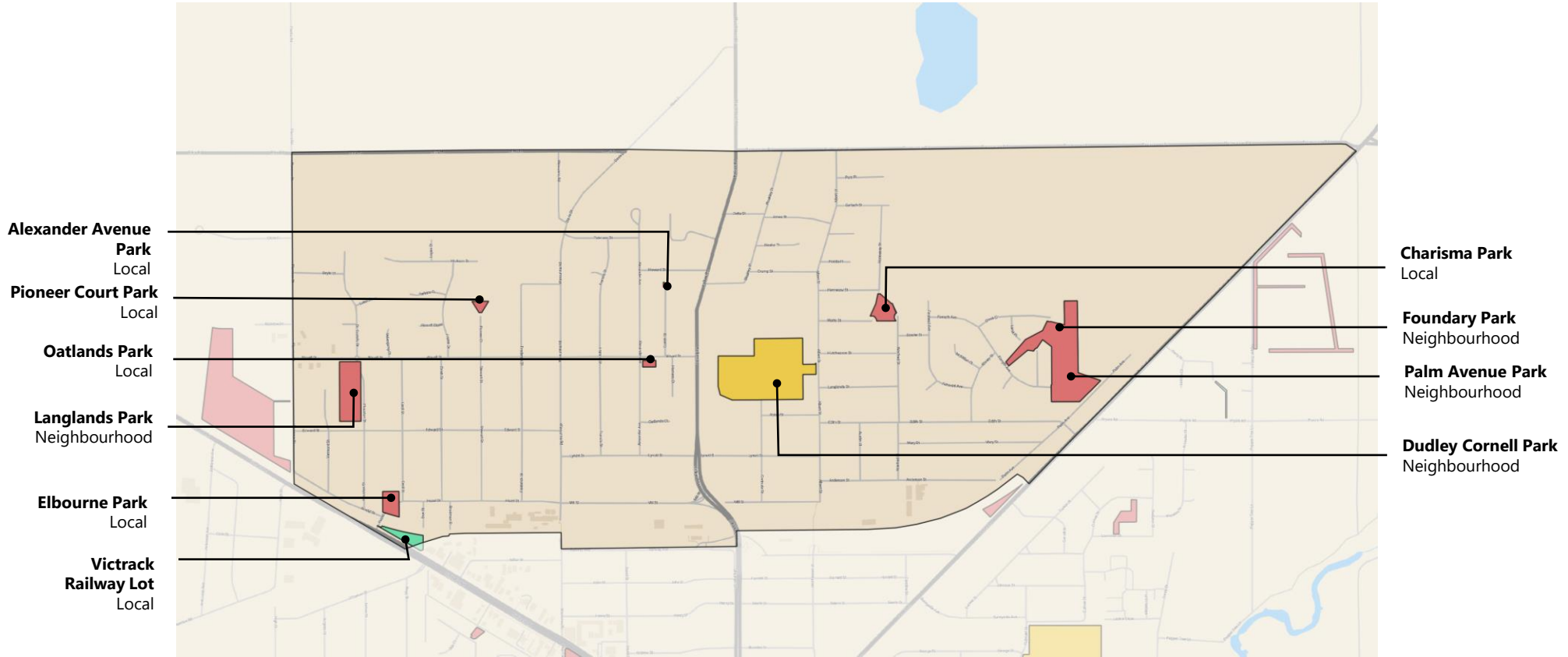
Key Issues

- Key public open spaces in Horsham North (Dudley Cornell Park and Foundry Park) are surrounded by backyard fences, which reduce the amenity, safety and character of these spaces.
- There is poor connectivity to the centre of the town with no formalised bike or pedestrian routes. This poses a safety risk for residents and limits accessibility.
- Horsham North is isolated and separated from the rest of Horsham by the railway corridor and adjoining land, and the poor quality connections across the railway. While the Railway Corridor restricts accessibility in some cases, it has the potential to provide the East/West connectivity and alleviate the barrier between North and South Horsham.

Future Considerations

- Activate existing open space with community amenities such as barbecues, picnic tables, public toilets at Languard’s Park and Charisma Park.
- Develop pedestrian and cycle links between the Kalkee Road Children’s Hub, Police Paddock and Dudley Cornell to provide connection between key open spaces in the North.
- Use Dudley Cornell Park for broader lifestyle and recreational use by local residents, with athletics relocated to another site (medium term).
- Develop initiatives to help re-integrate the urban areas on each side of the railway to change the dynamic of Horsham North.
- Investigate opportunities to redevelop the existing Horsham North Primary School site as a passive recreation space. This includes the existing North Gym, along with new walking trails, and passive open spaces.
- Create a series of “Safe Places” where residents can meet, or wait for public transport, in a safe environment. These Safe Places should be carefully designed with CPTED (Crime Prevention Through Environmental Design) principles at key intersections and streets.

HORSHAM NORTH



- Legend**
- Sports grounds
 - Recreation spaces
 - Natural areas
 - Civic spaces
 - Linkages
 - Other

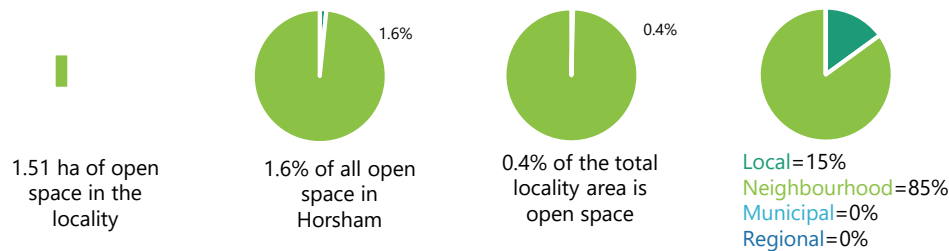
Drainage, stormwater reserves and public halls have been excluded from open space calculations.

HORSHAM INNER NORTH

Specific Description of Open Space in Horsham Inner North

- Horsham Inner North is a residential area that is bounded by the railway corridor land to the North and Baillie Street to the South.
- On the south side of the railway corridor, it does not have the same sense of separation and isolation as North Horsham, yet the railway corridor and adjoining land means there are poor quality connections to the open space network in the north of Horsham.
- May Park is the key open space asset within the locality. Birch Avenue also has a footpath reserve, which leads to an unnamed road bounded by backyard fences.

Fast Facts:



	Sports grounds	Recreation spaces	Natural areas	Linkages	Civic Spaces	Other
Number	0	3	0	0	0	0
Hectares	0.00	1.51	0.00	0.00	0.00	0.00
Proportion	0%	100%	0%	0%	0%	0%
2016 Population	2036 Population	Provision (ha/1000)	Provision Rating			
1,260	1,405	1.2	Low			

Excludes drainage and stormwater reserves and public halls

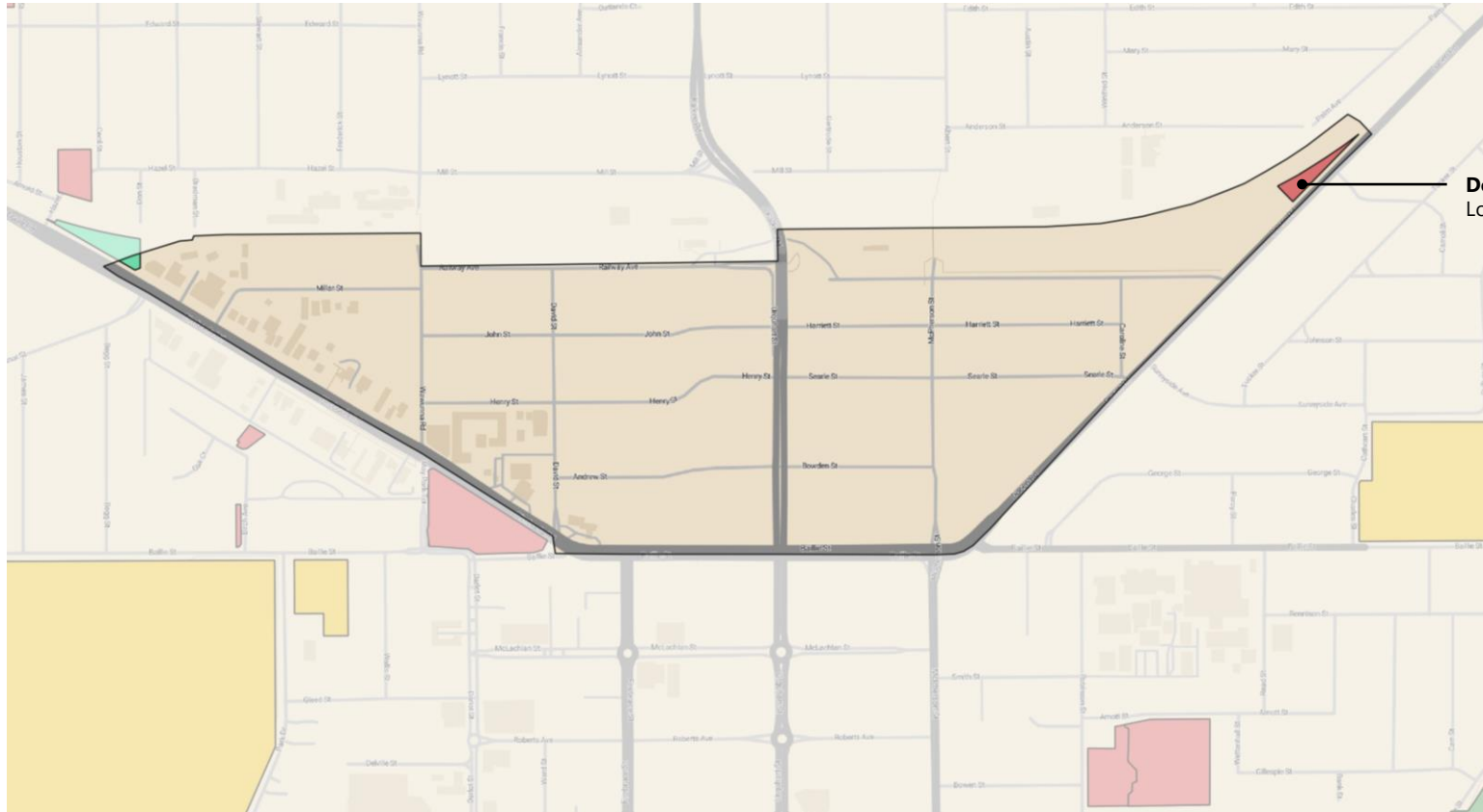
Key Issues

- The extensive area of underutilised land within the urban area, especially close to the railway line, creates unsightly gaps in the urban fabric, and prevents any sense of cohesion, intimacy or amenity in the area.
- Lack of linkages to the existing open space network – through dedicated pedestrian and cycle routes – hinders and prevents accessibility.

Future Considerations

- Strategically acquiring the railway corridor land will change the dynamics of the township, and this opportunity must be pursued to completion. This is assuming that environmental issues can be overcome.
- Connect public open space to the surrounding pedestrian network. Pedestrian and cycle paths that connect the river to May Park and Police Paddocks are needed to enhance connectivity and accessibility.
- As soon as practical, upgrade lighting at May Park to illuminate paths and areas for night-time use and to improve the perceived after-dark safety aspect.
- Improve existing pedestrian/cycle connections across the railway, and work with Victrack to improve underpasses between Horsham North and wider Horsham

HORSHAM INNER NORTH



Doonee Road Park Local

- Legend
- Sports grounds
 - Recreation spaces
 - Natural areas
 - Civic spaces
 - Linkages
 - Other

Drainage, stormwater reserves and public halls have been excluded from open space calculations.

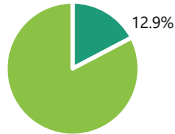
Specific Description of Open Space in Horsham East

- Horsham East is a residential area with a number of schools in the locality including St. Brigids College, Horsham 298 Primary School and the Lutheran Primary School.
- There is good provision of open space within Horsham East, with 16% of the total area classified as open space and a provision ratio of 22.72 hectares per 1000 people.
- Key open space assets within the locality include Sunnyside Park, Coughlin Park and the Menadue Street foreshore. A key natural asset is the Burnt Creek corridor from Williams Road to the confluence with the Wimmera River.

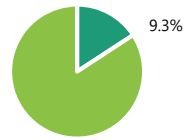
Fast Facts:



37.01 ha of open space in the locality



12.9% of all open space in Horsham



9.3% of the total locality area is open space



Local=7%
 Neighbourhood=35%
 Municipal=0%
 Regional=59%

	Sports grounds	Recreation spaces	Natural areas	Linkages	Civic Spaces	Other
Number	4	5	0	1	0	3
Hectares	7.92	4.46	0.00	0.10	0.00	24.54
Proportion	21%	12%	0%	0%	0%	66%
2016 Population	2036 Population		Provision (ha/1000)		Provision Rating	
2,766	3,084		13.4		Adequate	

Excludes drainage and stormwater reserves and public halls

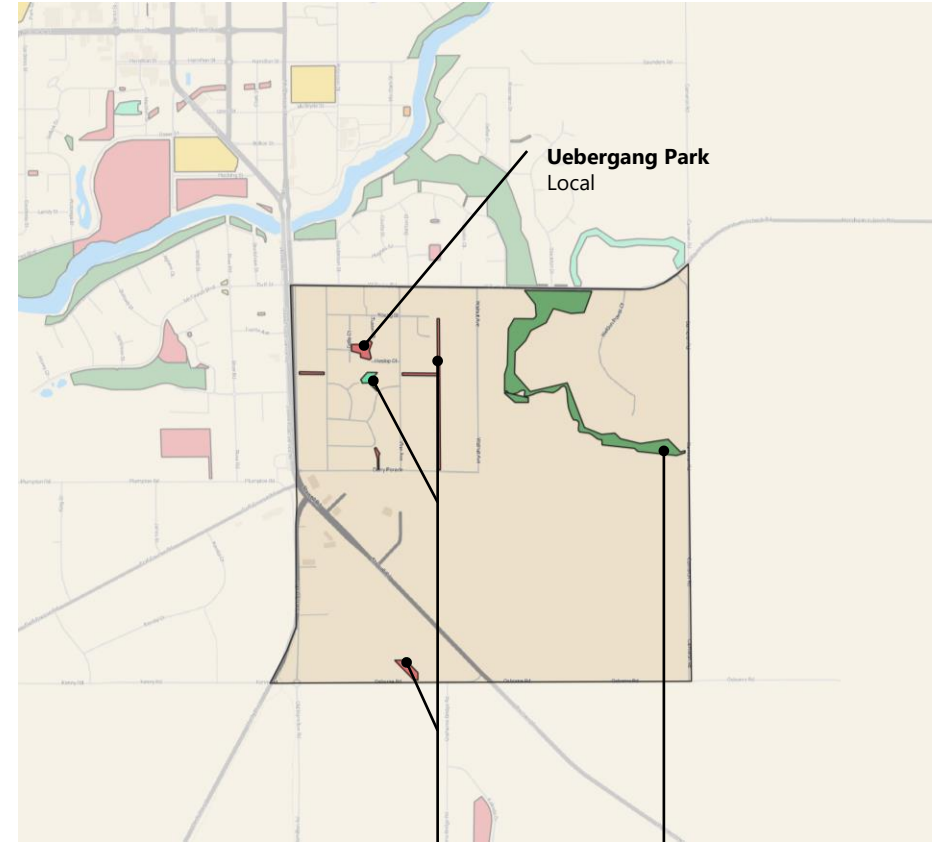
Key Issues

- This locality is also home to the Horsham Showgrounds which houses the Horsham Greyhound track. Often described as an 'eyesore' by both visitors and the local community, this area has great potential to be opened up for better community use.
- There are a number of existing recreational paths along the river corridor, both formal and informal in nature. These do not yet form a consistent link along the corridor.
- There are no crossings towards the north eastern end of the river, and primary feedback from residents and stakeholders relates to the lack of connectivity across the river to the three local schools. The lack of dedicated pedestrian and cycle crossings is also major safety concern due to cyclists and pedestrians having to cross the highway and major roads.

Future Considerations

- Investigate additional river crossings to provide better connectivity and enhance safety and access between the CAD and the rest of the township.
- In conjunction with the Showgrounds Committee of Management and GRV, develop a 20-year strategy for the Showgrounds. The objective should be to open up this asset to the community, whilst ensuring the greyhound racing club activities are secured for the safety of the public.
- Any future consideration of a regional indoor/outdoor sports facility at the Horsham Showgrounds would be determined as a result of the conducting of a feasibility study independently which considers Crown Land Showgrounds site and the Horsham West option (Jenkinson Avenue site)
- Ensure all land that abuts the Wimmera River and Burnt Creek is in public ownership. Upgrade and extend the existing all-abilities shared path network in the north-eastern direction along the river corridor within the urban area. This should include installing or upgrading access and pathway infrastructure to incorporate universal design principles.

HORSHAM EAST



Drainage, stormwater reserves and public halls have been excluded from open space calculations.

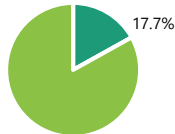
Specific Description of Open Space in Horsham South

- While there is an adequate provision ratio of open space per 1,000 people in this locality, new housing developments in Horsham South have proceeded with inadequate consideration of open space due to the lack of an HRCC open space contributions policy.
- Fisher Square provides a vital pocket of green space within walking distance of neighbouring houses, and the Barnes Boulevard river frontage on the north bank of the river is a vital natural and open space asset.
- The Wopet Bungundilar Cultural Place is one of the most significant areas of cultural heritage in Western Victoria and is situated in the locality.

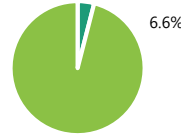
Fast Facts:



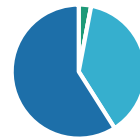
50.86 ha of open space in the locality



17.7% of all open space in Horsham



6.6% of the total locality area is open space



Local=4%
 Neighbourhood=8%
 Municipal=0%
 Regional=88%

	Sports grounds	Recreation spaces	Natural areas	Linkages	Civic Spaces	Other
Number	0	5	2	0	0	2
Hectares	0.00	0.71	5.53	0.00	0.00	44.62
Proportion	0%	1%	11%	0%	0%	88%
2016 Population	2036 Population		Provision (ha/1000)		Provision Rating	
1,714	1,911		29.7		High	

Excludes drainage and stormwater reserves and public halls

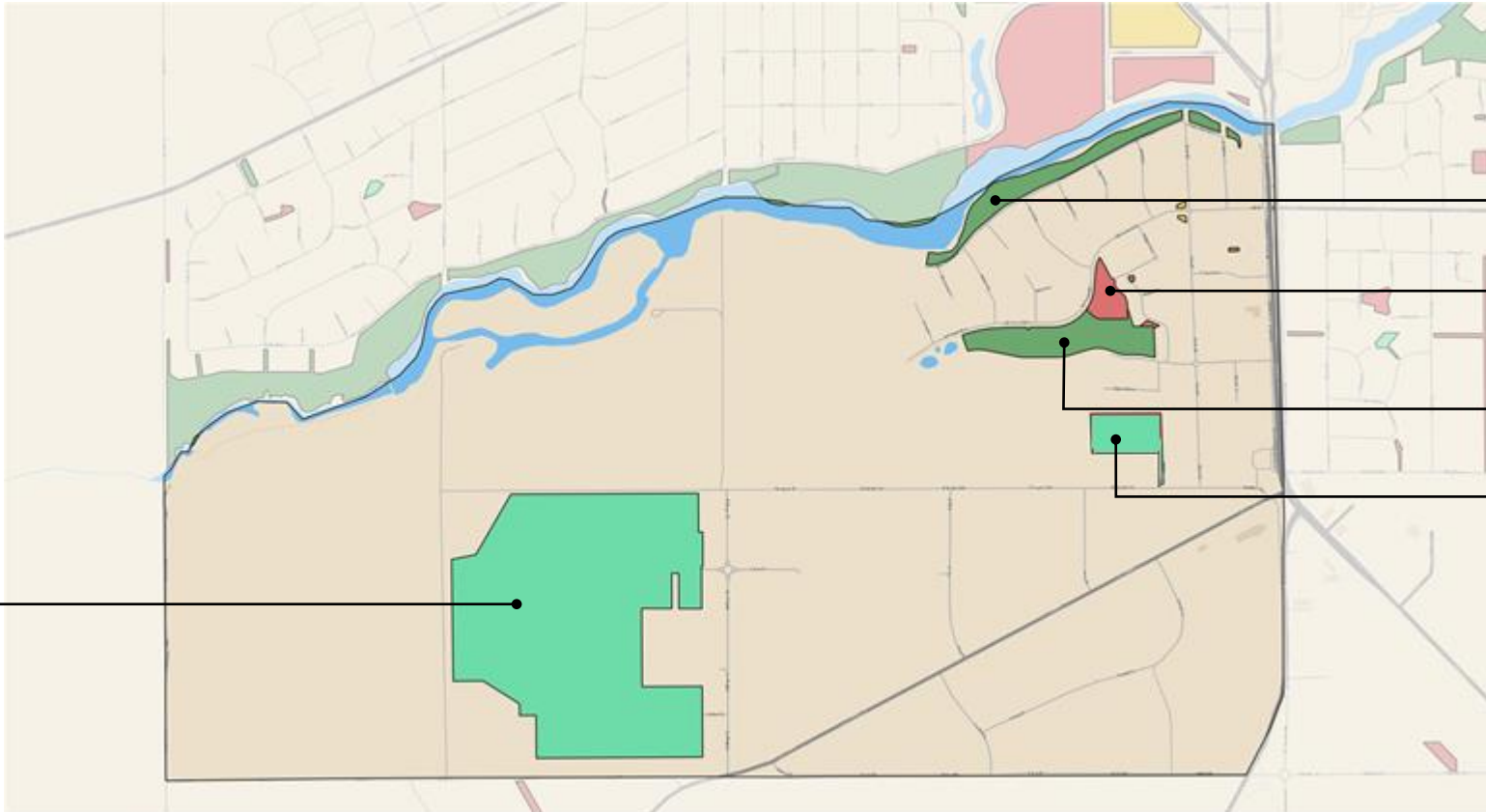
Key Issues

- Due to previous uncoordinated planning and inadequate planning controls for South Horsham, development has occurred in an ad hoc manner, with no overarching plan to provide guidance on infrastructure or open space provision.
- Transport and infrastructure linkages and connectivity between Horsham South and Horsham's other urban areas is also poor, with one vehicle river crossing and one pedestrian/cycle bridge connection servicing the locality.

Future Considerations

- Provide easy, continuous and universal access along both banks of the river within the wider river corridor.
- Establish new linkages across the river to better connect South Horsham with the rest of the urban area.
- Develop parklands with play areas on the south bank of the river to provide improved usage and facilities that will attract residents and activity, and take full advantage of these prime river corridor destinations.
- Provide lighting on the south side of river between pedestrian and vehicle bridges to address CPTED issues and increase evening use.
- Ensure all river access is sustainable and respectful of biodiversity, river health, Wotjobaluk and post-contact cultural heritage.
- Engage with the community, Wimmera Catchment Management Authority, and other key stakeholders in determining the optimum location and design of access to the river.
- Enhance the river environs to provide for opportunities for increased biodiversity and habitat restoration.

HORSHAM SOUTH



Vacant Land

**Major Mitchell Drive
River Frontage
Reserve**
Local

**McTavish Boulevard
(north east swale)**
Local

**McTavish Boulevard
(south swale)**
Neighbourhood

Drainage Reserve

Legend

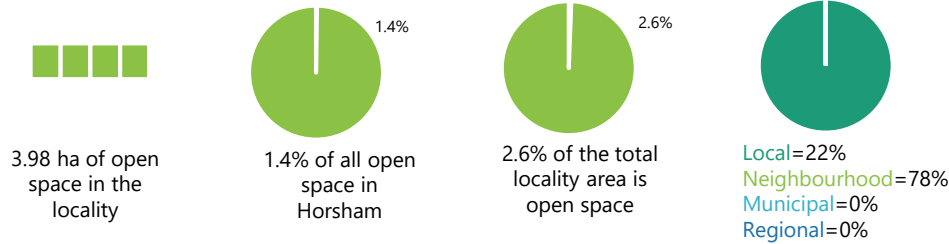
- Sports grounds
- Recreation spaces
- Natural areas
- Civic spaces
- Linkages
- Other

Drainage, stormwater reserves and public halls have been excluded from open space calculations.

Specific Description of Open Space in Horsham South West

- Horsham South West is a residential area in close proximity to the Horsham CAD. It has the lowest provision of open space across all localities, with a provision ration of 0.31 hectares per 1,000 people.
- Population growth across the municipality is primarily focused on Horsham West, however this will also impact the future of Horsham South West.
- Open space in the locality is characterised by drainage reserves and small pocket parks such as Drummond Park, Dawson Court Park, Windsor Court Park, Hartigan Court Park and Gardenia Street Park.

Fast Facts:



	Sports grounds	Recreation spaces	Natural areas	Linkages	Civic Spaces	Other
Number	0	8	1	1	0	2
Hectares	0.00	2.58	0.16	1.00	0.00	0.24
Proportion	0%	65%	4%	25%	0%	6%
2016 Population	2036 Population	Provision (ha/1000)	Provision Rating			
2,847	3,174	1.4	Low			

Excludes drainage and stormwater reserves and public halls

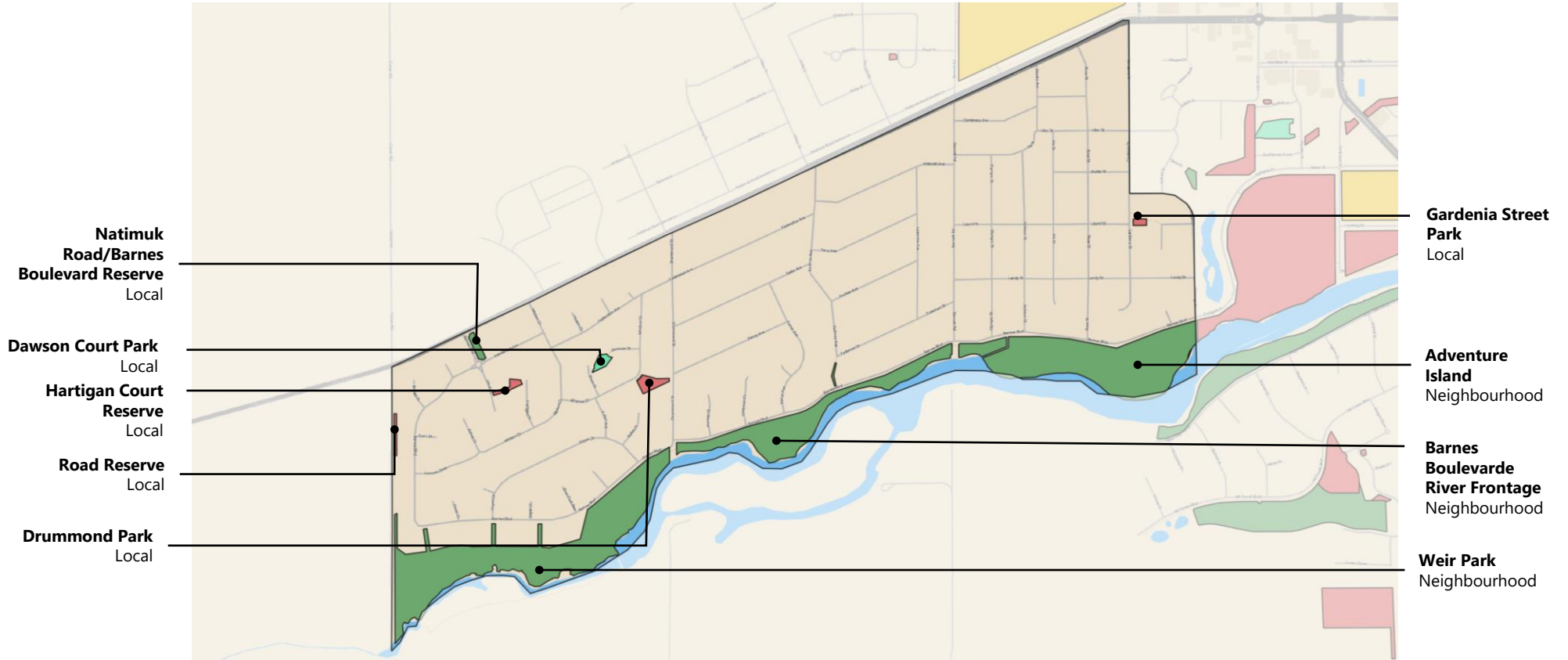
Key Issues

- There is a distinct lack of purposeful green and open spaces in the locality, and there are poor cycling linkages to the rest of the township.
- There are no sports grounds, linkages or civic space in Horsham South West.

Future Considerations

- In future planning, ensure that urban open space in Horsham South West provides for nature conservation, recreation and play, formal and informal sport, social interaction, opportunities to connect with nature and peace and solitude.
- Transform road reserves into purposeful spaces by selecting Indigenous planting and landscape elements that support the existing or preferred future character of the area. This will assist in enhancing usage and beautification of these spaces.
- Considering this locality borders the river, an improved bicycle network would be advantageous for the community to enhance connections to the river and the CAD. This should include identifying and developing all-abilities access locations to the corridor and the river, and upgrading access infrastructure and pathway infrastructure to incorporate universal design principles.

HORSHAM SOUTH WEST



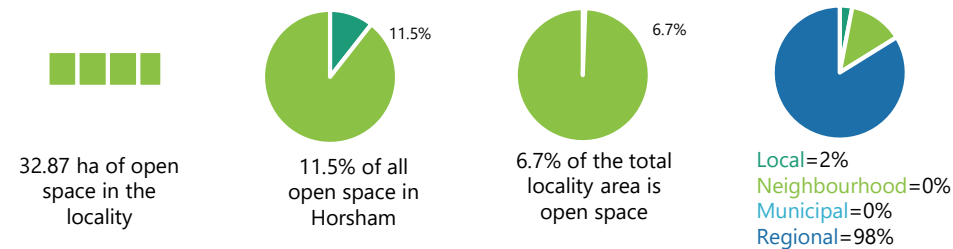
- Legend**
- Sports grounds
 - Recreation spaces
 - Natural areas
 - Civic spaces
 - Linkages
 - Other

Drainage, stormwater reserves and public halls have been excluded from open space calculations.

Specific Description of Open Space in Horsham West

- Horsham West is a residential area in close proximity to the CAD, and is considered the growth area of Horsham. Similar to Horsham South West, there are a number of drainage reserves and pocket parks including Dumesny Sreet Park, Bodey Court Park and Carter Street Park.
- The major open space asset in Horsham West is the Racecourse Reserve, accounting for 84% of all open space in the locality.
- With Horsham College, Horsham West Primary School, the Special School and Federation University TAFE, this locality is home to a number of school based assets that are underutilised.

Fast Facts:



	Sports grounds	Recreation spaces	Natural areas	Linkages	Civic Spaces	Other
Number	1	5	0	0	0	1
Hectares	32.32	0.45	0.00	0.00	0.00	0.10
Proportion	98%	1%	0%	0%	0%	0%
2016 Population	2036 Population	Provision (ha/1000)		Provision Rating		
1,932	2,154	17.0		Adequate		

Excludes drainage and stormwater reserves and public halls

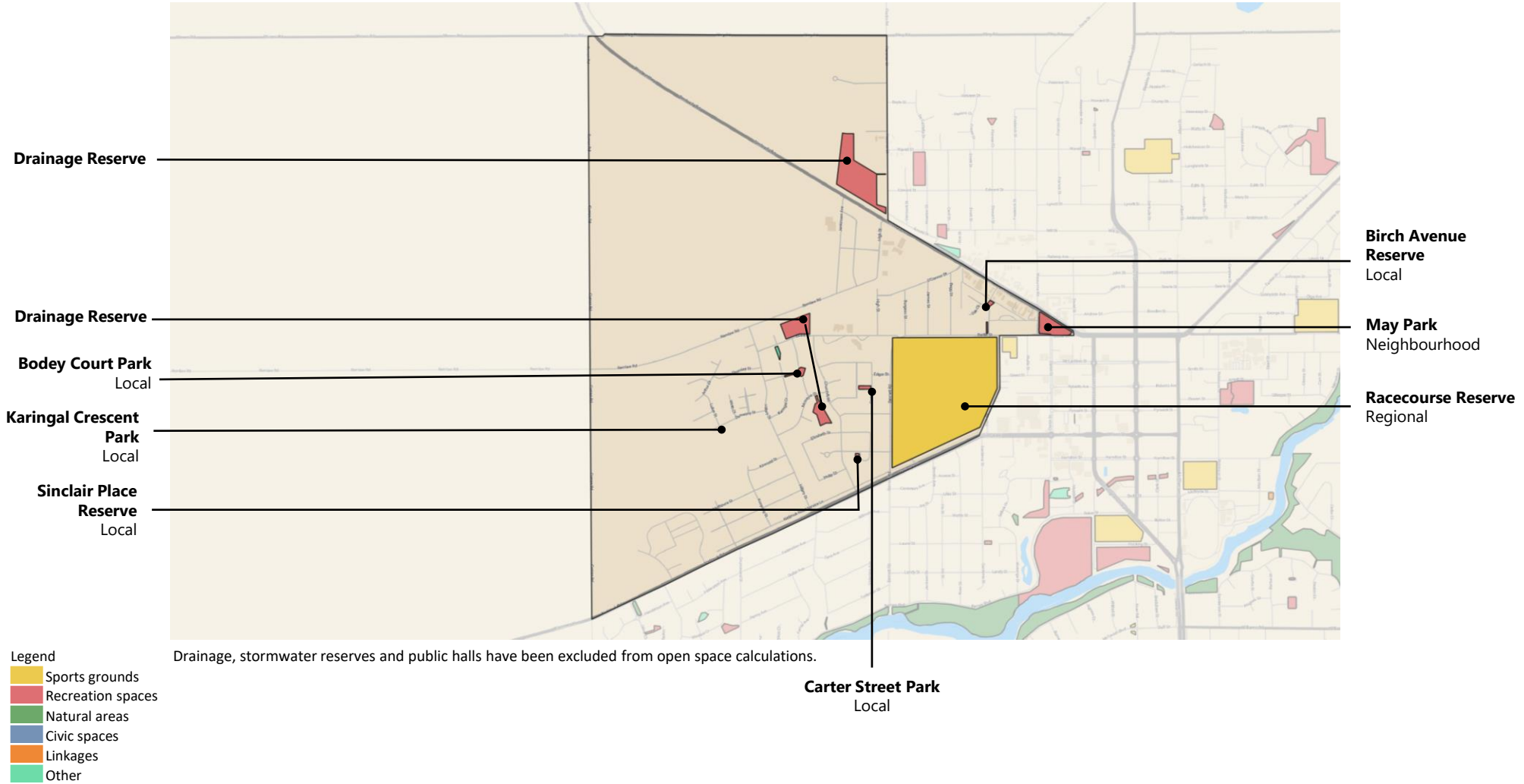
Key Issues

- 82% of the total area of the Racecourse Reserve is encumbered space and unable to be used by the broader community. This significant area of open space is under-utilised, and could provide a key recreational asset and home to a sporting club(s) if developed to standard.
- With some forward thinking that is aligned to community needs, school-based assets could offer the community recreational and health benefits.

Future Considerations

- In alignment with the Jenkinson Estate Staging Plan, develop Freeman Street/Arthur Drive into a single loaded street so that an open space area can be created to adjoin the pre-existing rail corridor.
- Secure a reliable water supply to the Jenkinson Estate to ensure open space is maintained in good condition.
- The strategic acquisition of the rail corridor should be a medium/long term objective for Council, as it has potential to add to the shared path network for the city, as well as play a role in adding to a regional network of off road shared paths. Any future planning for shared paths should also consider connections with the Big Sky Bicycle Trail and Wimmera River.
- Encourage the Recreation and Open Space Planning department at HRCC to identify and engage with two schools about a pilot program for community use of recreational assets i.e. ovals.
- Build a closer relationship with the Horsham Racing Club and Horsham Harness Racing Club to plan for the long-term future of the Racecourse Reserve. Consider future improvements to the 'in-field' for community sport teams, and enhance the current community footprint, in alignment with the Wimmera River and CAD Revitalisation Project.
- Transform stormwater basins into purposeful spaces by selecting Indigenous planting and landscape elements that support the character of the area.

HORSHAM WEST



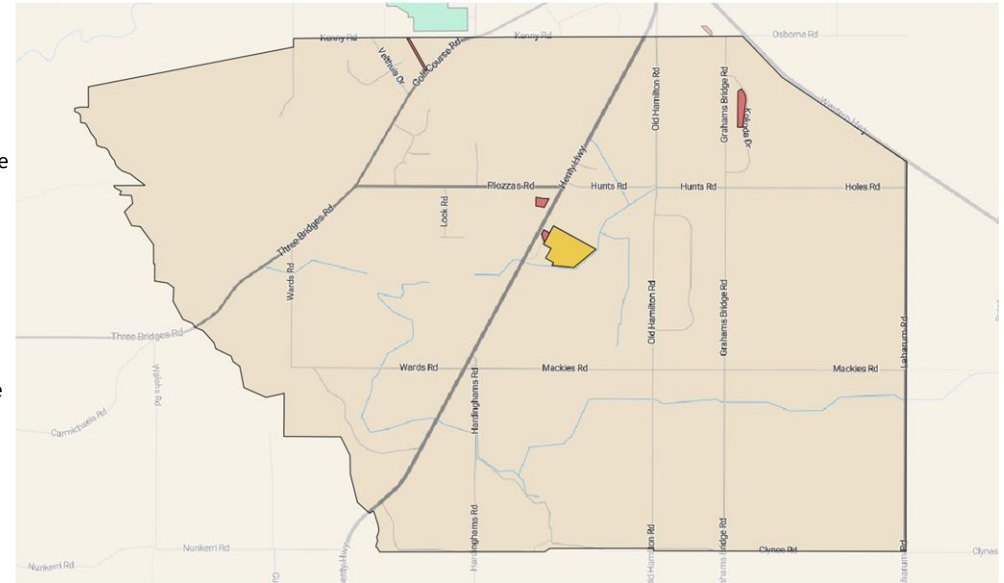
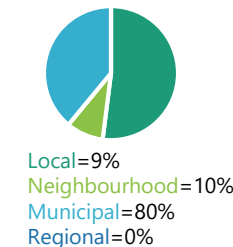
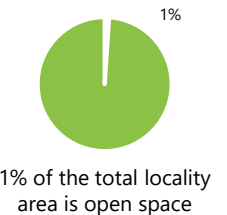
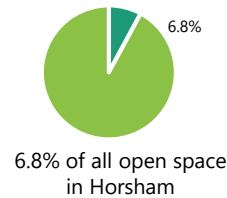
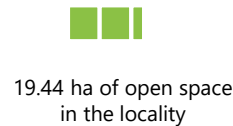
Specific Description of Open Space in Haven

- Haven is a tight-knit and growing community, located to the South of Horsham. The region is well-served by open space with 22.23 hectares of open space per 1,000 people. The Recreation Reserve and Primary School serve as a central hub and recreation space for local residents.
- The Council Plan 2018-2022 states that one of its four year priorities is to 'facilitate ongoing development of community facilities at Haven Recreational Reserve.'

Future Considerations

- Future planning should consider open space areas for multiple uses, such as sports and recreation, active transport routes, wildlife corridors and flood storage basins.
- A shared trail connecting Golf Course Rd to the trail adjacent to Haven Primary School would assist in providing safe active transport connection to the Horsham township.
- Additionally, Hunts Road is also a well utilised road, and a shared cycling and walking track along this route with potential to be extended would provide safe passage for the number of young families in the area.
- Future development of the Haven Recreation Reserve should consider incorporating regional standard tennis facilities, introducing walking and cycle linkages to the Horsham CAD, enhancing the natural areas and surrounds and safer entry and exit from the Henty Highway.

Fast Facts:



Drainage, stormwater reserves and public halls have been excluded from open space calculations.

	Sports grounds	Recreation spaces	Natural areas	Linkages	Civic Spaces	Other
Number	1	4	1	0	0	0
Hectares	9.91	3.81	5.71	0.00	0.00	0.00
Proportion	51%	20%	29%	0%	0%	0%

2016 Population	2036 Population	Provision (ha/1000)	Provision Rating
1,303	1,453	14.9	Adequate

Excludes drainage and stormwater reserves and public halls

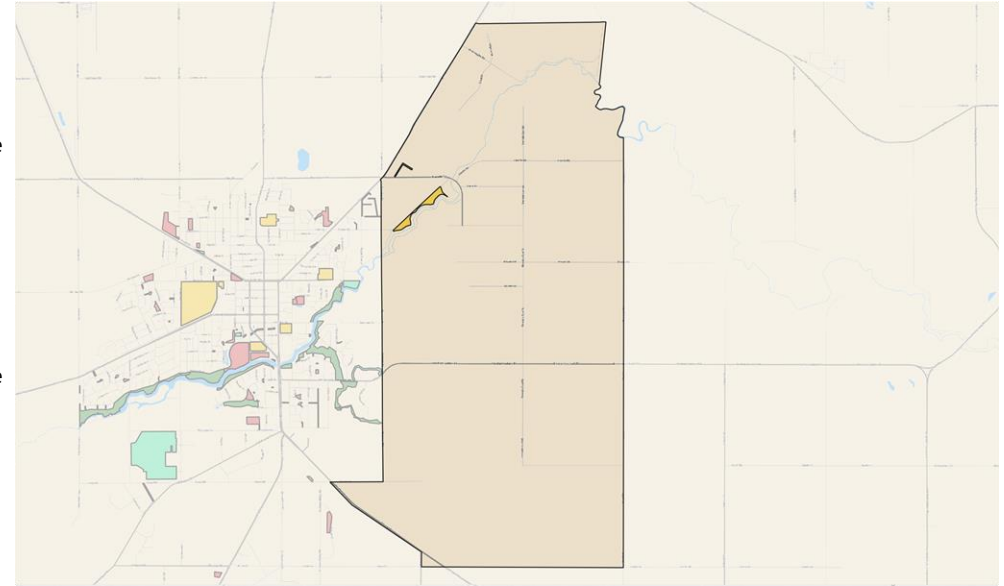
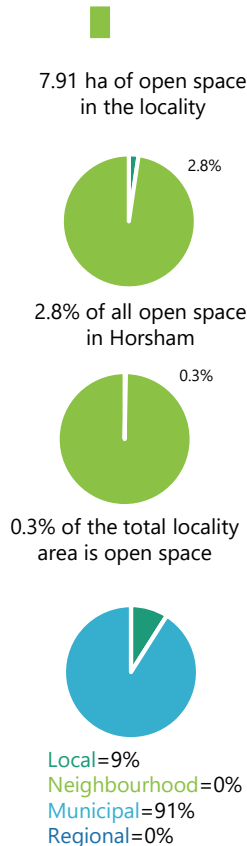
Specific Description of Open Space in Riverside

- Riverside is on the eastern outskirts of the Horsham Township and is primarily farming and rural living.
- The major open space asset in the region is the Riverside Recreation Reserve, which is primarily used for equestrian.
- Within the region there is also the Dooen Swamp Bushland Reserve and the site of the old Dooen Weir, which has historical value, as well as being an attractive natural area on the river. This is a popular area for canoeing, BMX and mountain biking along the riverfront.

Future Considerations

- Plan and develop a network of connected urban trails incorporating the river corridor. Any planned paths must be considered in future highway developments.
- Formalise and secure easy and continuous public access for people of all abilities within the wider river corridor, including along both banks of the river. This may require the strategic acquisition of land to ensure minimum width standards for a shared path (see appendix).
- Upgrade the access track to the Dooen Weir including provision of signage, public toilets and picnic upgrades.
- Investigate a potential multi purpose mountain bike track/pump track alongside the motocross track.
- Recognise and manage any potential detrimental outcomes from increased access and use of the river corridor.
- Enhance the river environs to provide for opportunities for increased biodiversity and habitat restoration.

Fast Facts:



Drainage, stormwater reserves and public halls have been excluded from open space calculations.

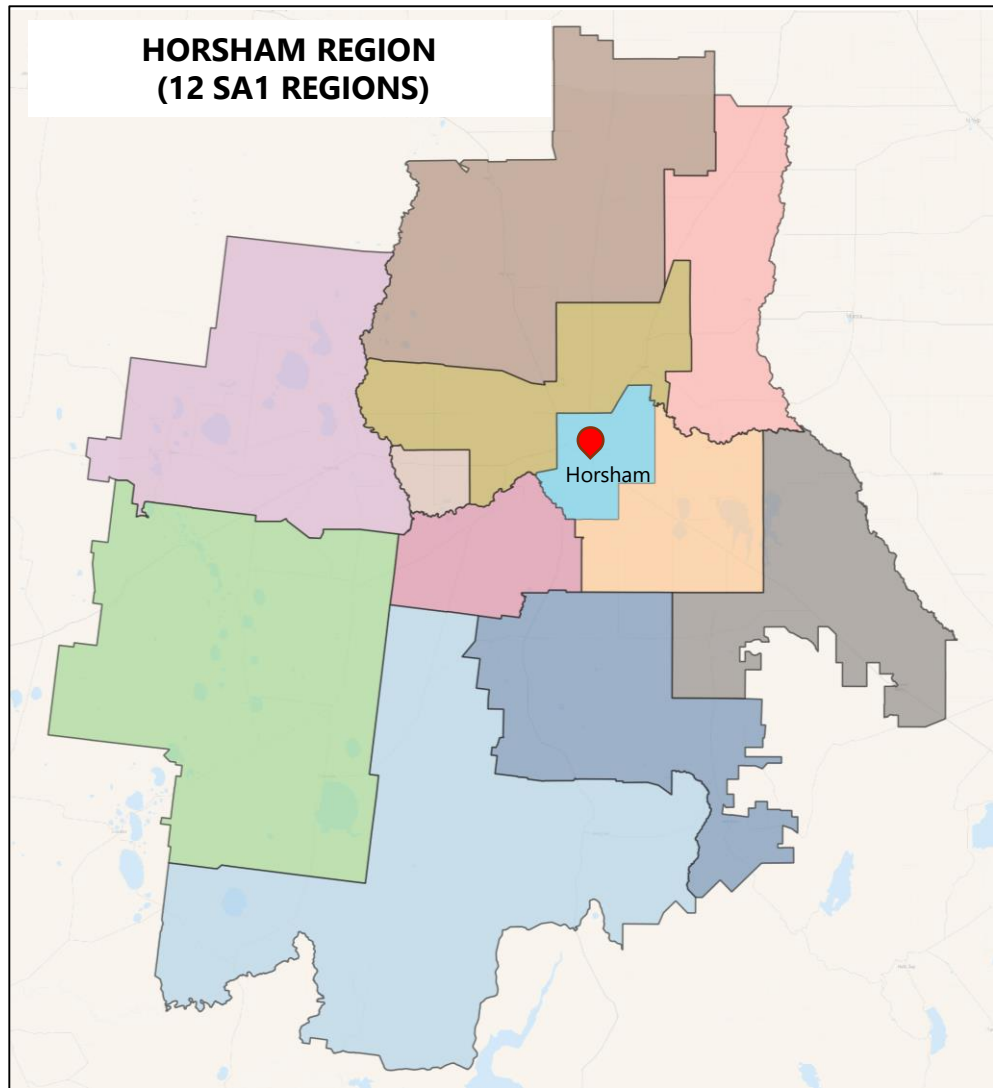
	Sports grounds	Recreation spaces	Natural areas	Linkages	Civic Spaces	Other
Number	1	0	0	1	0	0
Hectares	7.18	0.00	0.00	0.73	0.00	0.00
Proportion	91%	0%	0%	9%	0%	0%

2016 Population	2036 Population	Provision (ha/1000)	Provision Rating
418	466	18.9	Adequate

Excludes drainage and stormwater reserves and public halls



OUTLYING LOCALITY ANALYSIS AND RECOMMENDATIONS



	Open Space Locality Name	ABS SA1 Code
Horsham Region	Toolondo	2138901
	Brimpaen	2138902
	Wartook	2138903
	McKenzie Creek	2138904
	Drung	2138905
	Laharum and Dadswells Bridge	2138906
	Natimuk	2138907
	Pimpinio and Kalkee	2138908
	Jung	2138909
	Dooen and Vectis	2138910
	Quantong	2138911
	Natimuk District	2138912
Horsham Township	Horsham Township	37 SA1 Regions

Outside of the Horsham Township, there are 12 SA1 regions as defined by the Australian Bureau of Statistics (ABS). This type of analysis is used widely in strategy and planning projects. For this project, these regions have been used for the locality analysis to **ensure alignment with the Australian Statistical Geography Standard (ASGS)**.

It is important to recognise that due to the way the SA1 boundaries are structured, some townships which are grouped together by SA1 region may not practically share open space assets.

For example, when using the SA1s, Brimpaen Telangatuk and Kanagulk are in the same region, however, Brimpaen residents are more likely to access the public open space assets in Laharum and Wartook than in Telagatuk East and Kanagulk.

For this reason, when considering catchment planning, **the recommendations for the outlying localities should be viewed holistically, rather than on a locality by locality basis.**

Drung neighbours the Haven and Riverside localities and is located to the South East of Horsham, with a population of 247 people. Within this locality are the townships of Bungalally and Green Lake.

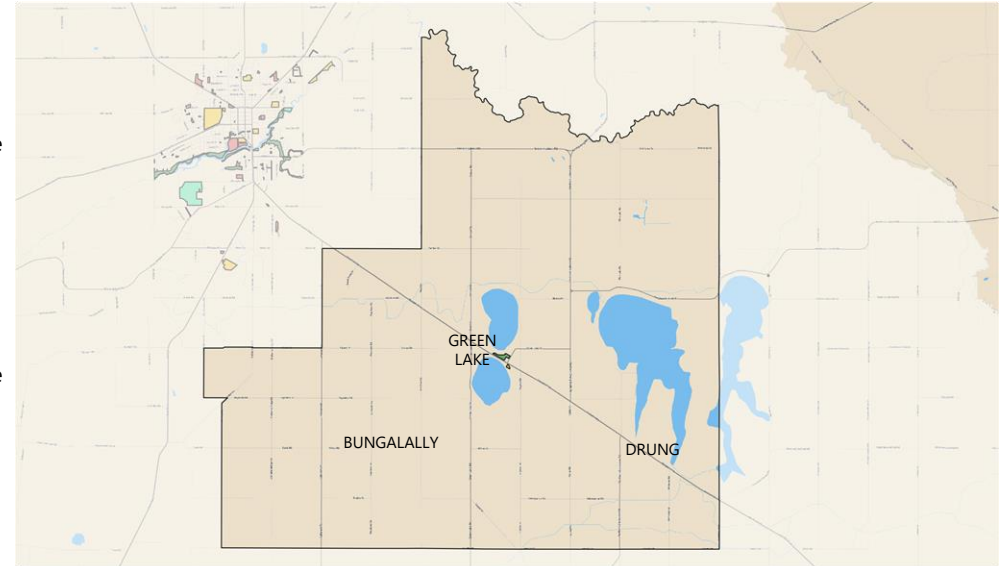
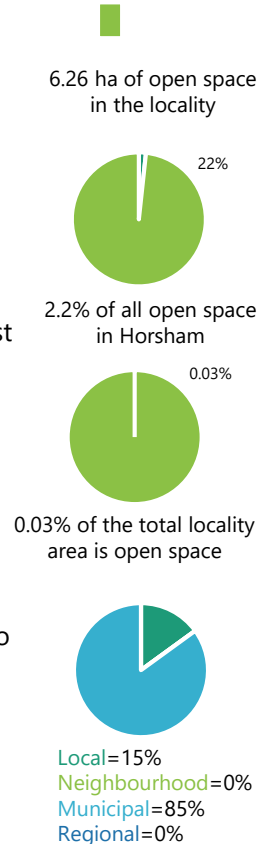
Specific Description of Open Space in Drung

- This region is home to four of the major lakes in the municipality: Green Lake, Dock Lake, Pine Lake and Taylors Lake. While not classified as open space, these waterbodies provide significant natural and recreational value to the local community.
- From the consultations, there is often confusion amongst the local community about whether the lake will be open or closed to water activities before you arrive.

Future Considerations

- Investigate opportunities for the development of the Green Lake/Dock Lake recreational precinct.
- Further investigate and pursue the opportunity for a walking and cycling track from Green Lake to Horsham, with the potential to circle around the lake and go out to Natimuk and Mount Arapiles to connect to the Big Sky Bicycle Trail.
- Review the HRCC website to uplift communication and community awareness of key council and community open space assets and their amenities.

Fast Facts:



Drainage, stormwater reserves and public halls have been excluded from open space calculations.

	Sports grounds	Recreation spaces	Natural areas	Linkages	Civic Spaces	Other
Number	1	0	1	0	0	0
Hectares	0.93	0.00	5.33	0.00	0.00	0.00
Proportion	15%	0%	85%	0%	0%	0%

2016 Population	2036 Population	Provision (ha/1000)	Provision Rating
247	227	25.34	High

Note: Townships have been grouped into localities based on the Australian Statistical Geography Standard (ASGS) SA1 regions. When considering catchment planning, the recommendations for the outlying localities should be viewed holistically, rather than on a locality by locality basis.

Excludes drainage and stormwater reserves and public halls

DADSWELLS BRIDGE AND LAHARUM (1/2)

The Dadswells Bridge and Laharum locality is in the east of the municipality, and has a population of 214 residents.

Although these townships are grouped in the same SA1 region, it is unlikely for Laharum residents to travel to Dadswells Bridge to (or vice versa) access facilities or open space as the Grampians acts as a physical and geographical barrier between the two townships. This should be considered in future planning around communities of interest.

Specific Description of Open Space in Dadswells Bridge

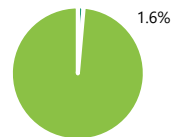
- The Mt William Creek winds its way through Dadswells Bridge providing not only a valuable water source for the town, but also an environmental and recreational feature.
- There is one community hall in the Dadswells Bridge township, and three tennis courts for recreational use.
- Dadswells Bridge should be the celebration that you have arrived in one of Victoria’s most iconic areas: the Wimmera and Horsham.

Future Considerations for Dadswells Bridge

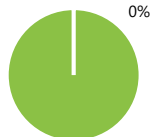
- Develop and implement a long-term revitalisation strategy for Dadswells Bridge. This will require a staged approach – and there must be a story about its significance and history to the region.
- Invest in a major town entrance sign/feature at Dadswells Bridge celebrating that you have arrived in one of Victoria’s most iconic areas: the Wimmera and Horsham.

Fast Facts:

4.5 ha of open space in the locality



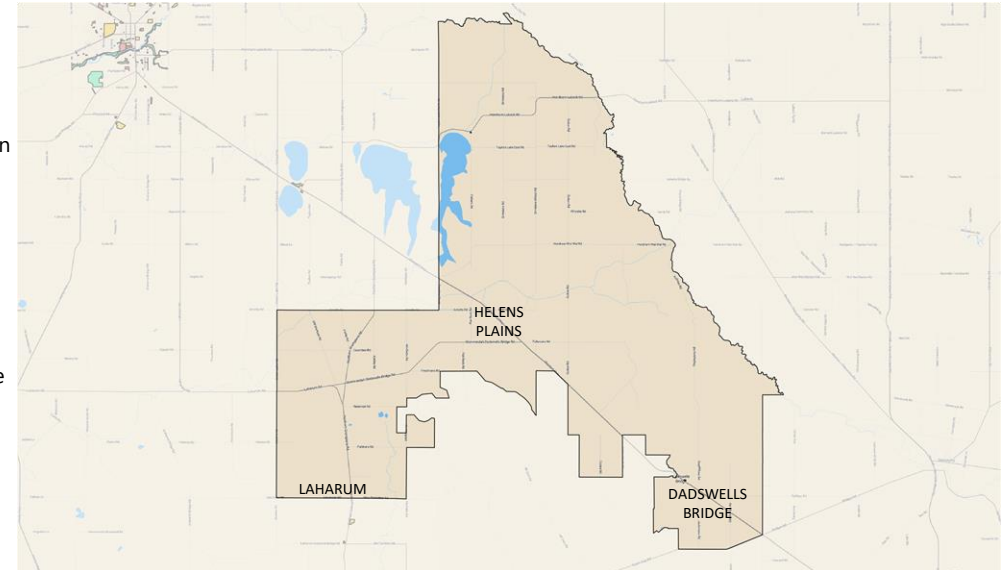
1.6% of all open space in Horsham



0% of the total locality area is open space



Local=0%
 Neighbourhood=100%
 Municipal=0%
 Regional=0%



Drainage, stormwater reserves and public halls have been excluded from open space calculations.

	Sports grounds	Recreation spaces	Natural areas	Linkages	Civic Spaces	Other
Number	1	0	0	0	0	0
Hectares	4.50	0.00	0.00	0.00	0.00	0.00
Proportion	100%	0%	0%	0%	0%	0%

2016 Population	2036 Population	Provision (ha/1000)	Provision Rating
214	196	21.0	High

Note: Townships have been grouped into localities based on the Australian Statistical Geography Standard (ASGS) SA1 regions. When considering catchment planning, the recommendations for the outlying localities should be viewed holistically, rather than on a locality by locality basis.

Excludes drainage and stormwater reserves and public halls

DADSWELLS BRIDGE AND LAHARUM (2/2)

While the Laharum and Dadswells Bridge townships are situated within the same SA1 region, public open space in Laharum will also be accessed by residents from Brimpaen, Wartook and Wonwondah.

Specific Description of Open Space in Laharum

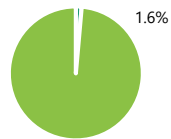
- Existing open space and sport and recreation facilities in Laharum are the Laharum Community Hall, Laharum Primary School and Kindergarten and Cameron Oval.
- Cameron Oval is in good condition and is used regularly for football and cricket matches as well as school and interschool sports days.

Future Considerations for Laharum

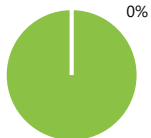
- In line with the priorities from the Council Plan 2018-2022, continue the ongoing development of community facilities at Cameron Oval.
- Formalise and improve the surface of the trail that connects Cameron Oval to the Laharum Hall and Primary School site.
- Investigate opportunities to upgrade the landscaping at Cameron Oval with tree plantings, a community garden and picnic/BBQ facilities to enhance community use.
- Consider the removal of the old tennis court between the school and the Laharum Hall.
- Engage with the Department of Education and Training about opportunities to acquire block of land on the northern boundary of Cameron Oval for the community. This block could be used for overflow and emergency parking around Cameron Oval.

Fast Facts:

4.5 ha of open space in the locality



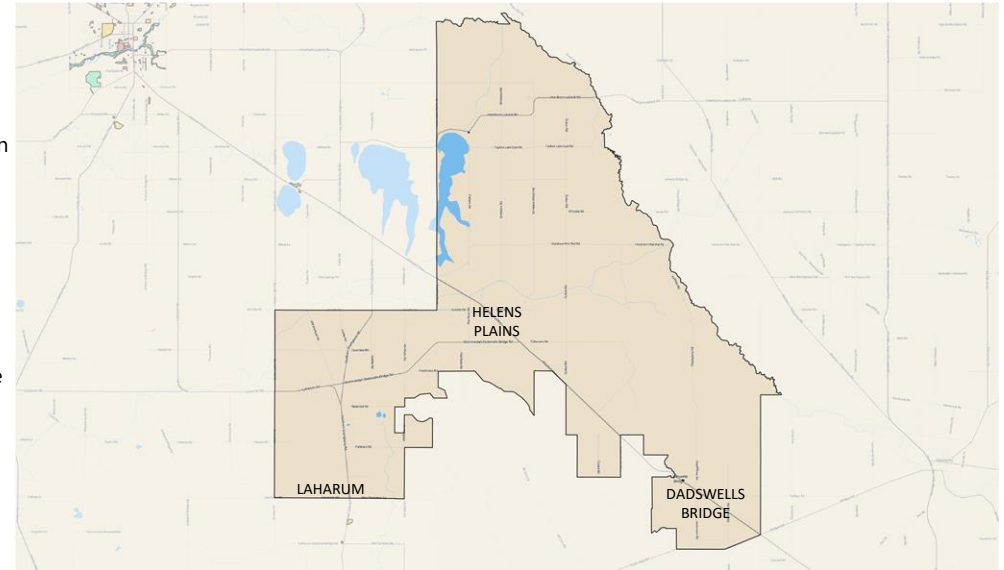
1.6% of all open space in Horsham



0% of the total locality area is open space



Local=0%
 Neighbourhood=100%
 Municipal=0%
 Regional=0%



Drainage, stormwater reserves and public halls have been excluded from open space calculations.

	Sports grounds	Recreation spaces	Natural areas	Linkages	Civic Spaces	Other
Number	1	0	0	0	0	0
Hectares	4.50	0.00	0.00	0.00	0.00	0.00
Proportion	100%	0%	0%	0%	0%	0%

2016 Population	2036 Population	Provision (ha/1000)	Provision Rating
214	196	21.0	High

Note: Townships have been grouped into localities based on the Australian Statistical Geography Standard (ASGS) SA1 regions. When considering catchment planning, the recommendations for the outlying localities should be viewed holistically, rather than on a locality by locality basis.

Excludes drainage and stormwater reserves and public halls

Wartook is in the south of the municipality and comprises the townships of Wartook and Wonwondah. Wartook is the gateway to the Grampians National Park, and 1,604 hectares of the National Park is within the SA1 border.

Wartook neighbours Laharum, and the facilities at Cameron Oval and the Laharum Hall are likely to also be used by Wartook and Wonwondah residents.

Specific Description of Open Space in Wartook

- The Wartook area has at least three Aboriginal art sites and is an important part of Victoria's Aboriginal heritage.

Future Considerations

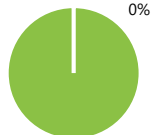
- Develop improved cycling and walking trails in the Wartook area to provide a better visitor experience and more recreational opportunities for residents.
- Support connections to the Grampians Peak Trail and Wartook to Zumsteins walking and cycling trail at an appropriate location.
- Identify and protect areas containing significant flora and fauna, in particular the listed threatened and rare species which exist within the area.
- Ensure the long history of indigenous culture is valued in any future planning applications or development.
- Encourage the provision of appropriately located picnic areas, toilets, bins, visitor information, tourist routes and viewpoints, particularly to the north and western fringe of the Grampians.

Fast Facts:

0 ha of open space in the locality



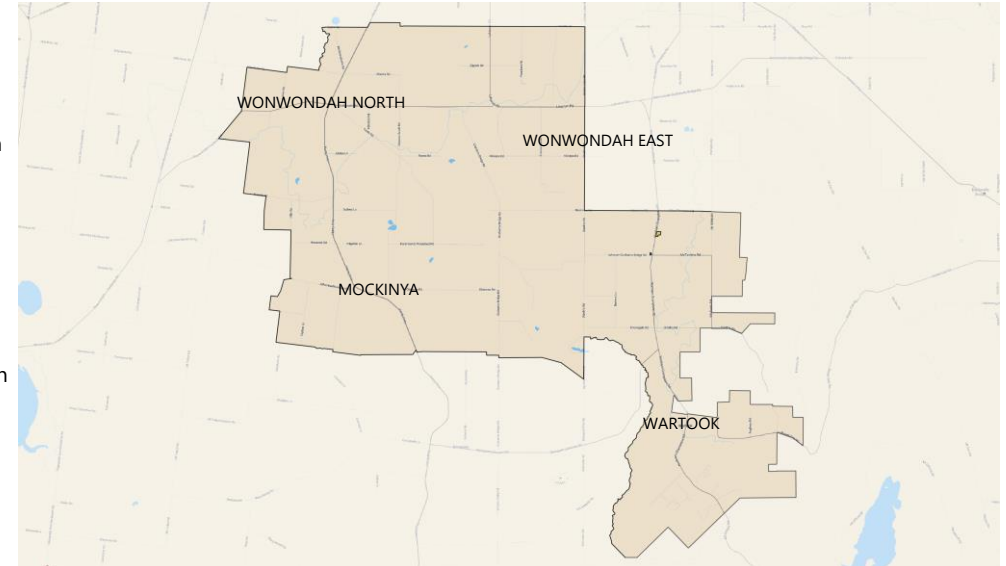
0% of all open space in Horsham



0% of the total locality area is open space



Local=100%
 Neighbourhood=0%
 Municipal=0%
 Regional=0%



Drainage, stormwater reserves and public halls have been excluded from open space calculations.

	Sports grounds	Recreation spaces	Natural areas	Linkages	Civic Spaces	Other
Number	0	0	0	0	0	0
Hectares	0.00	0.00	0.00	0.00	0.00	0.00
Proportion	0%	0%	0%	0%	0%	0%

2016 Population	2036 Population	Provision (ha/1000)	Provision Rating
310	285	-	Low

Note: Townships have been grouped into localities based on the Australian Statistical Geography Standard (ASGS) SA1 regions. When considering catchment planning, the recommendations for the outlying localities should be viewed holistically, rather than on a locality by locality basis.

Excludes drainage and stormwater reserves and public halls

Brimpaen is an outlying region to the South of Horsham. It has one of the smallest populations of all the localities, with only 217 people in 2016. Within this locality are the townships of Brimpaen, Telangatuk, Kanagulk and Nurrabel.

Specific Description of Open Space in Brimpaen

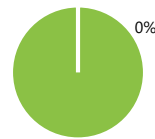
- The Brimpaen Hall, Talangatuk Hall and Kanagulk Hall provide civic spaces for the local community in this region and there is a tennis court surrounding the Telangatuk Hall which serves as public open space.
- The Black Range State Park is managed by Parks Victoria and protects significant environmental and cultural values including rock shelter, rock art, quarries and scar trees. The park also provides a range of recreation opportunities.

Future Considerations

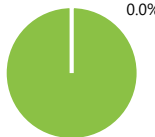
- The Black Ranges creates a physical divide between Brimpaen and the other townships in the region. Therefore, any future catchment planning should consider that community members in Brimpaen are more likely to access public open space and sport and recreation facilities in Laharum, Wartook and Wonwondah than Telangatuk and Kanagulk.
- Collaborate with Parks Victoria on the development of the new Grampians Gariwerd Management Plan (that includes the Black Range) to clarify appropriate and sustainable recreation activities for the park.
- Ensure that every major asset and/or place has visual and written recognition of the traditional Indigenous landowners. A separate piece of work will be required to accelerate this around the Reconciliation Action Plan.

Fast Facts:

0.03 ha of open space in the locality



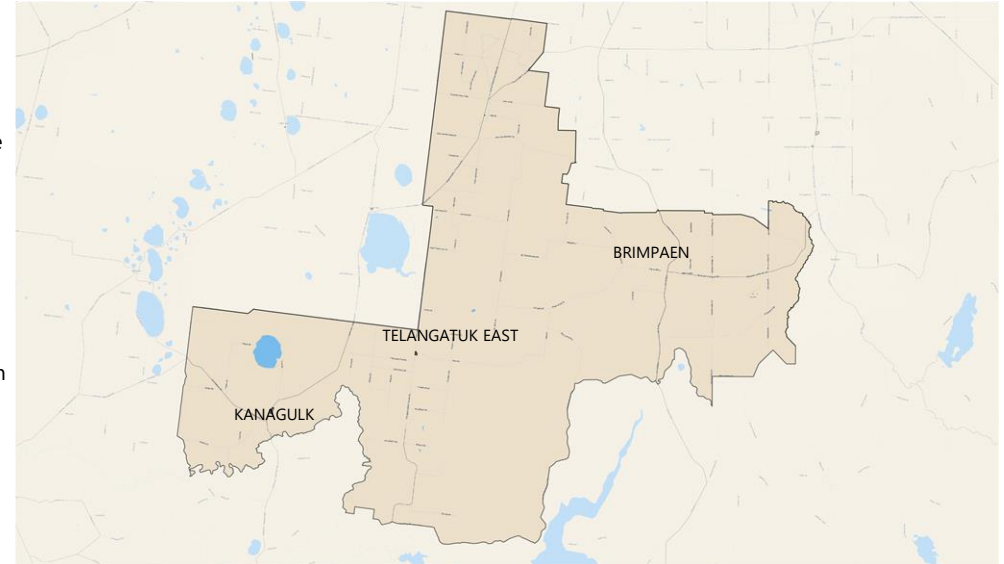
0% of all open space in Horsham



0.0% of the total locality area is open space



Local=100%
 Neighbourhood=0%
 Municipal=0%
 Regional=0%



Drainage, stormwater reserves and public halls have been excluded from open space calculations.

	Sports grounds	Recreation spaces	Natural areas	Linkages	Civic Spaces	Other
Number	0	1	0	0	0	0
Hectares	0.00	0.03	0.00	0.00	0.00	0.00
Proportion	0%	100%	0%	0%	0%	0%

2016 Population	2036 Population	Provision (ha/1000)	Provision Rating
217	199	0.1	Low

Note: Townships have been grouped into localities based on the Australian Statistical Geography Standard (ASGS) SA1 regions. When considering catchment planning, the recommendations for the outlying localities should be viewed holistically, rather than on a locality by locality basis.

Excludes drainage and stormwater reserves and public halls

Toolondo is in the south west of the municipality and is the largest region by area, at 763 square kilometres. The region comprises the townships of Toolondo, Clear Lake, Noradjuha, Tooan and Jilpanger.

As Toolondo shares a border with Telangatuk East and Kanagulk, it is likely that public open space in Toolondo will also be used by residents from these townships as well.

Specific Description of Open Space in Toolondo

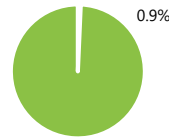
- The locality has a number of outstanding lakes and wetlands that are key natural assets for the community.
- Key community spaces include the Toolondo Recreation Reserve, Noradjuha Recreation Reserve and Noradjuha Memorial Hall.
- While Toolondo is the biggest region by size, approximately 10% of the total area is parkland managed by Parks Victoria. This includes the Mount Arapiles-Tooan State Park, Jilpanger Nature Conservation Reserve, Jacka Lake Wildlife Reserve, Jallumba Wildlife Reserve, Lake Carchap Wildlife Reserve, Red Gum Swamp Wildlife Reserve, and the Tooan Bushland Reserve.

Future Considerations

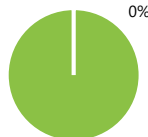
- Work with Parks Victoria to ensure appropriate and sustainable recreation opportunities that protect the environmental and cultural values of the parks and reserves managed by Parks Victoria.
- When considering future upgrades to recreation reserves, focus on enhancing community use through urban and landscape design.

Fast Facts:

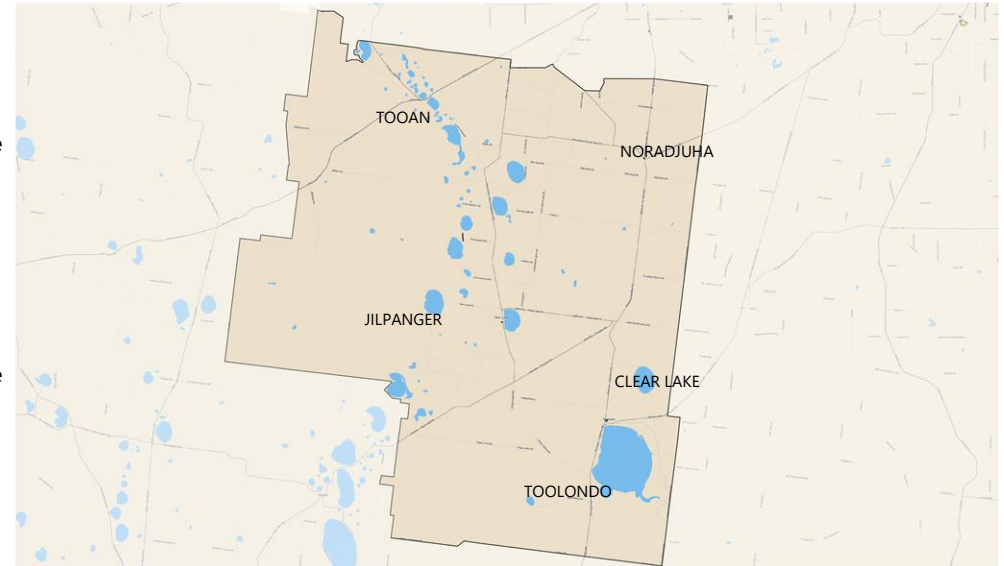
2.44 ha of open space in the locality



0.9% of all open space in Horsham



0% of the total locality area is open space



Drainage, stormwater reserves and public halls have been excluded from open space calculations.

	Sports grounds	Recreation spaces	Natural areas	Linkages	Civic Spaces	Other
Number	1	0	0	0	0	2
Hectares	1.21	0.00	0.00	0.00	0.00	1.23
Proportion	50%	0%	0%	0%	0%	50%

2016 Population	2036 Population	Provision (ha/1000)	Provision Rating
241	221	10.1	Adequate

Note: Townships have been grouped into localities based on the Australian Statistical Geography Standard (ASGS) SA1 regions. When considering catchment planning, the recommendations for the outlying localities should be viewed holistically, rather than on a locality by locality basis.

Excludes drainage and stormwater reserves and public halls

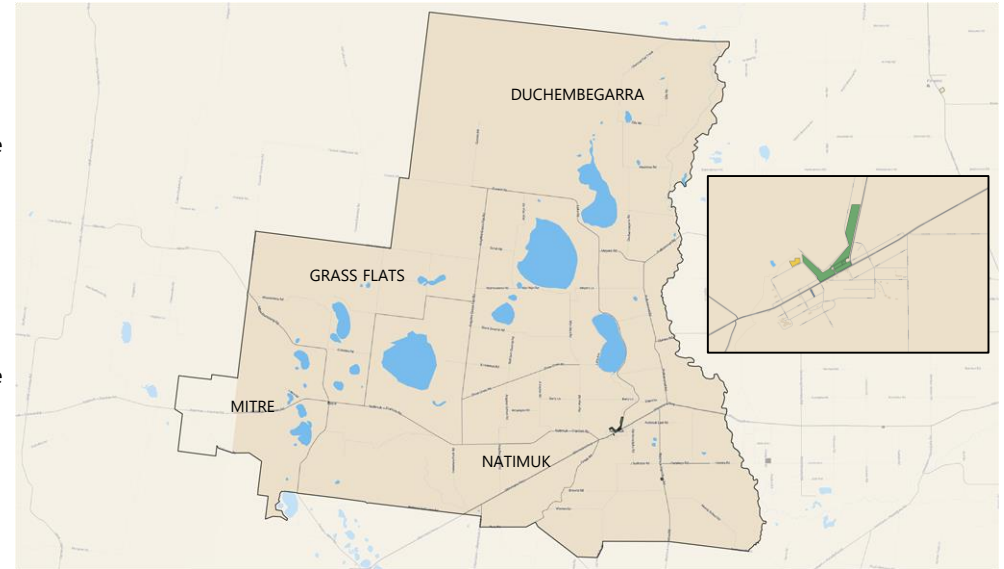
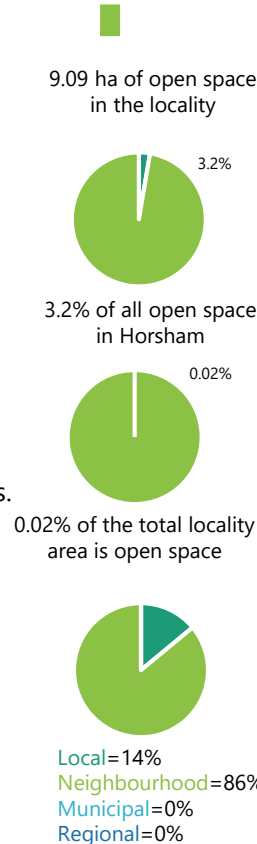
NATIMUK AND DISTRICT (1/2)

The Natimuk and District region includes the townships of Natimuk, Grass Flat, and Mitre. The region is located to the west of the Horsham township and has a population of 611 people.

Specific Description of Open Space in Natimuk and District

- The region has a high provision of open space, with a mix of sports grounds, recreation spaces and natural areas. The Natimuk Showgrounds precinct is in good condition and offers a range of sports including cricket, football, netball and tennis.
- Managed by Parks Victoria, Natimuk Lake protects nationally important environmental values and cultural sites. The lake naturally cycles through periods of being dry and periods of being full. Changing the natural hydrology is listed as the key threat to the natural values.
- When full, Lake Natimuk provides a range of water related recreation opportunities including boating, fishing, nature study, duck hunting and water skiing.
- Natimuk is the gateway to Mount Arapiles-Toooan State Park, co-managed by Parks Victoria and BGLC. The park protects significant environmental and cultural values, and is an internationally significant rock climbing destination. The area is very important to Traditional Owners.
- The local community also have a strong socio-cultural connection to the park – there are over 30 licensed tour operators working at the park, over 50 school groups visit the park annually, and there are numerous police, military, fire and rescue groups who conduct training within the park.

Fast Facts:



Drainage, stormwater reserves and public halls have been excluded from open space calculations.

	Sports grounds	Recreation spaces	Natural areas	Linkages	Civic Spaces	Other
Number	1	1	2	0	0	1
Hectares	0.00	0.85	7.85	0.00	0.00	0.41
Proportion	0%	9%	86%	0%	0%	4%

2016 Population	2036 Population	Provision (ha/1000)	Provision Rating
611	561	14.9	Adequate

Note: Townships have been grouped into localities based on the Australian Statistical Geography Standard (ASGS) SA1 regions. When considering catchment planning, the recommendations for the outlying localities should be viewed holistically, rather than on a locality by locality basis.

Excludes drainage and stormwater reserves and public halls

NATIMUK AND DISTRICT (2/2)

APPENDIX 9.1A



Future Considerations

- Position Natimuk (and Horsham more broadly) as the gateway to this internationally important rock climbing destination.
- Support the land managers, Parks Victoria, and co-managers, BGLC in their role of ensuring the protection of environmental and cultural values of the Mount Arapiles-Toooan State Park.
- Assist Parks Victoria in maintaining the unique nature-based social camping experience at Mount Arapiles, through appropriate and careful investment with complimentary commercial accommodation offered in Natimuk and Horsham.
- Raise awareness of the cultural values of the Mount Arapiles-Toooan State Park, whilst promoting appropriate and sustainable recreation opportunities along with indigenous tourism opportunities.
- Work with Parks Victoria to educate the community that Natimuk Lake is a nationally listed important wetland that naturally dries and re-fills. Having it permanently full would be detrimental to the nationally important environmental values.
- Where appropriate, assist Parks Victoria in ensuring appropriate recreation opportunities for the lake whilst protecting the environmental and cultural values.



Above: Mount Arapiles (source: Parks Victoria). Below: Lake Natimuk (source: Grampians Point)



MCKENZIE CREEK

Specific Description of Open Space in McKenzie Creek

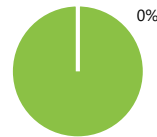
- The McKenzie Creek region is located to the South West of the Horsham Township, and comprises the townships of McKenzie Creek, Lower Norton and Wonwondah. The region has a total population of 371 people.
- There is no Council owned or managed open space in the region.
- The John Smith Memorial Reserve, managed by Parks Victoria provides a key natural area within the region.

Future Considerations

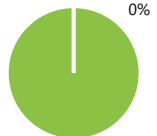
- Given low current and forecasted population, when planning for future open space in the McKenzie Creek region, consider the enhancement of natural areas for recreational use such as public amenities, visitor information and walking trails.

Fast Facts:

0 ha of open space in the locality



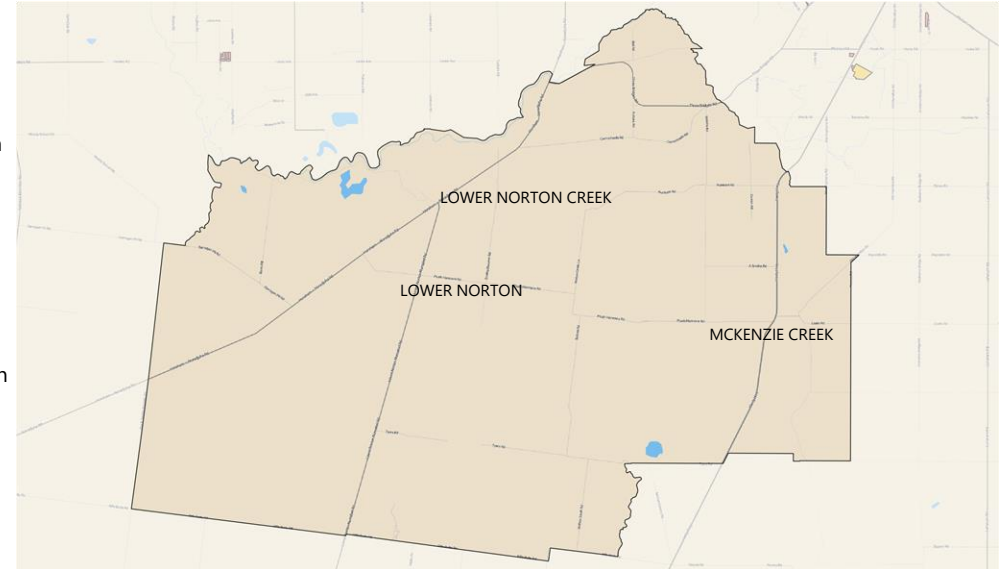
0% of all open space in Horsham



0% of the total locality area is open space



Local=0%
 Neighbourhood=0%
 Municipal=0%
 Regional=0%



Drainage, stormwater reserves and public halls have been excluded from open space calculations.

	Sports grounds	Recreation spaces	Natural areas	Linkages	Civic Spaces	Other
Number	0	0	0	0	0	0
Hectares	0.00	0.00	0.00	0.00	0.00	0.00
Proportion	0%	0%	0%	0%	0%	0%

2016 Population	2036 Population	Provision (ha/1000)	Provision Rating
371	341	0.00	Low

Note: Townships have been grouped into localities based on the Australian Statistical Geography Standard (ASGS) SA1 regions. When considering catchment planning, the recommendations for the outlying localities should be viewed holistically, rather than on a locality by locality basis.

Excludes drainage and stormwater reserves and public halls

Quantong is to the West of the Horsham township and includes the townships of Quantong and Lower Norton Creek. Most of the land in this locality is zoned as rural living or rural land use. It has a total population of 311 people.

Quantong borders Vectis to the north, and and the Quantong Recreation Reserve also provides important access to public open space for residents from Vectis.

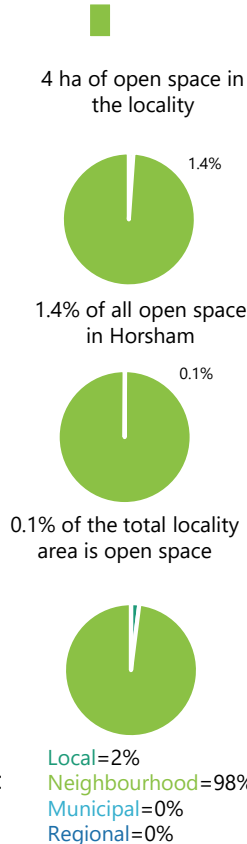
Specific Description of Open Space in Quantong

- Quantong has a public hall and a recreation reserve. The Quantong Recreation Reserve provides critical access to open space in the region.
- The Wimmera River frontage, co-managed by DELWP and BGLC, and is very significant to Traditional Owners. There are numerous cultural sites along the river frontage and significant environmental values.

Future Considerations

- Support DELWP and BGLC as land managers of the Wimmera River to improve the protection of the cultural and environmental values of the river that are in poor condition due to impacts of inappropriate recreation activities – especially four wheel driving.
- Strategically acquire land along the river to ensure public open space access to existing natural assets and waterways.
- Enhance the river environs to provide for opportunities for increased biodiversity and habitat restoration.
- Consider flood data when resolving any future developments in the area.

Fast Facts:



Drainage, stormwater reserves and public halls have been excluded from open space calculations.

	Sports grounds	Recreation spaces	Natural areas	Linkages	Civic Spaces	Other
Number	1	1	0	0	0	0
Hectares	0.07	3.93	0.00	0.00	0.00	0.00
Proportion	2%	98%	0%	0%	0%	0%

2016 Population	2036 Population	Provision (ha/1000)	Provision Rating
311	285	12.9	Adequate

Note: Townships have been grouped into localities based on the Australian Statistical Geography Standard (ASGS) SA1 regions. When considering catchment planning, the recommendations for the outlying localities should be viewed holistically, rather than on a locality by locality basis.

Excludes drainage and stormwater reserves and public halls

VECTIS AND DOOEN

The Vectis and Dooen locality is a large region spanning over 25,000 hectares to the north and west of the Horsham Township. The locality includes the townships of Dooen, Vectis, and Lower Norton Creek as well as other farming, rural living, and conservation areas.

Given the large area of the region, residents from Vectis are more likely to use public open space and sport and recreation facilities in Quantong.

Specific Description of Open Space in Vectis and Dooen

- Due to Rasmussen Road forming the southern boundary of this locality, Police Paddock Reserve falls within this locality. This is the major open space asset in the region, yet is an underappreciated and underutilised asset which has great potential but needs additional investment to enhance usage.
- The locality lacks clear bike lane linkages and needs to cater for a wider base of user groups. There is great potential here to connect Police Paddock (and North Horsham) to the river.

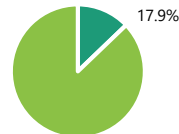
Future Considerations

- Investigate the rail corridor that extends to the west of the locality towards Natimuk to develop a shared walking and cycling path with the potential to connect to the Big Sky Bicycle Trail at Natimuk.
- Encourage linkages to the existing public open space network from Police Paddock.
- Provide way-finding signage, more shaded seating, picnic tables, rubbish bins and formal parking to enhance the amenity of the Police Paddock.

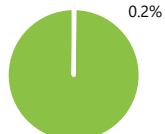
Fast Facts:



51.30 ha of open space in the locality



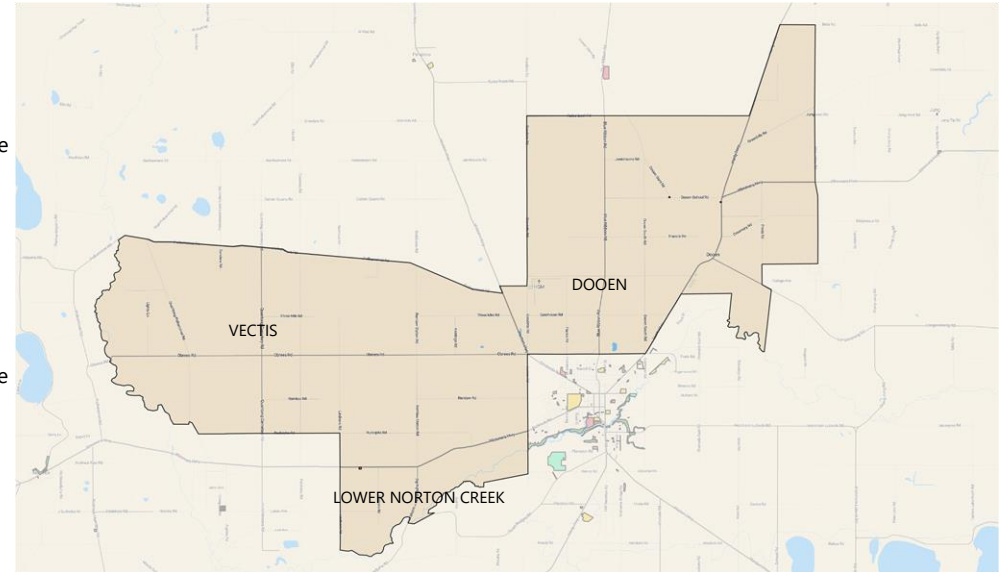
17.9% of all open space in Horsham



0.2% of the total locality area is open space



Local=0%
 Neighbourhood=0%
 Municipal=0%
 Regional=100%



Drainage, stormwater reserves and public halls have been excluded from open space calculations.

	Sports grounds	Recreation spaces	Natural areas	Linkages	Civic Spaces	Other
Number	0	0	1	0	0	0
Hectares	0.00	0.23	51.07	0.00	0.00	0.00
Proportion	0%	0%	100%	0%	0%	0%

2016 Population	2036 Population	Provision (ha/1000)	Provision Rating
297	273	172.7	Very High

Note: Townships have been grouped into localities based on the Australian Statistical Geography Standard (ASGS) SA1 regions. When considering catchment planning, the recommendations for the outlying localities should be viewed holistically, rather than on a locality by locality basis.

Excludes drainage and stormwater reserves and public halls

PIMPINIO AND KALKEE

This is the northern-most region in the Horsham municipality, and includes the townships of Pimpinio, Kalkee, Wail, Murra Warra and Blackheath. Most of the land is zoned for rural living and rural land uses. It is one of the largest regions by size, covering 554 square kilometres, and has a population of 337 people.

Specific Description of Open Space in Pimpinio and Kalkee

- The Pimpinio Sports and Community Centre, and the Kalkee Recreation Reserve are both high quality recreational facilities, and provide important access to active open space.
- To the western border of the region is the Wail State Forest and the West Wail Flora and Fauna Reserve managed by Parks Victoria.
- There are numerous cultural heritage sites along the Wimmera River, and Parks Victoria and BGLC co-manage the Wimmera River Heritage Area Park that starts at Polkemmet Bridge and runs North to Wirrengen Plain.

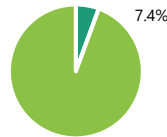
Future Considerations

- Maintain the quality of the Pimpinio Sports and Community Centre and the Kalkee Recreation Reserve as these are key open space assets in the region.
- Raise awareness of numerous cultural heritage sites along the Wimmera River and assist in protecting them from impacts of inappropriate recreation (e.g. 4WD).
- Support land managers, Parks Victoria, and co-managers BGLC in ensuring environmental and cultural values are protected whilst providing for appropriate and sustainable recreation opportunities.

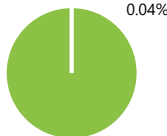
Fast Facts:



21.16 ha of open space in the locality



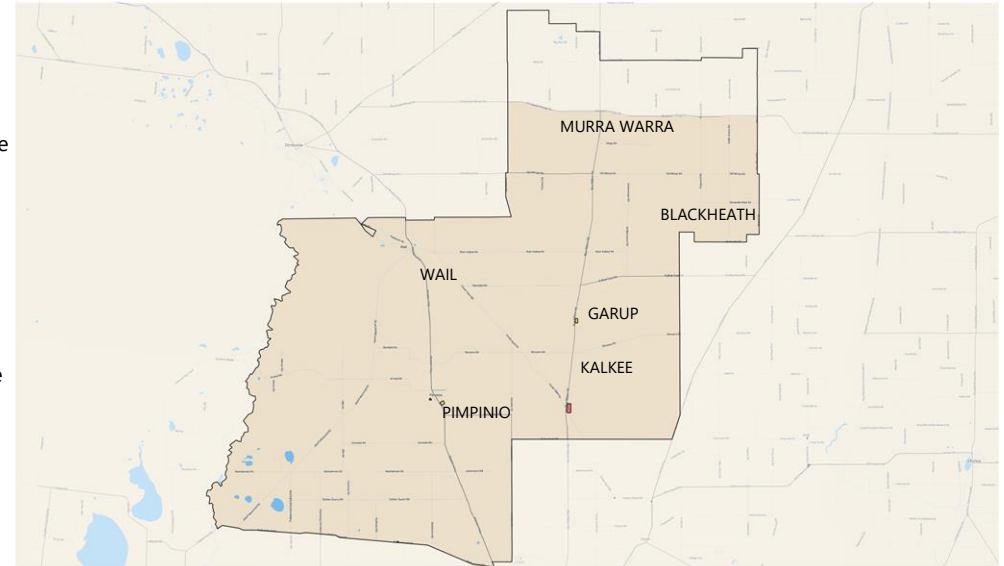
7.4% of all open space in Horsham



0.04% of the total locality area is open space



Local=6%
 Neighbourhood=37%
 Municipal=57%
 Regional=0%



Drainage, stormwater reserves and public halls have been excluded from open space calculations.

	Sports grounds	Recreation spaces	Natural areas	Linkages	Civic Spaces	Other
Number	3	1	1	0	0	0
Hectares	8.11	0.97	12.08	0.00	0.00	0.00
Proportion	38%	5%	57%	0%	0%	0%

2016 Population	2036 Population	Provision (ha/1000)	Provision Rating
337	307	62.8	Very High

Note: Townships have been grouped into localities based on the Australian Statistical Geography Standard (ASGS) SA1 regions. When considering catchment planning, the recommendations for the outlying localities should be viewed holistically, rather than on a locality by locality basis.

Excludes drainage and stormwater reserves and public halls

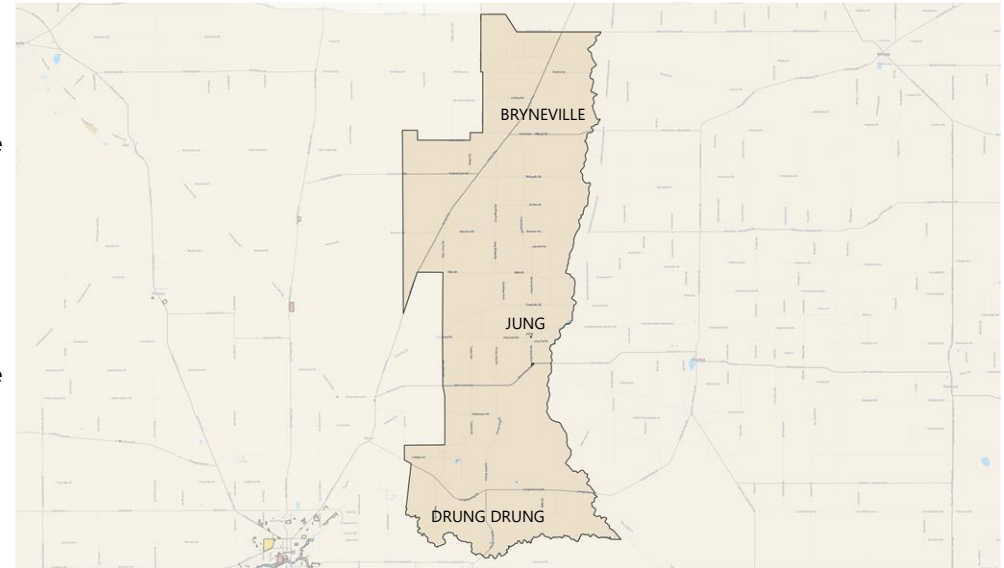
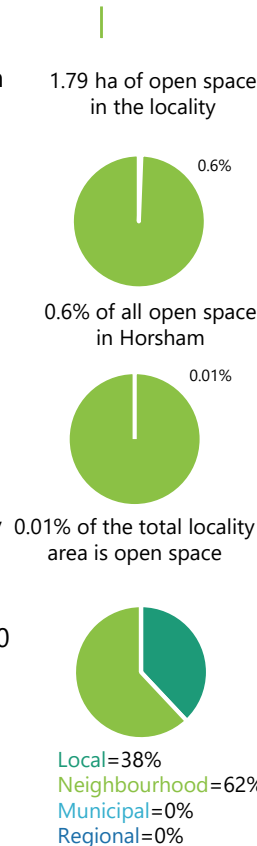
Specific Description of Open Space in Jung

- Jung is located to the North East of the Horsham Township, with a population of 240 people. Outside of the Horsham Township, Jung has the highest proportion of young people (aged 12 to 24 years), comprising 23% of the population.
- Open spaces within the region include Peppertree Park and the Jung Nature Reserve. These provide important access points to public open space.
- Within the region there are also two reserves managed by Parks Victoria – the Darlot Swamp Bushland Reserve and the Longerenong Bushland Reserve.

Future Considerations

- Continue to maintain the Jung Peppertree Park, and upgrade the play space to ensure that it meets the play space development standards for a neighbourhood play space.
- When upgrading the play space at Peppertree Park investigate options which cater for children aged over 10 years, such as skate parks to cater for the high proportion of young people in the region.

Fast Facts:



Drainage, stormwater reserves and public halls have been excluded from open space calculations.

	Sports grounds	Recreation spaces	Natural areas	Linkages	Civic Spaces	Other
Number	0	1	0	0	0	0
Hectares	0.00	0.68	1.11	0.00	0.00	0.00
Proportion	0%	38%	62%	0%	0%	0%

2016 Population	2036 Population	Provision (ha/1000)	Provision Rating
240	220	7.5	Adequate

Note: Townships have been grouped into localities based on the Australian Statistical Geography Standard (ASGS) SA1 regions. When considering catchment planning, the recommendations for the outlying localities should be viewed holistically, rather than on a locality by locality basis.

Excludes drainage and stormwater reserves and public halls



PLAY SPACES IN HORSHAM

CURRENT SITUATION

The Horsham Rural City Council currently maintains 24 play spaces. In comparison with other regional Councils, Horsham has a good proportion of play spaces for its population, with one play space for every 853 residents.

Each Council owned or managed play space within the municipality has been assessed to determine the provision and quality of play spaces across Horsham. The assessment included a review of the Open Space Asset Audit data, checking each play space against aerial photography images and also undertaking a number of site inspections at a sample of play spaces.

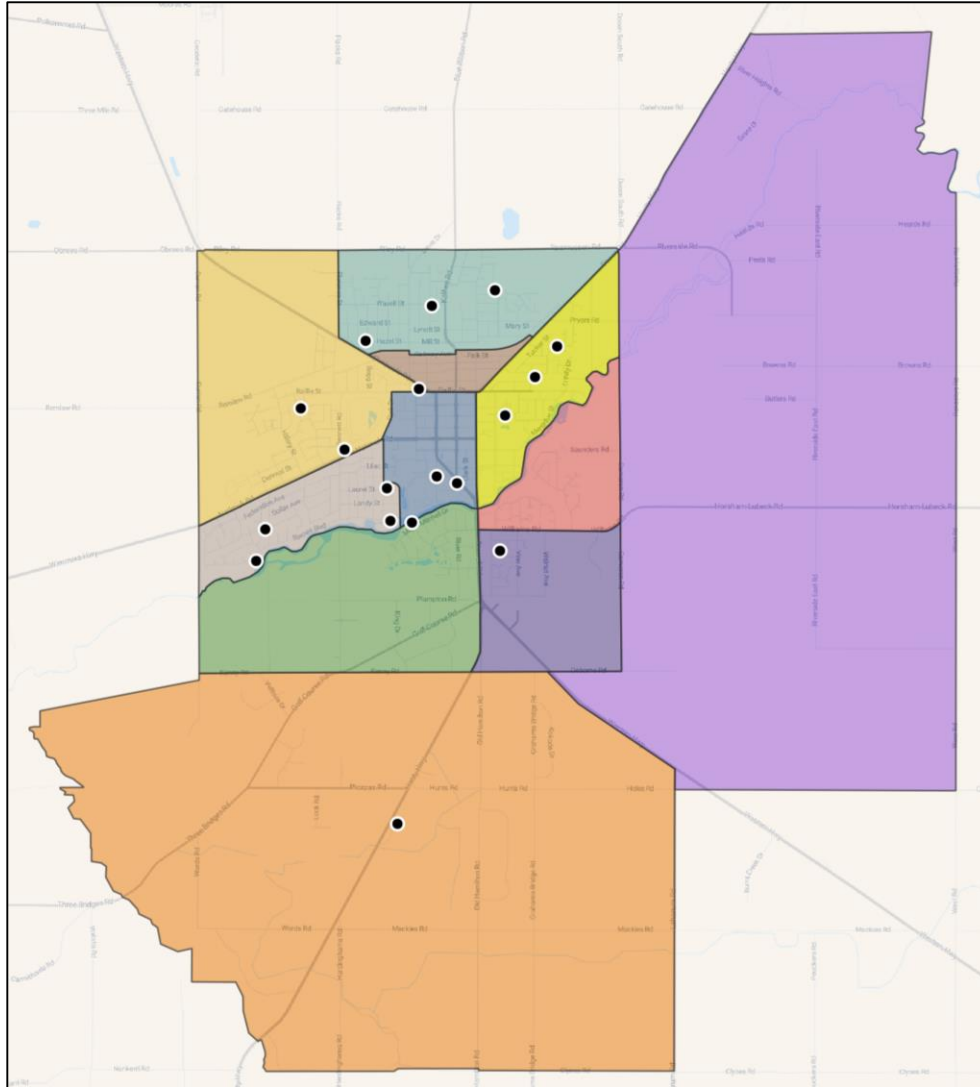
Based on this assessment, the following observations were made:

- The play equipment in some local play spaces is quite outdated and in need of replacement or upgrading.
- Not many play spaces, particularly local and neighbourhood play spaces have paths leading to seats and play equipment. This does not provide adequate access for people with disabilities or mobility issues.
- More shade structures are required in play spaces overall.
- Some local and neighbourhood play spaces lack landscaping and amenities and could be vastly improved with modest effort and expenditure.
- Most of the play spaces in the municipality cater for children aged between 2 and 10 years of age, with less provision of play spaces for children aged over 10.
- All future redevelopment and new development should be designed by a landscape architect to avoid 'ad hoc' or inexperienced planning towards creating quality spaces with universal access.

PLAY SPACE PROVISION BENCHMARKS		
	Local Government Area	Play Space Provision Ratio
Regional	Ararat	1:560
	Ballarat	1:666
	Baw Baw	1:616
	Campaspe	1:957
	Greater Bendigo	1:861
	Greater Geelong	1:717
	Latrobe	1:583
	Shepparton	1:800
	Southern Grampians	1:586
	Surf Coast	1:616 residents 1:128 0-14 years
Metro	Bayside	1:1,415
	Boroondara	1:1,362
	Glen Eira	1:2,790
	Kingston	1:1,090
	Moonee Valley	1,213
Horsham		1:817 all residents 1:155 0-14 years

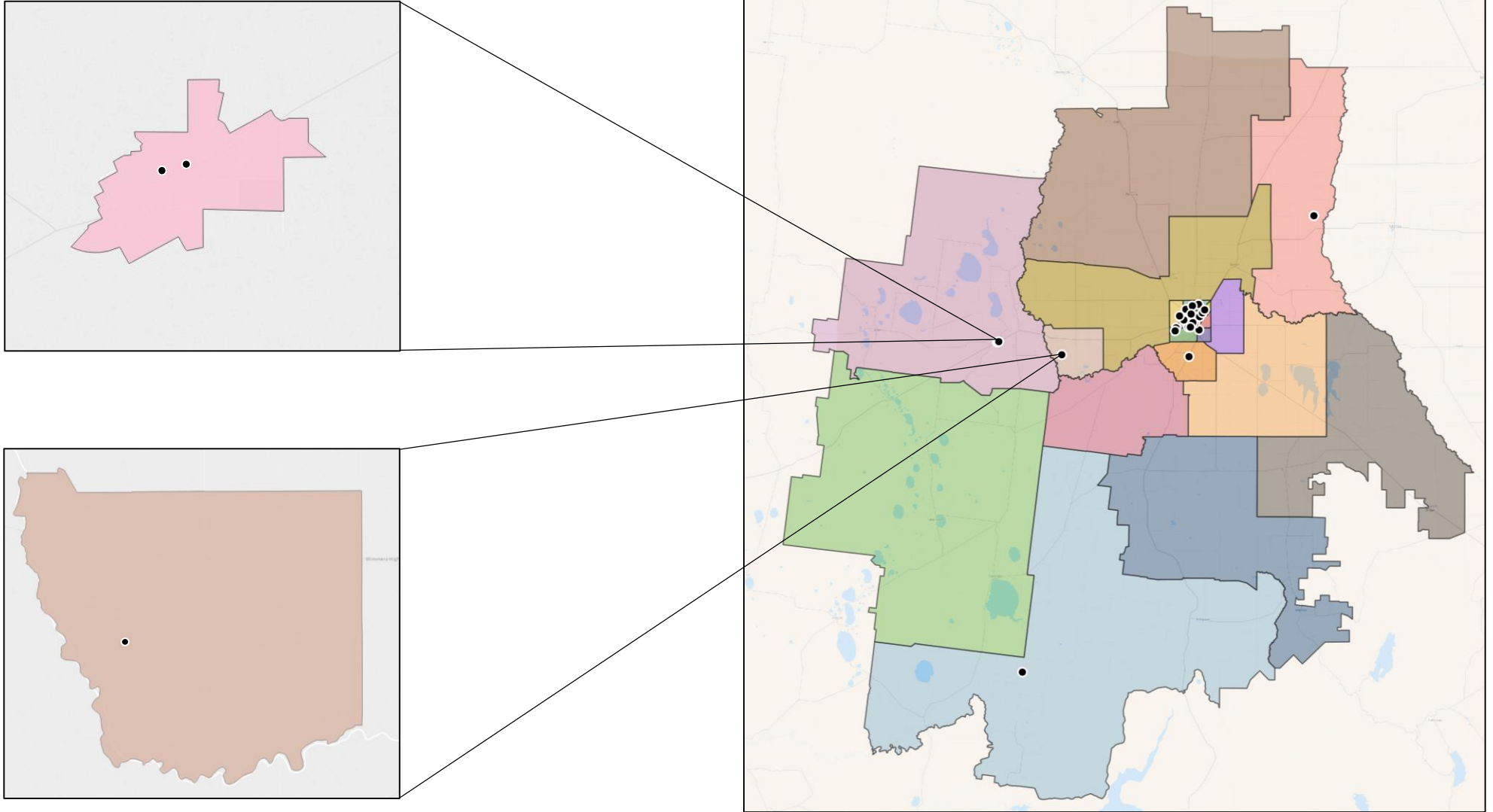
PLAY SPACE PROVISION IN HORSHAM	
Hierarchy	Provision Count
Local	9
Municipal	5
Neighbourhood	6
Regional	4
Total	24

PLAY SPACE DISTRIBUTION



Region	Park Name
Local	
Brimpaen	Telangatuk Hall
Central Horsham	City Oval East Playground
Horsham North	Charisma Park
Horsham North	Elbourne Park
Horsham North	Oatlands Park
Horsham South	Uebergang Park
Horsham South West	Drummond Park
Horsham South West	Gardenia Street Park
Horsham West	Bodey Court Park
Neighbourhood	
Horsham East	Lawrence Street Park
Horsham East	Sunnyside Park
Horsham West	Apex Park
Jung	Jung Peppertree Park
Natimuk	Lake Avenue - Natimuk Creek
Quantong	Quantong Recreation Reserve
Municipal	
Central Horsham	City Oval West Playground
Central Horsham	Major Mitchell Drive River Frontage Reserve
Horsham East	Jardwa Park
Natimuk	Natimuk Creek Reserve
Central Horsham	Botanical Gardens - Playground
Regional	
Horsham South West	Adventure Island
Haven	Haven Recreation Reserve
Horsham Inner North	May Park
Horsham South West	Weir Park

PLAY SPACE DISTRIBUTION



PLAY SPACE ASSESSMENT SUMMARY

For the purpose of this strategy, Horsham has been divided into 19 different localities, based on the Australian Bureau of Statistics Statistical Area 1 (SA1) borders. The following table provides an overview of each of these localities and the number of play spaces within each:

Region	Number of play spaces	2016 Population	0-14 Years Population	% of Population aged 0-14 years	Ratio of play spaces per person	Ratio of play spaces per person aged 0-14	Provision Rating
Brimpaen	1	217	55	25%	1:217	1:55	Adequate
Central Horsham	3	682	82	12%	1:227	1:27	High
Drung	0	247	47	19%	-	-	None
Haven	1	1,303	298	23%	1:1,303	1:298	Very Low
Horsham East	3	2,766	454	16%	1:922	1:151	Low
Horsham Inner North	1	1,260	191	15%	1:1,260	1:191	Low
Horsham North	3	3,309	692	21%	1:1,103	1:231	Very Low
Horsham South	2	1,714	362	21%	1:857	1:181	Low
Horsham South West	4	2,847	534	19%	1:712	1:134	Very Low
Horsham West	2	1,932	379	20%	1:966	1:190	Low
Jung	1	240	56	23%	1:240	1:56	Adequate
Laharum	0	214	28	13%	-	-	None
McKenzie Creek	0	371	80	22%	-	-	None
Natimuk	2	388	38	10%	1:194	1:19	High
Natimuk District	0	223	55	25%	-	-	None
Pimpinio and Kalkee	0	337	85	25%	-	-	None
Quantong	1	311	53	17%	1:311	1:53	Adequate
Riverside	0	418	74	18%	-	-	None
Toolondo	0	241	60	25%	-	-	None
Vectis and Dooen	0	297	47	16%	-	-	None
Wartook	0	310	70	23%	-	-	None
Total	24	19,627	3,740	19%	1:817	1:155	Low

PLAY SPACE HIERARCHY

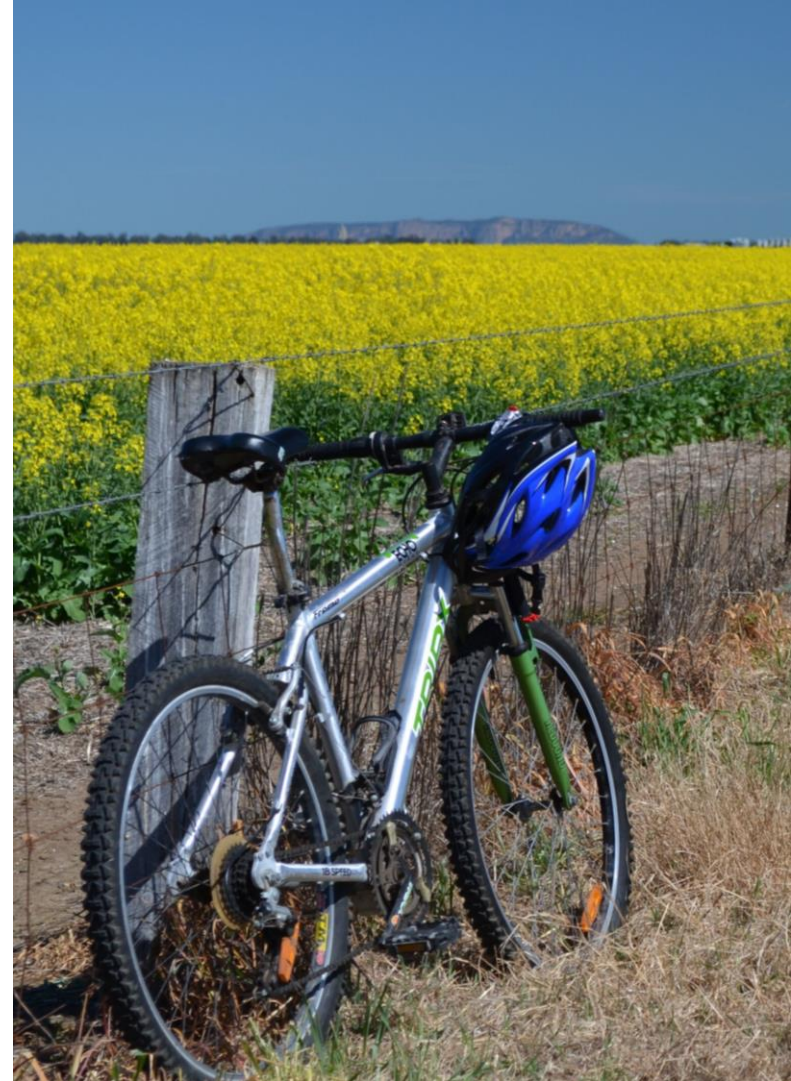
The play space Hierarchy describes the level of play spaces and types of equipment and supporting infrastructure that may exist within the play space. It also includes user catchment distances and typical size. These are to be used as a guide in the provision of play space planning and may be subject to other considerations as they arise such as topography, major barriers including major roads, drains, flood plains and rail lines.

	Local play spaces	Neighbourhood play spaces	Municipal play spaces	Regional play spaces
Purpose	<ul style="list-style-type: none"> Primarily cater for local residents and people living and working within walking distance These spaces are less developed with limited play equipment 	<ul style="list-style-type: none"> Service residents from one or more localities Higher quality with a diversity of character in good locations People can use these play spaces for extended periods of time 	<ul style="list-style-type: none"> At a minimum, services the whole municipality Residents will come from other localities and regions 	<ul style="list-style-type: none"> Large, high quality destinations that have broad appeal and attract visitors and local community members Visitors may stay for a number of hours
Types of Facilities/ Amenities	<p>Should have:</p> <ul style="list-style-type: none"> At least one seat/setting Pathways for accessibility Minimal formal play equipment and/or nature play design Natural shade for at least part of the area 	<p>Should have:</p> <ul style="list-style-type: none"> At least two seats/settings Natural shade for at least part of the area Pathways for accessibility <p>May have:</p> <ul style="list-style-type: none"> Landscaping and irrigation 	<p>Should have:</p> <ul style="list-style-type: none"> Numerous picnic settings Public toilets Shade Shelters, BBQ's, and bubblers Pathways for accessibility <p>May have:</p> <ul style="list-style-type: none"> Sport and recreation facilities for unstructured sport Landscaping and limited irrigated grass 	<p>Should have:</p> <ul style="list-style-type: none"> Diverse opportunities for play for a range of ages Public toilets Picnic tables and seating Shade and shelter with shade over play space equipment Pathways for accessibility Landscaping, irrigated areas Off-road car parking
Typical Size	<ul style="list-style-type: none"> 0.2 to 0.5 ha of usable land 	<ul style="list-style-type: none"> 0.5 to 1.5 ha of usable land 	<ul style="list-style-type: none"> 1.5 - 4 ha of usable land 	<ul style="list-style-type: none"> > 4 ha of usable land
Typical Catchment	<ul style="list-style-type: none"> 5-10 min walking distance (about 500m) 	<ul style="list-style-type: none"> 10-15 min walking distance (about 750m) 	<ul style="list-style-type: none"> Most people drive to these 	<ul style="list-style-type: none"> Most people drive to these Distributed within approximately 1.5km distance to dwellings and work places.



STRATEGIC FRAMEWORK AND RECOMMENDATIONS

“A leading regional community with an open space network that provides positive health and well-being outcomes for everybody.”



The strategy identifies seven key strategic pillars to guide the planning, provision and development of open space across the municipality:

-  **Increase connectivity**
-  **Redefine the Wimmera River**
-  **Improve open space**
-  **Enhance collaboration**
-  **Invest and plan for our future**
-  **Colour and green our region**
-  **Recognise and celebrate culture**

The following priority level has been used to guide the implementation of the actions and initiatives under each pillar. Priority indicates the timeframe in which each action is intended to commence.

High: 1-3 years

Medium : 4-6 years

Low: 7-10 years/ongoing

1. INCREASE CONNECTIVITY

1.1	Improve connectivity and access to and within open space	Priority
1.1.1	Improve connectivity by creating pedestrian and cycle linkages within the existing public open space network. Identified locations include: <ul style="list-style-type: none"> Police Paddock, Dudley Cornell Park, Wimmera River. 	Medium
1.1.2	Improve connectivity between Horsham CAD, existing and new residential developments, community services and key open spaces.	High
1.1.3	Undertake a pedestrian and cycle network analysis to determine gaps in provision and quality to guide future improvements and connections.	High
1.1.4	Develop safe pedestrian and cycle linkages along arterial roads. Identified connections include: <ul style="list-style-type: none"> Haven to Horsham CAD (Holes Road/Hunts Road), Southwest Horsham to CAD (along Stawell Road), Natimuk to Horsham (Natimuk Road), Natimuk to Big Sky Bicycle Trail. 	Low
1.1.5	Improve existing pedestrian and Cycle connections across the railway network to improve safety and accessibility.	Low
1.1.6	Develop cycling and walking trails outside the urban area of the municipality, to provide a superior visitor experience and more recreational opportunities for residents. Identified locations include: <ul style="list-style-type: none"> Wartook, Big Sky Trail, Natimuk. 	Low
1.1.7	Support connections to tourism opportunities to the identified tourist assets. Identified locations include: <ul style="list-style-type: none"> Grampians National Park, Mt Arapiles 	Medium
1.1.8	Formalise and improve trails and connections from education centres to existing and future open space. Identified locations include: <ul style="list-style-type: none"> Laharum and Cameron Oval. 	Medium
1.1.9	Plan and develop a network of connected urban trails incorporating the river corridor.	Medium
1.1.10	Formalise linkages to provide improved and continuous public access along both banks of the wider Wimmera River corridor and its tributaries.	High
1.1.11	Investigate shared pedestrian and vehicle zones and/or trails to activate open spaces within CAD.	Medium
1.2	Improve connectivity and access to and within open space	
1.2.1	Connect public open space to the surrounding pedestrian and cycle network.	Medium
1.2.2	Provide better pedestrian and cycle connections across Wimmera River.	Medium
1.2.3	Identify locations to develop universal access to the river with associated infrastructure.	High
1.3	Acquire land fronting the Wimmera River in the urban area of Horsham, to allow for land management and public access	
1.3.1	Identify and strategically acquire land along the river corridor required for provision of off-road walking and cycling paths.	High

2. RE-DEFINE THE WIMMERA RIVER

2.1	Activate the Wimmera River and its environs in collaboration with stakeholders	Priority
2.1.1	Recognise and manage any potential detrimental outcomes from increased access and use of the river corridor.	Ongoing
2.1.2	Enhance the river environs to provide for opportunities for increased biodiversity and habitat restoration.	High
2.2	Improve access and connectivity to and around the Wimmera River	
2.2.1	Formalise and secure easy and continuous public access for people of all abilities within the wider river corridor, including along both banks of the river. This may require the strategic acquisition of land to ensure standards for a shared path.	Medium
2.2.2	Engage with the community, Wimmera CMA, and other key stakeholders to determine the location and design of access to the river.	Medium
2.2.3	Consider the long-term relocation of the Horsham Caravan Park to open the riverfront to wider community access and usage.	Low
2.3	Promote the Wimmera River corridor as a key community recreational asset	
2.3.1	Support the community to deliver active living initiatives along the river corridor.	Ongoing
2.3.2	Identify and develop key locations on both sides of the river to improve facilities which accommodate a range of activities. Identified locations include: <ul style="list-style-type: none"> • Sawyer Park, City Oval and Horsham Showgrounds. • Note: Any future consideration of a regional indoor/outdoor sports facility at the Horsham Showgrounds would be determined as a result of the conducting of a feasibility study independently which considers Crown Land Showgrounds site and the Horsham West option (Jenkinson Avenue site) 	High
2.4	Ensure ongoing recognition of cultural significance of the Wimmera River corridor	
2.4.1	Ensure all river access is sustainable and respectful of biodiversity, river health, and indigenous and non-indigenous cultural heritage.	High

3. IMPROVE OPEN SPACE

3.1	Ensure equitable access to open space across the municipality	Priority
3.1.1	Address gaps in current open space provision, and work towards developing and funding an evaluation criteria that stages work into 1, 3, 5, or 10 year timeframes.	High
3.1.2	Address local, neighbourhood, municipal and regional gaps in open space across where identified in each locality.	High
3.2	Establish, manage and improve a diverse and integrated network of public open space that meets the needs of the community	
3.2.1	Develop a list of iconic assets and spaces that must be strongly enhanced – or partnered with for long-term reinvestment.	High
3.2.2	Activate the Botanic Gardens to increase permeability and connectivity with its surrounds.	Medium
3.2.3	Undertake CPTED/safety audit for all existing open space.	High
3.2.4	Prepare and/or update master plans for all existing and new neighbourhood, municipal and regional open spaces in the municipality to guide development. Priority open space include: <ul style="list-style-type: none"> • Sunnyside Park and Dudley Cornell Park. 	High
3.2.5	Identify gaps in facilities and amenities at all existing public open spaces to prioritise and guide upgrades to meet the open space principles in line with facilities required for each type/size of open space. These include, but not limited to, lighting, dog parks, play spaces, seating, safety issues and shade. Identified locations include: <ul style="list-style-type: none"> • Dudley Cornell Park, Sunnyside Park, May Park, Police Paddock, Languard’s Park, Charisma Park, Horsham City Wimmera River corridor, Green Lake/Dock Lake and the Horsham Racecourse. 	High
3.2.6	Improve quality of existing play spaces using the open space principles by identifying and addressing gaps in provision, quality and variety to ensure the needs of all ages are met.	High
3.2.7	Re-develop the Railway Corridor into a key community asset that connects the city.	High
3.2.8	Provide greater public open space provision within the Horsham Central Activity District such as pocket parks, town squares, seasonal or temporary parks.	High
3.2.9	Incorporate streetscapes and linear landscapes into the open space network and design these spaces in-line with the open space principles and guidelines.	Medium
3.2.10	Enhance and protect natural areas which fall under Council’s ownership/management and develop new natural/bush areas in line with biodiversity and environmental values.	Ongoing

4. ENHANCE COLLABORATION

4.1	Engage with key stakeholders so that open space provision and management is a multi-agency initiative that achieves shared objectives	Priority
4.1.1	Develop objectives for partnerships with each agency, with clearly defined outcomes and benefits for all involved. Identified agencies include: <ul style="list-style-type: none"> Barenji Gadjin Land Council, Parks Victoria, Department of Environment, Land, Water and Planning, Wimmera Catchment Management Authority. 	High
4.1.2	Engage and partner with user groups on Council managed and crown land to enhance community accessibility and multi-use of facilities.	High
4.1.3	Support and work with agencies to ensure environmental and cultural values are protected and appropriate sustainable recreation and tourism opportunities are provided. Identified agencies include: <ul style="list-style-type: none"> Barenji Gadjin Land Council and Parks Victoria. 	High
4.1.4	Support the land managers, and co-managers, in their role of ensuring the protection of environmental and cultural values of national and state parks. Identified locations include: <ul style="list-style-type: none"> Mount Arapiles-Tooan State Park (Djurite), Grampians National Park (Gariwerd), Black Range State Park, Lake Natimuk and Natimuk Creek Lake Reserve. 	Ongoing
4.1.5	Engage with stakeholders to identify, protect, manage and formally recognise Wotjobaluk Peoples' cultural elements along the river corridor and tributaries.	High
4.1.6	In conjunction with GWM Water and local tourism bodies, invest in a tourism strategy or campaign to raise the profile of the region's great water and fishing assets.	Medium
4.1.7	Assist stakeholders and land managers in educating the community about the importance of wetlands and water bodies.	Ongoing
4.1.8	Work with VicTrack to strategically acquire the railway corridor land for public open space.	High

5. INVEST AND PLAN FOR OUR FUTURE

5.1	Develop clear and defensible planning decisions to ensure developers create the environment that both Council and the community want	Priority
5.1.1	Implement changes to open space contributions into the planning scheme in line with the draft Open Space Contribution Policy.	High
5.1.2	Increase Open Space Developer Contributions in HRCC to 7-10% to elevate the city as a leader in Victoria.	High
5.2	Improve open space governance and long-term planning	
5.2.1	Establish and implement a Capital Investment Plan for open space that spans at least 10 years.	High
5.2.2	Develop procedures regarding management of activities on the river.	Medium
5.2.3	Ensure good management, maintenance practices and sufficient resources are provided to ensure the quality and sustainability of open space and associated assets.	High
5.2.4	Develop criteria and/or a decision-making framework/matrix to determine usability/suitability/value/fit-for purpose/accessibility of existing open space. Identified areas include: <ul style="list-style-type: none"> • West Horsham - residential area west of the racecourse lacks amenity/provision. 	High
5.2.5	Develop criteria and/or a decision-making framework/matrix to assess the sustainability and priority of new developments and upgrades to all types of open space in line with the open space principles. This should inform Council direction in response to Council-led recommendations, Council Plan projects, pipeline projects, development proposals, grant applications, community grants, community donations, and Council support for Crown land facilities.	High
5.2.6	Develop a municipal-wide Style Guide, which guides materials, colours, character and aesthetics for all public open space.	High
5.3	Incorporate biodiversity values and respond to climate change	
5.3.1	Prepare a Climate Change Strategy to assist future development in mitigating and adapting to climate change.	Medium
5.3.2	Identify and protect areas containing significant indigenous flora and fauna, in particular the listed threatened and rare species that exist within the area.	High
5.3.3	Ensure all open space development contributes to biodiversity, enhances and/or develops natural areas.	Ongoing
5.3.4	Identify and develop a specific flora species list that is consistent and suitable to the local climate.	Short
5.4	Develop play spaces across the municipality which address gaps in provision and amenity	
5.4.1	Identify gaps in provision and develop new play spaces to provide a variety of experiences for targeted age groups in conjunction with a landscape architect.	High

6. COLOUR AND GREEN OUR REGION

6.1	Improve the provision of open space within the CAD and develop a number of multipurpose spaces for wider community use	Priority
6.1.1	Identify and develop a series of green space pockets throughout the CAD for passive recreation.	High
6.1.2	Develop an Urban Forest Plan that guides the selection, planting, and replacement of trees.	High
6.1.3	Incorporate a variety of landscaping into open spaces.	Medium
6.1.4	Identify gaps and develop a network of green linkages between the existing open space network.	High

7. RECOGNISE AND CELEBRATE CULTURE

7.1	Protect and preserve areas of cultural significance to the Wotjobaluk Peoples' through the open space network	Priority
7.1.1	Ensure any future significant events, objects, structures or features associated with the river corridor are appropriately acknowledged for their cultural significance.	High
7.1.2	Support DELWP and BGLC as land managers of the Wimmera River to improve the protection of the cultural and environmental values of the river that are in poor condition due to impacts of inappropriate recreation activities – especially four-wheel driving.	Ongoing

APPENDIX I: OPEN SPACE CONTRIBUTIONS

Open Space Contributions

Open space contributions through the subdivision of land for the creation of new lots, is crucial to health and wellbeing of the community as it provides open space for new residents and the growing population of Horsham. There are a wide range of mechanisms available to councils and the lack of a clear and consistent model for calculating an appropriate contributions rate, a range of rates are applied through Clause 52.01 across Victoria. The table on the following page shows the contributions rates from other LGA's in Australia. The table shows that the contribution rates vary from 4.5% to 10% within Victoria, however are as high as 12.5% in South Australia. There is also significant variation in the way in which the rates are applied, including: Whether the schedule delineates between encumbered and unencumbered land;

- Whether a different rate (or any contribution at all) applies to non-residential land;
- Whether a sliding scale or a flat rate is applied; and
- Whether a different rate applies to growth areas as opposed to established areas.

As shown in the table, some Councils have applied differential rates, due to the varying levels of demand for open space in residential versus non-residential areas.

In Western Australia, the requirement is that 10% of the gross sub-divisible area of a conditional subdivision shall be given up free of cost by the subdivider for public open space. South Australia has a legislative requirement of '12.5% of land for open space'.

References:

Western Australian Government. Department of Planning - State Planning Policy.

https://www.dplh.wa.gov.au/getmedia/20ee6a7c-c4f6-4572-b05a-747078fc6b0d/DRAFT_SPP_3-6_development_contributions_infrastructure

Tasmanian Government. Department of Economic Development, Tourism and the Arts - Tasmanian Open Space Policy Report.

http://www.dpac.tas.gov.au/_data/assets/pdf_file/0006/234690/Tasmanian_Open_Space_Policy_Report.pdf

Latrobe City Council. Review of Proposed Public Open Space Contributions.

OPEN SPACE CONTRIBUTIONS

OPEN SPACE CONTRIBUTIONS RATES		
Other Regional Centres		
	Residential	Non-Residential
Latrobe	All land: 10% of NDA, at least 5% unencumbered.	2% of NDA (unencumbered)
Greater Geelong	Armstrong Creek: 10% unencumbered (includes passive and active).	3.1% (Armstrong Creek - North East Industrial Precinct)
Ballarat	Ballarat West: 5.3% of GDA Other land in UGZ: 10% (residential); All other land: 5%	10% for land in Urban Growth Zone (commercial & industrial); 5% all other land
South Gippsland	Min. 5%	Min. 5%
Wellington	5% (All land within GRZ1, LDRZ, TZ, RLZ or TZ)	None Specified
Wodonga	5%	None specified
Baw Baw	All land within Warragul and Drouin PSPs: 4.5% of NDA (passive)	None Specified
Metropolitan		
Mornington Peninsula	5% to 12%	5% commercial & industrial
Knox	5% to 8.5%	None specified
Wyndham	7.5% is required of the gross developable area of a residential development site	None Specified
Dandenong	5% default	2% for all INZ1, INZ2, INZ3, B3Z, B4Z
Casey	5% unless there is a higher rate included in the planning scheme.	None Specified
Other States		
WA	12.5% of new subdivisions or 3 hectares per 1,000 people, whichever is greater.	
SA	10% of the gross subdivisible area ¹⁶ of a conditional subdivision to be given up free of cost by the subdivider for public open space and vested in the Crown as a Reserve for Recreation	
TAS	5% of new subdivisions or 4 or more hectares of open space per 1,000 residents	

Limitations

Current practice at Horsham Rural City has been to apply the 5% uniformly across all residential land subdivision. There are several limitations with this approach. These include:

- The 5% of land being offered by the developer is often not assessed in relation to open space planning, processes and community needs.
- The 5% contribution does not necessarily relate to the quantity or quality of open space that may be needed by the community within the area (e.g. difference in open space needs between Greenfield sites and infill higher density residential development).
- The 5% contribution may be taken as cash-in-lieu but is based on the valuation of unimproved land rather than as developed land, and consequently the contribution can fall short of required funding for open space facilities.
- The 5% represents the maximum land requirement that can be taken and thus councils may be required to purchase additional land to achieve more effective open space areas.
- The 5% of land may not necessarily meet a wide range of open space needs within the community including activities, experiences and facilities (e.g. -active recreation).
- The assessment of open space as subdivisions are submitted limits the capacity of councils to fully assess the future needs within the municipality (in the absence of strategic open space plans).

Key Findings

The key findings from the open space assessment found that:

- The open space provision in Horsham of 14.6 ha per 1,000 residents is somewhat higher than typical metropolitan provision ratios.
- The open space provision falls within the range of regional Councils analysed (pg. 19), however is significantly lower than Greater Geelong and Warrnambool but higher than Ballarat and Greater Bendigo.
- Open space contributions rates and mechanisms vary greatly across Victoria. Rates typically range from 5% to 10% in regional areas, and are generally higher in residential growth areas (usually 8% to 10%). • Interstate developer contributions are slightly higher, at 10% in Western Australia and 12.5% in South Australia.
- The suitability and quality of open space across the municipality is poor, with little shade, limited paths, and dated playground equipment.
- The ad hoc nature of development has meant provision of open space is not well connected and has poor linkages between parks and reserves.
- There are a number of developing precincts across the Horsham city with limited access to active recreation spaces. This recognises that Council has never had an open space contributions policy, which has led to ad hoc and poor planning outcomes – most notably in Horsham North and to a lesser extent in Horsham South
- Provision of, and access to public spaces and community gardens is limited in the CAD and surrounding residential grid.
- There is poor tree canopy cover in the CAD, and given the Wimmera climate, there is need for more shaded and green open space areas across the city.

Recommendations

Analysis undertaken for this strategy (using the estimated population growth of 2,167 new residents in 2031) concluded that 10% of the area of the land being subdivided into new lots should be allocated as a public open space.

The open space assessment found that whilst there is quantity of open space in established areas of Horsham it does not meet current standards and there will be a need to upgrade open space in the future.

In new growth areas, both land acquisition for new open space and improvements to those open spaces are required and it will be important to ensure any contribution is well located and improved to meet community expectations and current standards.

In order to ensure an equitable and consistent approach, open space contributions should relate to unencumbered land only. Supporting policy should be drafted relating to circumstances where council will accept encumbered land for open space in addition to unencumbered land.

Horsham is a regional city and has experienced significant growth in the past and it is expected there will be an ongoing growth and development which will place a greater load on the city's open space network. The municipality is currently investing in plans for the city's transformation to improve the liveability and open space and recreation facilities.

A consistent approach to public open space investment and planning is required and including a 7-10% contribution into the Horsham Planning Scheme is mandatory based on benchmarking analysis.

1. Background

Open space contribution through the subdivision of land for creation of new lots, is crucial to health and wellbeing and development of the community as it provides open space for new residents and the growing population of Horsham.

Legislation establishes that when processing applications for subdivision of land within the municipal area the Council is required to consider the allocation of land towards public open space or a contribution for cash in lieu thereof. The provisions for public open space is in accordance with the requirements of the Subdivision Act 1988 and the specific provision contained in the Planning Scheme (Clause 52.01).

The Horsham Rural City Council definition of open space states that Open Space is publicly owned land used for recreation, leisure and outdoor entertainment purposes. Open space is broken down into the following categories:

Sport grounds: Sporting facilities including sports fields and courts, as well as supporting infrastructure such as play spaces, seating, clubhouses and amenities.

Recreation spaces: Active or passive recreation including parks with social areas such as BBQs, gardens, play spaces for young and old, walking tracks and fitness equipment, dog exercise areas. Includes unembellished parks.

Natural areas: Spaces managed to protect, enhance and create natural environments such as waterways (which include wetlands), increased habitat for wildlife, restoration and preservation of existing bushland areas and increased tree canopy.

Linkages: Cycle and/or pedestrian paths that connect to other areas of open space or destinations such as town centres, schools and natural assets.

Civic spaces: Space for community and civic events like town centres, or with a co-located community facility such as a library or community centre.

Council aims to ensure that open space networks:

- Are linked, including through the provision of walking and cycling trails.
- Are integrated with open space from abutting subdivisions.
- Incorporate, where possible, links between major parks and activity areas, along waterways and natural drainage corridors, connecting places of natural and cultural interest.
- Maintain public accessibility on public land immediately adjoining waterways.

2. Objectives of the Policy

- To ensure that adequate provision is made for public open space that enables high quality outcomes, which benefits all residents and users.
- To ensure the provision of public open space provides for a range of multiple uses and a diverse range of activities, including connecting different public spaces, encouraging active neighbourhoods and tourism, and protecting natural values.
- To ensure that land developers contribute to the provision of public open space commensurate with the scale of development.
- To establish an open space contribution as per the Subdivision Act 1998, that delivers on the recommendations of the Horsham Rural City Council Open Space Strategy.

Policy

3.1 In considering any land subdivision proposal, the need for public open space will be assessed on its merits and a contribution will be required by way of either:

- a) 7-10% of the area of the land being subdivided into new lots to be allocated as a public open space contribution; or
- b) a 7-10% cash-in-lieu contribution that is equivalent to the value of part or all of the land being subdivided into new lots.

3.2 A decision as to whether land or cash-in-lieu is provided will be dependent upon whether the proposed subdivision provides an opportunity to obtain land that meets the aims and objectives of this Policy. If the subdivided land is not able to provide a public open space component of substantial community benefit, then cash-in-lieu will be required.

3.3 A boundary adjustment proposal, where no additional lots are created, shall not be subject to the 7-10% contribution.

3.4 Where a subdivision is submitted in the form of a staged development, the public open space contributions can be paid proportionately.

3.5 Where it is not appropriate that land be provided for public open space purposes within the proposed subdivision, then a 10% cash contribution is to be taken on the following basis:

- a) the cash contribution is to be based on the newly created additional lots,
- b) the calculation of the 7-10% cash contribution is to be based on the unimproved value of the additional lot or lots created and not the balance lot; and
- c) the lots created from a further subdivision of the subdivided lots and balance are required to also provide public open space contributions.

3.5 Open space contribution will be required when a property is in to the

farming, commercial or industrial zones.

3.6 The amount of the cash-in-lieu contribution shall be determined by either:

- a) a valuation from a qualified valuer as obtained by the subdivider; or
- b) the Responsible Authority accepting a contribution calculated on the basis of the most recent government valuation. This is to be adjusted for inflation over time using the Valuer General's adjustment factor and any other mitigating factors deemed appropriate.

3.7 All money received by way of contribution shall be reserved by Council in a separate account and recorded against the local area from which the funds were collected. These funds will in future be expended within local areas and across the Horsham's Open Space network.

3.8 The expenditure of reserved public open space funds will be allocated to projects as part of the capital works budget.

4. Guidelines

4.1 Provision of land where land is provided, shall be able to meet future community needs as identified within Council's open space strategies. The provision of public open space allows for a reasonable distribution of land able to be used for active and passive recreation. This includes smaller recreational areas within easy walking distance of residences, larger parks and playing fields, bushland areas, coastal or riparian reserves, recreational trails and walking links to local schools or shops.

4.2 Allocation of cash contribution funds derived from cash-in-lieu contributions are to be allocated in accordance with any adopted Council open space strategy or plan or in order to meet local public open space or recreational needs.

5. Application

This Policy applies to all applications to subdivide land in the municipal area. This Policy does not apply to the Council for any subdivision of Council land other than for any development undertaken for residential purposes.

6. Definitions

"Cash in Lieu of Public Open Space" means security for payment of an amount of 7-10 per cent of the whole area comprised in the plan of subdivision less any area provided for public open space in the final plan and any area created by the final plan or the littoral or riparian in reserves.

"Public Open Space" means publicly owned land used for recreation, leisure and outdoor entertainment purposes. "Planning Scheme" means a legal document prepared by the local council or the Minister for Planning, and approved by the Minister. It contains policies and provisions that control land use and development.

**APPENDIX II:
CASE STUDIES OF OPEN SPACE SUCCESS**



CASE STUDY ONE Riverside Revitalisation Rockhampton

- A group of sporting clubs in Wellington, New Zealand are working together to combine resources and be based in one common facility.
- The Johnsonville Cricket Club, Johnsonville Rugby Club, North Wellington Senior Football Club, North Wellington Junior Football Club, Olympic Harrier and Athletic Club and the Wellington Deaf Society have joined forces to raise at least \$2 million for the building, which is estimated to cost \$4.2 million.
- The Johnsonville Cricket Club building, in poor condition, will be demolished and the new building connected to the existing Olympic Harrier and Athletic Club building. The City Council will design the new building and project-manage the construction.
- The new facility will include a gym, changing rooms, office, meeting rooms, kitchen, function rooms/ bar, storage facilities, car parking, public toilets and showers. The plan is for the new facility to be a sustainable asset staffed by a full-time manager and assistant.
- Wellington City Councilors recently approved unanimously \$2.2 million in funding for the project, and construction is expected to start in 2020/21 and take six to nine months.

<https://www.ausleisure.com.au/news/funding-approved-for-wellingtons-alex-moore-park-sports-and-community-hub/>



CASE STUDY TWO Cheonggyecheon River Linear Park Seoul

- The Cheonggyecheon River linear park is renowned as one of the world's greatest urban design projects, undergoing a transformation from an elevated freeway and concrete paved waterway into a 5.8km long "day-lit" stream corridor.
- In the 1940s, the Cheonggyecheon had deteriorated into an open sewer and was eventually paved over with concrete for sanitation reasons. In the 1970's, an elevated freeway was built overtop the waterway, removing it from the public view. Like many underpasses, the area beneath the freeway was mostly avoided, becoming known for criminal activity and illegal dumping.
- In the early 2000's, then mayor and future president of Korea, Lee Myung-Bak successfully campaigned to remove the freeway and restore the Cheonggyecheon. From 2002 to 2005, the government replaced the road with a 5.8km restored and planted stream.
- To alleviate traffic congestion, the government also invested heavily in public transportation, installing a dedicated bus lane and walking/cycling track.
- Now open at all hours, the linear park is host to hundreds of events and art installations every year and attracts over 60,000 visitors daily. The restoration process has also provided huge boosts to local biodiversity and catalysed economic development in the area.

<https://inhabitat.com/how-the-cheonggyecheon-river-urban-design-restored-the-green-heart-of-seoul/>



CASE STUDY THREE Territory Arts Trail Northern Territory

- The Northern Territory has always had a rich abundance of art and culture, which has provided a draw for national and international tourists to visit the area.
- The Northern Territory Government is investing over \$100 million to build an Arts Trail throughout the Territory.
- Minister for Tourism, Sport and Culture, Lauren Moss, said the message will be that the world's biggest art gallery is in the Northern Territory, with the goal to showcase the 65,000 years worth of art history and growth.
- The Arts Trail will run through the Territory and will feature and highlight art centers, festivals, events, sites, galleries and cultural tours.
- The increased focus on the Northern Territory's art abundance will position the Territory as the top destination for Australian Aboriginal art and culture, thereby increasing economic production and creating local jobs.
- https://www.ausleisure.com.au/news/northern-territory-arts-trail-campaign-to-boost-tourism/?utm_medium=email&utm_campaign=7th%20February&utm_content=7th%20February+CID_5fb38f3676276ccf2ae7537726bce965&utm_source=Email%20marketing%20software&utm_term=Northern%20Territory%20Arts%20Trail%20Campaign%20to%20Boost%20Tourism



CASE STUDY FOUR Big Pineapple Sunshine Coast

- The Big Pineapple on the Sunshine Coast was a stand-out tourist attraction in the 1980's, but has since lost its draw and appeal.
- Tourism Industry Development Minister Kate Jones and Big Pineapple Renewal Project Director Jim Costello are working to revive the popularity of the Big Pineapple through site renovations to include a Tree Tops high ropes and zipline course, water park, adventure precinct, concert space, on-site accommodation and agribusiness precinct.
- The plan has an intention of sustained success, with plans to highlight the agriculture, music events and adventure tourism.
- The \$150 million master plan projects to improve both domestic and international tourism to the area by bringing in over a million visitors per year to reach tourism potential, improve economy and provide new jobs.
- https://www.ausleisure.com.au/news/work-advances-on-new-attractions-and-event-space-at-sunshine-coasts-big-pineapple/?utm_medium=email&utm_campaign=4th%20February&utm_content=4th%20February+CID_cce2fe9b9911ca84d8e6685b74d39c99&utm_source=Email%20marketing%20software&utm_term=Work%20advances%20on%20new%20attractions%20and%20event%20space%20at%20Sunshine%20Coasts%20Big%20Pineapple



CASE STUDY FIVE Active Living Program Cairns

- The Cairns Active Living Program currently offers free fitness classes give days a week along the Cairns Esplanade to encourage residents to get active in a social environment.
- Because the Esplanade is not accessible to all of Cairns, the Active Living Program is set to expand to include four suburban parks around the city.
- Funding has come from the North Queensland Sports Foundation (NQSF) and the North Queensland Primary Health Network (NQPHN) to allow for the introduction of a three month trial expansion, with the potential for further classes if engagement is high.
- Offering free fitness in a social capacity breaks down barriers to good health, and by expanding the locations at which the classes are offered, more residents can be included and encouraged to get and stay fit.
- https://www.ausleisure.com.au/news/free-fitness-classes-to-get-cairns-active/?utm_medium=email&utm_campaign=28th%20February&utm_content=28th%20February+CID_d35a78a836bd253bac5d491e0bf57eb2&utm_source=Email%20marketing%20software&utm_term=Free%20fitness%20classes%20to%20get%20Cairns%20active



CASE STUDY SIX Green Energy Gym Technology Hull

- The Great Outdoor Gym Company (TGOGC) is a British Company that has introduced Green Energy Gym Technology which captures the energy from cardio machines and translates it to electricity.
- At Green Heart at Shaw Park, the facility is lit by energy sourced from exercise and features a People Power Display Wall that measures the generation and allows gym-goers to see their energy production.
- The goal is to use this power source in future endeavors towards implementation in local buildings and eventually the National Grid, while motivating users to generate their energy for a greater use, as well as for their fitness.
- The use of human energy as a power source provides the potential for both public health and environmentally conscious power benefits.
- <https://www.zdnet.com/article/green-energy-gym-technology-turns-exercise-into-electricity/>

**APPENDIX III:
OPEN SPACES IN HORSHAM**

LOCAL OPEN SPACE (1/4)

Name	Region	Address	Area (Ha)	Access	Category	Subcategory
Alexander Avenue Park	Horsham North	18 Alexander Avenue, Horsham VIC 3400	0.08	Open	Recreation spaces	Parks and gardens
Apex Park	Horsham South West	Bennett Road, Horsham VIC 3400	0.58	Open	Recreation spaces	Parks and gardens
Baillie St Footpath Reserve - Karingal	Horsham West	Baillie Street, Horsham VIC 3400	0.0951	Open	Other	Footpath reserve
Birch Avenue Reserve	Horsham Inner North	11 Birch Ave, Horsham VIC 3400	0.1253	Open	Recreation spaces	Natural and semi-natural open space
Bodey Court Park	Horsham West	8 Bodey Court, Horsham VIC 3400	0.226	Open	Recreation spaces	Natural and semi-natural open space
Carter Street Park	Horsham West	Carter Street, Horsham VIC 3400	0.1241	Open	Recreation spaces	Parks and gardens
Charisma Park	Horsham North	Entry via Hennessy/Watts/Winifred Streets, Horsham 3400	0.34	Open	Recreation spaces	Parks and gardens
City Gardens	Central Horsham	Firebrace Street, Horsham 3401	0.9271	Open	Recreation spaces	Parks and gardens
City Gardens Drainage Reserve	Central Horsham	Firebrace Street, Horsham 3402	0.4946	Open	Other	Drainage reserve
Colla Court Park	Horsham South	4A Colla Court, Horsham VIC 3400	0.137	Open	Recreation spaces	Parks and gardens
Crossleys Dam	Natimuk District	Natimuk Hamilton Road, Natimuk VIC 3409	0.845	Open	Recreation spaces	Natural and semi-natural open space
Dadswells Bridge Hall	Laharum and Dadswells Bridge	5820 Western Highway, Dadswells Bridge VIC 3385	0.432	Limited	Civic spaces	Civic squares and promenades
Dawson Court Footpath Reserve	Horsham South West	Dawson Court, Horsham VIC 3400	0.15	Open	Other	Footpath reserve
Dawson Court Park	Horsham South West	5 Dawson Court, Horsham VIC 3400	0.085	Open	Recreation spaces	Parks and gardens
Dooen Hall	Vectis and Dooen	1025 Henty Highway, Dooen VIC 3401	0.227	Limited	Civic spaces	Civic squares and promenades
Dooen Road Park	Horsham Inner North	55 Dooen Road, Horsham VIC 3400	0.099	Open	Recreation spaces	Natural and semi-natural open space
Drainage Reserve	Central Horsham	Clark Street, Horsham VIC 3400	0.097	Open	Other	Drainage reserve
Drainage Reserve	Central Horsham	Clark Street, Horsham VIC 3400	0.087	Open	Other	Drainage reserve
Drainage Reserve	Central Horsham	Urquhart Street, Horsham VIC 3400	0.307	Open	Other	Drainage reserve
Drainage Reserve	Central Horsham	11 Madden Street, Horsham VIC 3400	0.097	Open	Other	Drainage reserve
Drainage Reserve	Central Horsham	113 Firebrace Street, Horsham VIC 3400	0.093	Open	Other	Drainage reserve
Drainage Reserve	Central Horsham	Madden Street, Horsham VIC 3400	0.408	Open	Other	Drainage reserve
Drainage Reserve	Horsham East	Pryors Road, Horsham VIC 3400	0.053	Open	Other	Drainage reserve

LOCAL OPEN SPACE (2/4)

Name	Region	Address	Area (Ha)	Access	Category	Subcategory
Drainage Reserve	Haven	Kenny Road, Horsham VIC 3400	0.655	Open	Other	Drainage reserve
Drainage Reserve	Horsham West	McIntyre Street, Horsham VIC 3400	0.681	Open	Other	Drainage reserve
Drainage Reserve	Horsham East	91 Cameron Road, Horsham VIC 3400	0.603	Open	Other	Drainage reserve
Drainage Reserve	Horsham South	Williams Road, Horsham VIC 3400	0.217	Open	Other	Drainage reserve
Drainage Reserve	Horsham South	Stawell Road, Horsham VIC 3400	0.106	Open	Other	Drainage reserve
Drainage Reserve	Horsham South	Derry Parade, Horsham VIC 3400	0.767	Open	Other	Drainage reserve
Drainage Reserve	Vectis and Dooen	Wimmera Highway, Vectis VIC 3401	0.81	Open	Other	Drainage reserve
Drummond Park	Horsham South West	Drummond Street, Horsham 3400	0.24	Open	Recreation spaces	Parks and gardens
Elbourne Park	Horsham North	Hazel Street, Horsham 3400	0.2	Open	Recreation spaces	Parks and gardens
Evans Way Garden on Naturestripe	Horsham South	Evans Way, Horsham VIC 3400	0.0216	Open	Recreation spaces	Parks and gardens
Fisher Square Park	Horsham East	Fisher Square, Horsham VIC 3400	0.273	Open	Recreation spaces	Natural and semi-natural open space
Former Remlaw Tennis Courts	Pimpinio and Kalkee	Polkemmet Road, Vectis VIC 3401	0.275	Open	Sports grounds	Sportsfields and organised recreation
Gardenia Street Park	Horsham South West	Gardenia Street, Horsham 3400	0.30	Open	Recreation spaces	Parks and gardens
Green Lake	Drung	Western Highway, Bungalally VIC 3401	0.925	Open	Sports grounds	Sportsfields and organised recreation
Guide and Scout Complex	Central Horsham	Barnes Boulevard, Horsham VIC 3400	0.7663	Limited	Civic spaces	Civic squares and promenades
Hartigan Court Reserve	Horsham South West	Hartigan Court, Horsham VIC 3400	0.1278	Open	Recreation spaces	Natural and semi-natural open space
Haven Community Dam	Haven	Plozzas Road, Haven VIC 3401	0.761	Open	Recreation spaces	Natural and semi-natural open space
Haven Hall	Haven	4378 Henty Highway, Haven VIC 3401	0.409	Limited	Civic spaces	Civic squares and promenades
Haven Recreation Reserve	Haven	4378 Henty Highway, Haven 3401	9.9135	Open	Sports grounds	Sportsfields and organised recreation
Horsham Netball Club	Central Horsham	20A O'Callaghans Parade , Horsham VIC 3400	0.064	Limited	Sports grounds	Sportsfields and organised recreation

LOCAL OPEN SPACE (3/4)

Name	Region	Address	Area (Ha)	Access	Category	Subcategory
Horsham Town Hall	Central Horsham	71 Pynsent Street, Horsham VIC 3400	0.002	Limited	Civic spaces	Civic squares and promenades
Jung Hall	Jung	28 Baker Street, Jung VIC 3401	0.299	Limited	Civic spaces	Civic squares and promenades
Jung Peppertree Park	Jung	Baker Street, Jung 3401	0.6773	Open	Recreation spaces	Parks and gardens
Kalimna Park Croquet Club	Central Horsham	207 Baillie Street, Horsham VIC 3400	0.766	Limited	Sports grounds	Sportsfields and organised recreation
Karingal Crescent Park	Horsham West	335 Baillie Street, Horsham VIC 3400	0.066	Open	Recreation spaces	Natural and semi-natural open space
Laharum Hall	Wartook	1586 Northern Grampians Road, Laharum VIC 3401	0.779	Limited	Civic spaces	Civic squares and promenades
Lawrence Street Park	Horsham East	Lawrence Street, Horsham 3400	1.3205	Open	Recreation spaces	Parks and gardens
Mayfield Court Drainage Reserve	Horsham South	Mayfield Court, Horsham VIC 3401	0.2076	Open	Other	Drainage reserve
Mitre Hall	Natimuk District	1429 Natimuk Frances Road, Mitre VIC 3409	0.101	Limited	Civic spaces	Civic squares and promenades
Natimuk Road / Barnes Boulevard Reserve	Horsham South West	163-177 Wimmera Highway, Horsham VIC 3400	0.1595	Open	Natural areas	Natural and semi-natural open space
Natimuk Soldiers Memorial Park	Natimuk	Main Street, Natimuk VIC 3409	0.408	Open	Recreation spaces	Parks and gardens
Natimuk Tennis Courts	Natimuk	2 Elmes Street, Natimuk VIC 3409	0.482	Limited	Sports grounds	Sportsfields and organised recreation
Natimuk Town Hall	Natimuk	101 Main Street, Natimuk VIC 3409	0.102	Limited	Civic spaces	Civic squares and promenades
Noradjuha Memorial Hall	Toolondo	4 Noradjuha Tooan East Road, Noradjuha VIC 3409	0.287	Limited	Civic spaces	Civic squares and promenades
Oatlands Park	Horsham North	Wavell Street / Alexander Avenue, Horsham 3400	0.10	Open	Recreation spaces	Parks and gardens
Peppertree Lane Walking Track	Riverside	32 Peppertree Lane, Horsham VIC 3400	0.732	Open	Linkages	Recreation corridor
Perry Drive Footpath Reserve	Horsham East	Perry Drive, Horsham VIC 3400	0.0527	Open	Other	Footpath reserve
Pimpinio School Reserve	Pimpinio and Kalkee	Fisher Street, PIMPINIO VIC 3401	0.968	Limited	Recreation spaces	Natural and semi-natural open space
Pioneer Court Reserve	Horsham North	Pioneer Court, Horsham 3400	0.11	Open	Recreation spaces	Parks and gardens

LOCAL OPEN SPACE (4/4)

Name	Region	Address	Area (Ha)	Access	Category	Subcategory
Quantong Recreation Reserve	Quantong	52 Chequers Road, Quantong VIC 3401	0.065	Open	Sports grounds	Sportsfields and organised recreation
Reserve	Vectis and Dooen	Dooen School Road, Dooen VIC 3401	0.228	Open	Recreation spaces	Natural and semi-natural open space
Road Reserve	Horsham North	Queen Street, Horsham VIC 3400	0.02	Open	Recreation spaces	Transport reservation
Road Reserve	Horsham South	Bradshaw Street, Horsham VIC 3400	0.029	Open	Recreation spaces	Transport reservation
Road Reserve	Horsham South West	Curran Road, Horsham VIC 3400	0.086	Open	Recreation spaces	Transport reservation
Road Reserve	Brimpaen	Wonwondah Toolondo Road, Nurrabiel VIC 3401	0.025	Open	Recreation spaces	Transport reservation
Sinclair Place Reserve	Horsham West	Sinclair Place, Horsham VIC 3400	0.035	Open	Recreation spaces	Natural and semi-natural open space
Southbank Entrance Reserve	Horsham South	Major Mitchell Drive, Horsham 3400	0.0721	Open	Recreation spaces	Parks and gardens
Spry Court Walking Track	Central Horsham	4 Spry Court, Horsham VIC 3400	0.118	Open	Linkages	Recreation corridor
Stormwater	Horsham East	25 Stockton Drive, Horsham VIC 3400	0.037	Open	Other	Drainage reserve
Stormwater Basin	Central Horsham	Darlot Street, Horsham VIC 3400	0.025	Open	Other	Drainage reserve
Taylors Lake Hall	Laharum and Dadswells Bridge	2032 Horsham Lubeck Road, St. Helens Plains VIC 3401	0.253	Limited	Civic spaces	Civic squares and promenades
Tobruk Street Reserve	Horsham South	Tobruk Street, Horsham VIC 3401	0.075	Open	Recreation spaces	Natural and semi-natural open space
Uebergang Park	Horsham South	Colla Court, Horsham VIC 3400	0.4047	Open	Recreation spaces	Parks and gardens
Vacant Land - Clear Lake	Toolondo	Harrow Clear Lake Road, Clear Lake VIC 3409	0.206	Limited	Other	Other
Vacant Land Reserved for Bike Path	Horsham East	McBryde Street, Horsham VIC 3400	0.098	Limited	Linkages	Recreation corridor
Victrack Railway Lot 44 (Leased)	Horsham North	66 Dimboola Road, Horsham VIC 3400	0.348	Closed	Other	Transport reservation
Walking Track	Horsham East	87 Williams Road, Horsham VIC 3400	0.671	Open	Recreation spaces	Parks and gardens
Water Storage	Horsham South	Osborne Road, Horsham VIC 3400	0.336	Open	Other	Drainage reserve
Watson Court Park	Horsham East	Watson Court, Horsham VIC 3400	0.032	Open	Recreation spaces	Natural and semi-natural open space
Watts Street Park	Horsham North	19 Watts Street, Horsham VIC 3400	0.078	Open	Recreation spaces	Parks and gardens
Windsor Court Park	Horsham South West	19 Windsor Crescent, Horsham VIC 3400	0.267	Open	Recreation spaces	Natural and semi-natural open space
Wootonga Basin Reserve - Spry Court	Central Horsham	Spry Court, Horsham VIC 3400	0.1178	Open	Natural areas	Natural and semi-natural open space

NEIGHBOURHOOD OPEN SPACE (1/2)

Name	Region	Address	Area (Ha)	Access	Category	Subcategory
Burnt Creek Drainage Reserve	Horsham East	Williams Road, Horsham VIC 3400	2.0795	Open	Other	Drainage reserve
Cameron Oval	Wartook	1473 Northern Grampians Road, Laharum VIC 3401	4.496	Open	Sports grounds	Sportsfields and organised recreation
Coughlin Park	Horsham East	Robinson Street, Horsham 3400	3.86	Limited	Sports grounds	Parks and gardens
Drainage Reserve	Horsham East	58 Cameron Road, North Horsham VIC 3400	1.242	Open	Other	Drainage reserve
Drainage Reserve	Horsham West	Dimboola Road, Horsham VIC 3400	4.923	Open	Other	Drainage reserve
Dudley Cornell Park	Horsham North	Gertrude Street, Horsham 3400	3.93	Open	Sports grounds	Sportsfields and organised recreation
Edward Street Park	Horsham North	Edward Street, Horsham VIC 3400	1.184	Open	Recreation spaces	Parks and gardens
Foundary Park	Horsham North	Dimboola Road, Horsham VIC 3400	3.0498	Open	Recreation spaces	Parks and gardens
Hellipad - Baillie Street	Horsham East	Baillie Street, Horsham VIC 3400	2.7318	Open	Other	Other
Jardwa Park	Horsham East	4 Arnott Street, Horsham VIC 3400	2.162	Open	Recreation spaces	Natural and semi-natural open space
Kalkee Recreation Reserve	Pimpinio and Kalkee	1674 Blue Ribbon Road, Kalkee VIC 3401	3.694	Open	Sports grounds	Sportsfields and organised recreation
Kokoda Drive Park	Haven	22 Kokoda Drive, Haven VIC 3401	2.005	Open	Recreation spaces	Parks and gardens
Langlands Park	Horsham North	Houston Street, Horsham 3400	1.28	Open	Recreation spaces	Parks and gardens
Major Mitchell Drive River Frontage Rese	Central Horsham	Riverbank, Horsham VIC 3400	3.9926	Open	Natural areas	Recreation corridor
Menadue Street Reserve (for bike path)	Horsham East	Menadue Street, Horsham VIC 3400	3.349	Open	Linkages	Transport reservation
Natimuk Creek Reserve 1	Natimuk	Lake Avenue, Natimuk VIC 3409	3.6146	Open	Natural areas	Natural and semi-natural open space
Natimuk Creek Reserve 2	Natimuk	Lake Avenue, Natimuk VIC 3409	4.2305	Open	Natural areas	Natural and semi-natural open space
Nature Reserve	Jung	Wimmera Highway, Jung VIC 3401	1.114	Open	Natural areas	Natural and semi-natural open space

NEIGHBOURHOOD OPEN SPACE (2/2)

Name	Region	Address	Area (Ha)	Access	Category	Subcategory
Palm Avenue Park	Horsham North	Palm Avenue, Horsham VIC 3400	2.018	Open	Recreation spaces	Parks and gardens
Pimpinio Sports & Community Centre	Pimpinio and Kalkee	70 Miller Street, Pimpinio VIC 3401	4.143	Open	Sports grounds	Sportsfields and organised recreation
Quantong Recreation Reserve	Quantong	52 Chequers Road, Quantong VIC 3401	3.9339	Open	Recreation spaces	Sportsfields and organised recreation
Road Reserve	Toolondo	Emmersons Road, Noradjuha VIC 3409	1.02	Open	Recreation spaces	Transport reservation
Sawyer Park	Central Horsham	Hocking Street, Horsham 3400	4.35	Open	Recreation spaces	Parks and gardens
Sunnyside Park	Horsham East	Olga Avenue, Horsham 3400	4.0868	Open	Sports grounds	Sportsfields and organised recreation
Telangatuk East Hall Reserve	Brimpaen	1207 Telangatuk East-Rocklands Road, Telangatuk East VIC 3401	2.8766	Open	Recreation spaces	Civic squares and promenades
The Sunnyside (Horsham) Sporting Club	Horsham East	8 Charles Street, Horsham VIC 3400	1.066	Limited	Sports grounds	Sportsfields and organised recreation
Toolondo Recreation Reserve	Toolondo	Natimuk Hamilton Road, Toolondo VIC 3401	1.213	Open	Sports grounds	Sportsfields and organised recreation
Velodrome	Horsham East	34-22 Hamilton Street, Horsham VIC 3400	2.7625	Open	Sports grounds	Sportsfields and organised recreation
Walking Track - Barnes Boulevard	Central Horsham	Barnes Boulevard, Horsham VIC 3400	1.001	Open	Linkages	Recreation corridor

MUNICIPAL OPEN SPACE

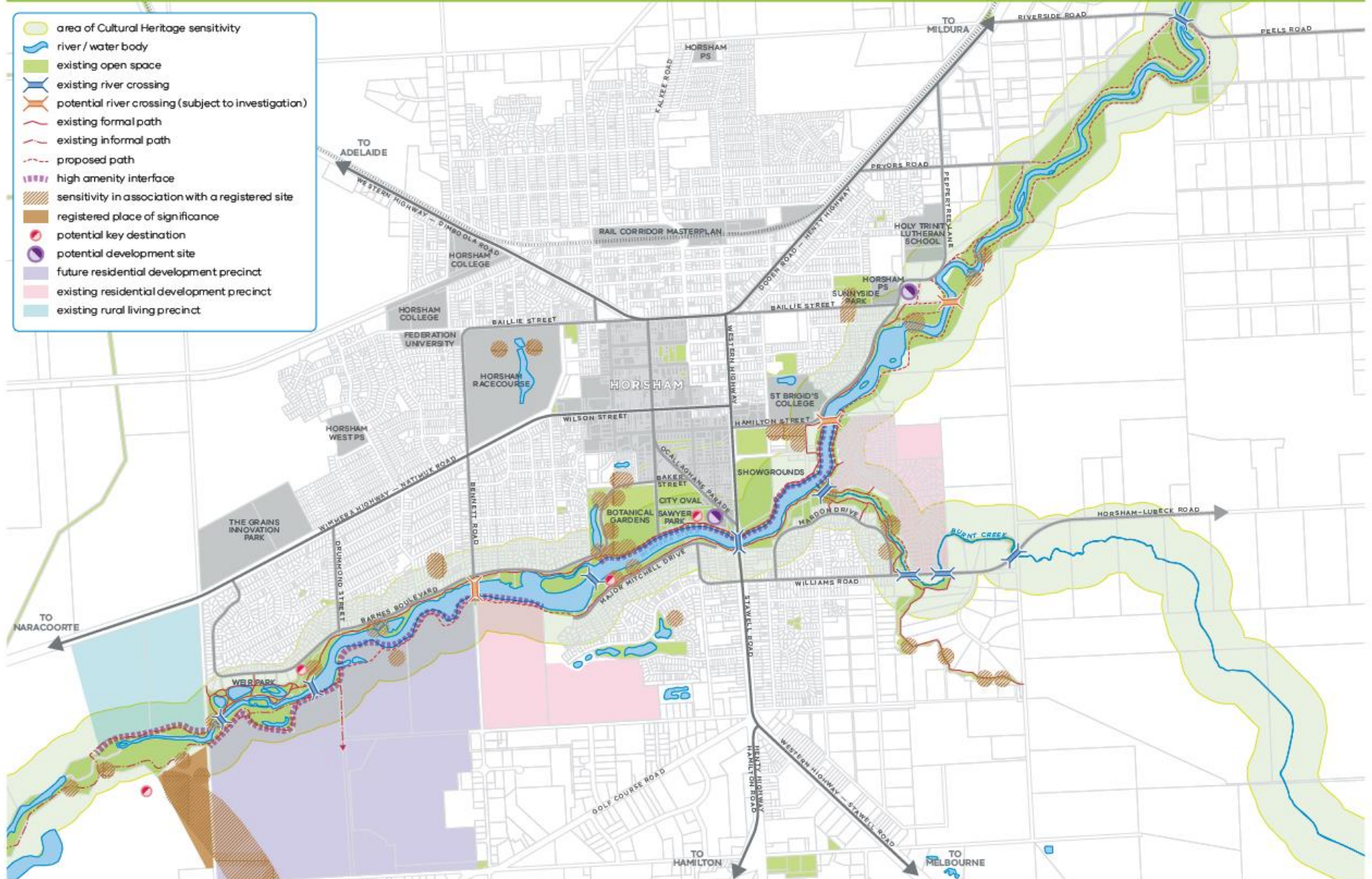
Name	Region	Address	Area (Ha)	Access	Category	Subcategory
Barnes Boulevardde River Frontage	Horsham South	Barnes Boulevardde, Horsham 3400	10.0988	Open	Linkages	Recreation corridor
Barnes Boulevardde River Frontage	Horsham South	Barnes Boulevardde, Horsham 3400	11.9212	Open	Linkages	Recreation corridor
Burnt Creek Reserve North of Williams Rd	Horsham East	Williams Road, Horsham VIC 3401	13.2607	Open	Natural areas	Natural and semi-natural open space
Burnt Creek Reserve South of Williams Rd	Horsham South	Williams Road, Horsham VIC 3401	6.7888	Open	Natural areas	Transport reservation
Dock Lake Reserve	Drung	15 Dock Lake Road, Drung VIC 3401	5.333	Open	Natural areas	Natural and semi-natural open space
Haven Tennis Courts	Haven	4376 Henty Highway, Haven VIC 3401	9.099	Limited	Sports grounds	Sportsfields and organised recreation
Horsham Croquet Club	Central Horsham	Firebrace Street, Horsham VIC 3400	11.451	Limited	Sports grounds	Sportsfields and organised recreation
Horsham Lawn Tennis Club	Central Horsham	Firebrace Street, Horsham VIC 3400	11.451	Limited	Sports grounds	Sportsfields and organised recreation
Horsham Riverside Caravan Park Frontage	Central Horsham	190 Firebrace Street, Horsham VIC 3400	11.451	Limited	Linkages	Recreation corridor
Kanagulk Hall	Brimpaen	4859 Natimuk Hamilton Road, Kanagulk VIC 3401	6.988	Limited	Civic spaces	Civic squares and promenades
Manadue Street - Road and Road side rese	Horsham East	Menadue Street, Horsham VIC 3399	5.2157	Open	Linkages	Transport reservation
Natimuk Showgrounds Recreation Reserve	Natimuk	Station Street, Natimuk 3409	5.63	Limited	Recreation spaces	Parks and gardens
Nature Reserve	Pimpinio and Kalkee	Blue Ribbon Road, Kalkee VIC 3401	12.08	Open	Recreation spaces	Natural and semi-natural open space
Riverside Recreation Reserve	Riverside	96 Riverside Road, Dooen VIC 3401	7.176	Open	Sports grounds	Sportsfields and organised recreation
Vacant Farm Land	Horsham South	Plumpton Road, Horsham VIC 3400	44.587	Closed	Other	Other

REGIONAL OPEN SPACE

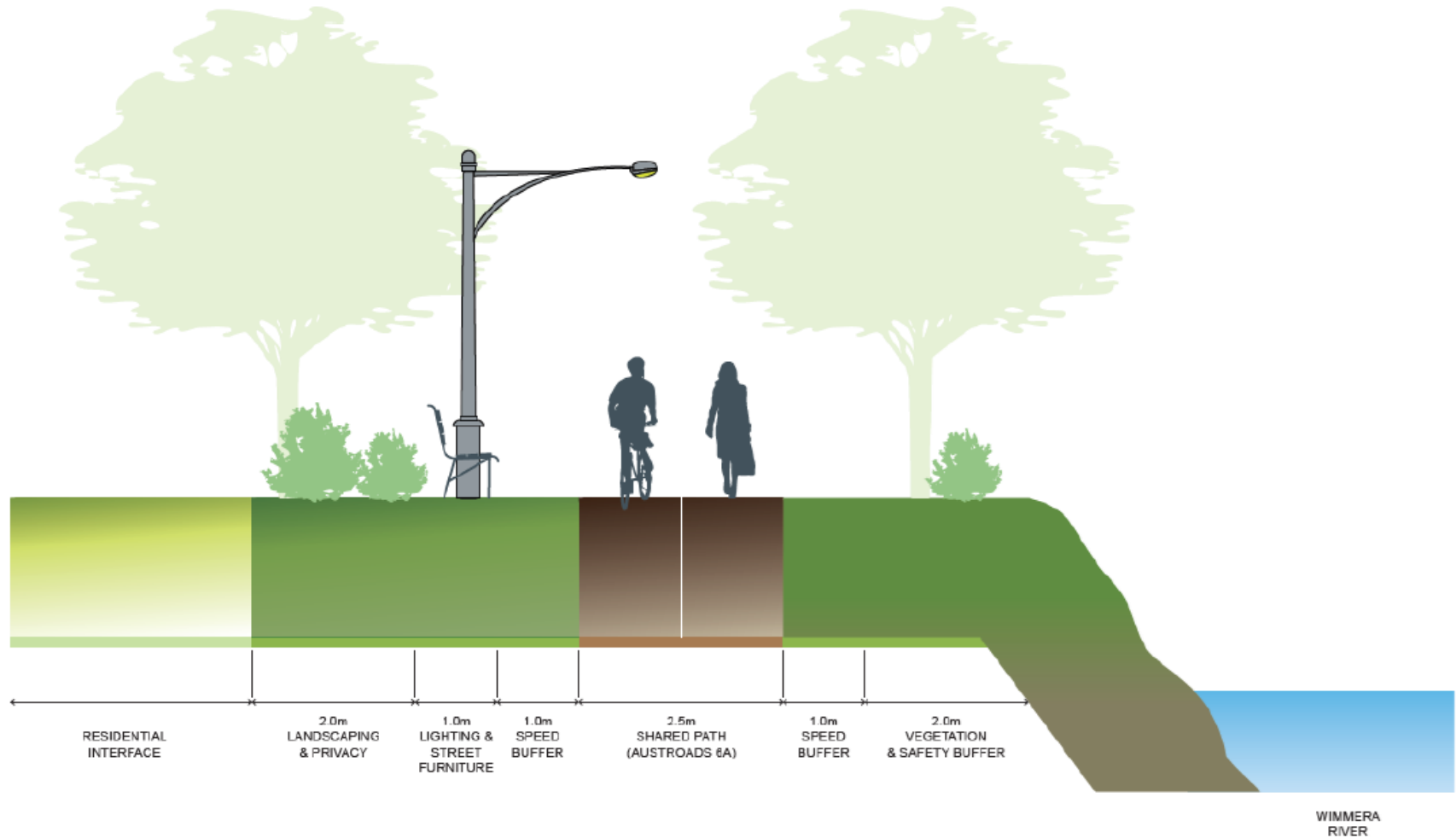
Name	Region	Address	Area (Ha)	Access	Category	Subcategory
Adventure Island	Central Horsham	Barnes Boulevarde, Horsham 3400	2.099	Open	Recreation spaces	Parks and gardens
Botanical Gardens	Central Horsham	Firebrace Street, Horsham 3400	4.73	Limited	Recreation spaces	Parks and gardens
City Oval	Central Horsham	Baker Street, Horsham 3400	3.65	Limited	Sports grounds	Sportsfields and organised recreation
Horsham Showgrounds	Horsham East	McPherson Street, Horsham 3400	21.76	Highly Limited	Other	Sportsfields and organised recreation
Horsham Skate Park	Horsham West	Park Drive, Horsham 3400	0.50	Open	Recreation spaces	Civic squares and promenades
May Park	Horsham Inner North	Dimboola Road/Baillie Street, Horsham 3400	1.2817	Open	Recreation spaces	Parks and gardens
Police Paddock Nature Reserve	Vectis and Dooen	Rasmussen Road, Horsham 3400	51.0737	Open	Natural areas	Natural and semi-natural open space
Racecourse Reserve	Horsham West	Bennett Road, Horsham 3400	32.3214	Limited	Sports grounds	Sportsfields and organised recreation
Weir Park	Horsham South	Barnes Boulevarde, Horsham 3400	4.41	Open	Recreation spaces	Parks and gardens

**APPENDIX IV:
WIMMERA RIVER CORRIDOR
PLAN DOCUMENTS**

- area of Cultural Heritage sensitivity
- river / water body
- existing open space
- existing river crossing
- potential river crossing (subject to investigation)
- existing formal path
- existing informal path
- proposed path
- high amenity interface
- sensitivity in association with a registered site
- registered place of significance
- potential key destination
- potential development site
- future residential development precinct
- existing residential development precinct
- existing rural living precinct



SHARED PATH STANDARDS



Shared Path – Wimmera River

APPENDIX V: STAKEHOLDER CONSULTATION – KEY FINDINGS

Key Observation	Key Evidence/Insight	Strategic Recommendation
<p>Horsham has a strong community feel and a great sense of freedom</p>	<ul style="list-style-type: none"> Horsham residents see the township as a great place to raise a family, with small schools and good childcare creating feelings of safety, and the ability to know a lot of people in the community. Family and mateship is valued, and there are many opportunities to be involved in clubs and special interest groups. 	<ul style="list-style-type: none"> Bigger picture - Horsham is a regional centre and hub. While many surrounding towns are getting smaller, Horsham is progression from a town to a city in terms of attitude. Council will need to keep investing in facilities such as health and wellbeing amenities to service this shift.
<p>The town and its Open Space, needs revitalisation to ensure it meets growing needs and changing demands.</p>	<ul style="list-style-type: none"> Everyone we spoke to during the qualitative phase of this project suggests that there are some great places to relax, play and be active but they all need to be aligned and invested in to enhance their use, usability and to fully benefit the community. 	<ul style="list-style-type: none"> Capital Budgets will need to incorporate significant uplift in investment for the long term and the city will explore some partnerships to broaden investment in open space to improve utilisation, and the health of Horsham and District Residents.
<p>The iconic assets need regeneration and investment.</p>	<ul style="list-style-type: none"> There is no doubt that HRCC and the region has some incredible assets at its fingertips, yet many are underinvested in, under appreciated and under utilised. Talking to residents and stakeholders, many recognise the wonderful assets the city has at its fingertips – the river, ovals, parks, lakes, climbing assets – yet they are not linked. 	<ul style="list-style-type: none"> This open space strategy must align with the HRCC, Tourism, Sport and Rec and the Horsham CAD and Wimmera Precinct Plan. Any future consideration of a regional indoor/outdoor sports facility for the River Precinct would be determined as a result of the conducting of an independent feasibility study which considers Crown Land Showgrounds site and the Horsham West option (Jenkinson Avenue site). A capital investment Master Plan for open space that spans at least 10 years should be implemented.

Key Observation	Key Evidence/Insight	Strategic Recommendation
<p>The Entry/Exits to Horsham need rejuvenation.</p>	<ul style="list-style-type: none"> One of our first observations was the underwhelming nature of the entry and exits to Horsham and its Districts. Many towns and cities around Australia are taking an active and visual approach to their town or city entry/exits. HRCC should do the same; the City should be proud of itself. 	<ul style="list-style-type: none"> HRCC should investigate an entry/exit rejuvenation program including: signage, amenities, related assets as well as history and Indigenous recognition.
<p>Some of the city's key assets seem closed most of the time/day.</p>	<ul style="list-style-type: none"> What surprised the reviewers is that many of the city's key assets appear to be closed off to the general public, and it is difficult for residents to find usage times and/or their rights to use some of them outside of clubs or leasee's rights. Council must recognise that not everyone wants to play sport. What unstructured physical activity and active recreation opportunities can be publicised, introduced and encouraged? 	<ul style="list-style-type: none"> Post this Open Space review, we recommend a website or portal review to uplift communication and community awareness of key council and community open space assets and their amenities. Greater levels of promotion of the abundance of natural open spaces across the municipality to those that typically would not use them (e.g. mountain biking, walking and fishing) is required.
<p>Existing infrastructure is ageing, and the iconic assets of the region must be uplifted.</p>	<ul style="list-style-type: none"> Council's recent investment into upgrading the Town Hall and aquatic centre has been well received by the community, however there is still more work to be done. Council should be proud of the number of assets within its control and those that are run by other relevant bodies and clubs. There is no doubt the city could celebrate and be prouder of its assets. Anecdotally there are enough sports grounds to service demand, but many have aged facilities and need to be revitalised. In addition, many will say the majority of playgrounds don't have enough shade or additional amenities to increase usage. 	<ul style="list-style-type: none"> Council must develop a list of iconic assets that must be strongly enhanced – or partnered with for reinvestment. The current Sport Facilities and Demand study must align with the Open Space Strategy. Any future consideration of a regional indoor/outdoor sports facility for the River Precinct would be determined as a result of the conducting of an independent feasibility study which considers Crown Land Showgrounds site and the Horsham West option (Jenkinson Avenue site). The playground hierarchy will assist with future investment allocation decisions.

KEY FINDINGS

Key Observation	Key Evidence/Insight	Strategic Recommendation
<p>Tree canopy and shade – including rest/relaxation spaces are lacking in the CAD.</p>	<ul style="list-style-type: none"> • The Reviewers believe that there is simply not enough tree canopy or shade in the Horsham CAD – and given the climate throughout the year, a long-term tree/vegetation plan is required. • Many residents drive their car around the town rather than walking between spots/shops because they say it is just “too hot to walk.” 	<ul style="list-style-type: none"> • A 10-15 year capital investment tree canopy plan is required, along with additional rest/relaxation places in the CAD.
<p>Developer Contributions = the HRCC requirements are too low for modern development and lifestyles.</p>	<ul style="list-style-type: none"> • Many councils are now reviewing their requirements across the state and the contribution requirements in some LGA’s is nearing 10%. 	<ul style="list-style-type: none"> • It is our recommendation that the open space developer contributions needs to increase in HRCC to a minimum of 6%. Should the city wish to be a leader in this, 10% should be the future benchmark.
<p>Underlying premise that Universal Design Principles are considered for all projects.</p>	<ul style="list-style-type: none"> • Councils around Victoria and Australia are not looking into mandatory use of these principles. 	<ul style="list-style-type: none"> • The Reviewers recommend that Universal Design Principles are not mandatory but are considered in a practical and pragmatic way for all projects.

KEY FINDINGS

Key Observation	Key Evidence/Insight	Strategic Recommendation
<p>An underlying connection to a wonderful river and lakes system is not overt to the rest of Victoria.</p>	<ul style="list-style-type: none"> While Horsham is described as a harsh environment by some residents, on its doorstep is an amazing river and river front and a wonderful lake system that is slowly being realised. However, some would suggest that outside of the region itself, it is not widely known for its water system. 	<ul style="list-style-type: none"> In conjunction with GWM Water and local tourism bodies, invest in a tourism strategy or campaign to raise the profile of the region's great water and fishing assets.
<p>A rock climbing mecca at your fingertips.</p>	<ul style="list-style-type: none"> The Grampians and the wider HRCC is known as a climbing mecca and Natimuk is a town where many climbers are now living. 	<ul style="list-style-type: none"> Position Natimuk and (Horsham more broadly) as the gateway to Mount Arapiles, an internationally important rock climbing destination.
<p>Many natural areas and open spaces don't have the right mix of assets and amenities</p>	<ul style="list-style-type: none"> The Open Space audit has identified a series of gaps and needs for all the HRCC assets. The Open Space hierarchy will assist in decision-making in the future. 	<ul style="list-style-type: none"> A 10 year capital improvement plan needs to be developed.

KEY FINDINGS

Key Observation	Evidence/Insight	Strategic Recommendation
Indigenous story-telling is missing.	<ul style="list-style-type: none">The reviewers found that the CAD, its assets and the outlying towns and assets lack strong Indigenous storytelling that reflects a cultural respect.	<ul style="list-style-type: none">Every major asset and/or place must have visual and written recognition of the traditional Indigenous landowners.A separate piece of work will be required to accelerate this around the HRCC RAP Plan.

ASSET OBSERVATIONS

ASSET OBSERVATIONS

Asset	Key Observation	Strategic Consideration
<p>The Wimmera River – the Icon Centrepiece</p>	<ul style="list-style-type: none"> • Along with Mount Arapiles, the Wimmera River is the natural centrepiece of the town and city. It should be the most visible asset, yet is almost hidden as you enter and exit the city precinct. • The River Precinct is somewhat underutilised, and has the potential to be a destination for recreational and social enjoyment. • Spaces that enhance interaction and family time (e.g. Adventure Island and Weir Park) are already there but greater linkage to the rest of the township is needed to enhance usage and accessibility. 	<ul style="list-style-type: none"> • Where feasible and possible, opening up the river front to more activity, more linkages, and more interaction with the community is a must. • Longer term a restaurant/café is a requirement to draw people to this wonderful part of Victoria.
<p>Mt. Arapiles – the 2nd icon for HRCC</p>	<ul style="list-style-type: none"> • Mount Arapiles is an internationally significant rock climbing destination with an enduring appeal drawing thousands of visitors from around the world each year. • Along with the Wimmera River, this is perhaps the most iconic asset in the HRCC, yet it is not as well recognised as the Grampians by the broader Victorian community. • This site is very significant to Traditional Owners, and their aspirations are set out in their Country Plan. 	<ul style="list-style-type: none"> • Support BGLC and Parks Victoria as land managers in working with visitors and the community to promote greater awareness, understanding and protection of the cultural values of the site, whilst retaining appropriate sustainable and internationally significant rock climbing opportunities.
<p>Arapiles Big Sky Bicycle Trail</p>	<ul style="list-style-type: none"> • Intermittently talked about by the community and stakeholders through this project, it is a sleeping opportunity. • This trail should form a key plank of the regional tourism strategy. 	<ul style="list-style-type: none"> • Greater levels of promotion of this asset is required to enhance visitation.

ASSET OBSERVATIONS

Asset	Key Observation	Strategic Consideration
<p>City Oval and Sawyer Park</p>	<ul style="list-style-type: none"> • Again, many would say these are an underutilised asset – particularly City Oval – and it is only the domain of football and cricket. • While Sawyer Park has had some investment in recent times, the whole site needs completion to increase usability and comfort. 	<ul style="list-style-type: none"> • Refinements of a Master Plan that incorporates and opens up City Oval – and Sawyer Park – which then leverages the river frontage to its maximum is recommended. • The reviewers believe that the long term relocation of the Caravan Park needs to be thought through and must align with the Horsham CAD and Wimmera Precinct Plan.
<p>Police Paddock</p>	<ul style="list-style-type: none"> • Again an underappreciated and underutilised asset. It has 'great bones' but needs additional investment to round it out. It is a 'sneaky' fishing spot for some. • It does lack a clear bike lane linkage and needs to cater for a wider base of user groups. There is great potential here to connect Police Paddock (and North Horsham) to the river. 	<ul style="list-style-type: none"> • Conduct a gap analysis based on the asset audit and identify top 2-3 recommendations. • Breaking down perceptions of the area to encourage more people to visit must be considered – and a name change to something more inviting has been pushed by the broader township. There is more to consider here, including a relevant Indigenous connection and name.
<p>Dudley Cornell</p>	<ul style="list-style-type: none"> • The consensus would be this park is trying to over-provide with too little space. It needs investment, it lacks adequate parking and modern amenities. 	<ul style="list-style-type: none"> • Athletics must find a new home and the park should be used for broader lifestyle and recreational use by local residents.

ASSET OBSERVATIONS

Asset	Key Observation	Strategic Consideration
VicTrack Land	<ul style="list-style-type: none"> Without a doubt an eye sore, and it continues to be a 'missed' opportunity (and we recognize the environmental challenges of the site). There is much to play out here as the site requires heavy remediation. Strategically acquiring this asset will change the dynamics of the township. It is the missing 'link' to bring the North of Horsham closer to the CAD both visually and dynamically. The Railway Corridor is ready for a transformation and has the potential to provide the East/West connectivity and alleviate the barrier between North and South Horsham. 	<ul style="list-style-type: none"> Pursue this opportunity to its completion. Long term this will provide a wonderful asset or linkage for the Horsham community if it can be realised.
May Park	<ul style="list-style-type: none"> Widely talked about and known –the major missing piece is some additional lighting as some will suggest that this path can be unsafe at times or within the confines of one "dark" pocket. 	<ul style="list-style-type: none"> As soon as practical, upgrade lighting to improve the perceived after-dark safety aspect of this key community asset.
The Showgrounds	<ul style="list-style-type: none"> Its relationship with the CAD and surroundings is disjointed. The Greyhounds track is unpleasant to look at and possibly should be moved. We realise there is much discussion to play out here. 	<ul style="list-style-type: none"> The Reviewer recommends that in conjunction with the Showgrounds Committee of Management, a 10 year strategy is developed for this precinct. The objective should be to open up this asset to the community 24/7. Any future consideration of a regional indoor/outdoor sports facility located in the Showgrounds would be determined as a result of the conducting of a feasibility study independently which considers Crown Land Showgrounds site and the Horsham West option (Jenkinson Avenue site)

ASSET OBSERVATIONS

Asset	Key Observation	Strategic Consideration
<p>Blue Ribbon Raceway</p>	<ul style="list-style-type: none"> The speedway is 19.3km from the CAD. While a useful precinct and asset (and rightly so) out of town, there is a potential option for another asset to be housed here in the longer term. Note: limited feedback to date from stakeholders. 	<ul style="list-style-type: none"> No specific action is determined at this stage, given its proximity from the town.
<p>The Velodrome</p>	<ul style="list-style-type: none"> The Horsham Cycling Club currently has six active members and has not had growth to the membership base for some time. The velodrome is used daily by recreational users including dog walkers, triathletes and many of the local schools. The track will need resurfacing in the next 5-6 years which will be an investment of approximately \$200,000. 	<ul style="list-style-type: none"> Council should investigate opportunities to incorporate this site into the development of an indoor/outdoor sports precinct. Any future consideration of a regional indoor/outdoor sports facility located in the Showgrounds would be determined as a result of the conducting of a feasibility study independently which considers Crown Land Showgrounds site and the Horsham West option (Jenkinson Avenue site)
<p>Racecourse Reserve</p> <ul style="list-style-type: none"> Current usage: HDRC: 2 days at 4 hours per day, 3 race meets per year; HHRC: 2 training per week times 4 hours (each week, 10 race meets a year (includes 2 major meets). 	<ul style="list-style-type: none"> Horsham Harness Racing and the Horsham District Racing Club are open to solutions to enable more community access. It is critical to protect the quality of the track. Given recent investment in the site and the estimated replication costs of \$50-\$100 million, the club should stay in its current location. 	<ul style="list-style-type: none"> From a council perspective, building a closer relationship with these clubs – and building and refining the current community footprint at this major site is for strong consideration.

Asset	Key Observation	Strategic Consideration
<p>Horsham Greyhound Racing Club</p> <ul style="list-style-type: none"> • Key Stats: \$1.3 million upgrade but 12 months on the track • \$2.9 million last 10 years • Training runs being investigated on the far-side. 	<ul style="list-style-type: none"> • Well utilised facilities – albeit under the radar and with little external community engagement. North West Victoria is a hub of Greyhound activity for the sport. There are now only two metropolitan Greyhound tracks in operation, so regional Victoria is the focus of growth for the sport. • As it sits currently, the track site and facility do not integrate well in to the full site – and the abutment to the highway is an eye-sore. 	<ul style="list-style-type: none"> • Short term recommendations: improve the street scape and roadside visualisation of the club. • Inside the site has been invested in, options for “flipping” the track to move it away from the highway should be considered in the medium to longer term.
<p>Horsham Racing Club</p>	<ul style="list-style-type: none"> • Consensus would be that greater community, council and township engagement is required. Weekly activity is ongoing and an up-and-coming trainer lives and works in the region. • Timing of their events is not optimal and some longer term considerations for moving one of the key race meets should be on the radar of decision makers. Track relocation requires a <u>significant</u> capital investment (\$50-\$100 million) and there are better investments to consider for the longer term. 	<ul style="list-style-type: none"> • Wherever possible, council should engage strongly with the HRC. To relocate the track is an investment of \$50 million - \$100 million. Shorter-term consideration to bolster the 3 events and engage the community and township. • Improving the ‘in-field’ fields should be considered in alignment with the sports facilities demand study.
<p>Horsham Harness Racing Club</p>	<ul style="list-style-type: none"> • Well utilised facilities and there is demand to increase the number of events. In 2018, this was the only club/centre to grow in Victoria. • Again a growth corridor is the North-West of the state. Horsham is the heartbeat and trainers and riders do come from South Australia and NSW as well as many parts of Victoria. 	<ul style="list-style-type: none"> • Similar to the Racing Club, this is an undervalued activity centre. • Short-term, council needs to engage with the club to bolster engagement with the community. • Medium/longer-term – improve and invest in the inner-field asset for extra football (soccer) or athletics.

"Horsham is the regional centre. If you can't get something elsewhere within a 100km radius you can come to Horsham and get it – it's a very resourceful area, and has a diverse range of businesses."

"Future priorities should be about opening up our assets, providing greater access to our facilities to other community groups and users rather than just the same old football, netball and cricket."

"We have a lot of single use, one dimensional facilities...there are no physical linkages between our assets."

"City Oval is not the city's...it's really just the Horsham Demons ground. It's not 'city' oval."

"We don't have visibility of what is on at City Oval and we would have to go through Council. But we wouldn't know when it is available outside of football and cricket times."

"What do and can community groups use and when? What access do they potentially have and what assets?"

"The big issue is transportation. It's not easy for people to get from one point to another if you don't have a car."

"Sports are still very important for rural areas, but you also need places where you can just relax."

ADDITIONAL OBSERVATIONS

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Asset	Key Observation	Strategic Consideration
<p>Linkages</p>	<ul style="list-style-type: none"> Dedicated and signed pedestrian and cycle linkages are needed to connect the whole city. Given Horsham’s flat terrain, the city should become a cycle-based city. 	<ul style="list-style-type: none"> Dedicated, signed cycling and walking routes are needed, not only from a safety perspective, but also to encourage broader physical activity and active transport in the region. A city wide cycling and running/walking strategy is required. This all needs to form part of the HRCC Urban Transport Network Plan.
<p>Civic Spaces</p>	<ul style="list-style-type: none"> Shared civic and community spaces within walking distance of the CAD are certainly missing. There is a distinct lack of public town squares, useful civic spaces and shaded seating areas within the CAD where people can sit and enjoy their lunch. 	<ul style="list-style-type: none"> A Town Square or community garden idea has been talked about, with potential to use the vacant block of land opposite Coles. That said, there is no real central part of the CAD that represents the heart and soul of Horsham. Short-term, a canopy and shade strategy needs to incorporate access to water and water features.
<p>Schools – a missing piece to Open Space access.</p>	<ul style="list-style-type: none"> While the schools and Education department have not been formally engaged through this project, it is a discussion point emerging in all, if not many, LGA’s. There are wonderful school based assets that are underutilised, and with some forward thinking that is aligned to community needs, should be realised in the medium term. 	<ul style="list-style-type: none"> The Sport and Rec department at HRCC should engage with the top 2-3 schools in the town to open engagement about a pilot program for community use. Likewise, there are schools in the region that could benefit from using City Oval at times.

ADDITIONAL OBSERVATIONS

Asset	Key Observation	Strategic Consideration
<p>Dadswell Bridge</p>	<ul style="list-style-type: none"> • This township should be the celebration that you have arrived in one of Victoria’s most iconic areas: the Wimmera and Horsham. • It is just so underwhelming on the left of the Highway. 	<ul style="list-style-type: none"> • A long term revitalisation strategy for this part of the region will require a staged approach – and there must be a story about its significance and history to the region.
<p>East Horsham</p>	<ul style="list-style-type: none"> • The primary feedback from residents and stakeholders is the lack of connectivity across the river to the 3 local schools. It is a major safety concern as well. 	<ul style="list-style-type: none"> • Another pedestrian bridge needs to be built across either Baillie or Hamilton Streets near the ‘three schools’ (St Brigids, Lutheran and Horsham 298) to enhance safety and access.
<p>North Horsham</p>	<ul style="list-style-type: none"> • The major observation is that the North of Horsham, a low socioeconomic area, is seriously underserved by publicly accessible and activated open space. 	<ul style="list-style-type: none"> • An increase in open space provision in this area, aligned with the Open Space Contribution policy is needed. • Existing open space must be activated with community amenities such as barbecues, picnic tables, public toilets at Police Paddocks and Langland’s Park.

ADDITIONAL OBSERVATIONS

Asset	Key Observation	Strategic Consideration
<p>West Horsham</p>	<ul style="list-style-type: none"> This area of the City has been spoken about as a potential 'green-field' site for an indoor/outdoor sports hub which would service the number of schools and education institutions within close proximity (approximately 950 students). 	<ul style="list-style-type: none"> Any future consideration of a regional indoor/outdoor sports facility in Horsham West would be determined as a result of the conducting of a feasibility study independently which considers Crown Land Showgrounds site and the Horsham West option (Jenkinson Avenue site).
<p>Haven and South Horsham</p>	<ul style="list-style-type: none"> This is the growth corridor of Horsham and in some parts, new housing developments have proceeded with poor consideration of open space due to the lack of an open space contributions policy. Haven is a tight-knit community, and the recreation reserve and primary school serve as a central hub and recreation space for local residents. 	<ul style="list-style-type: none"> Clear directions in the Planning Scheme and an Open Space Contributions Policy is critical to ensure that open spaces are made a priority in the southern growth corridor. A 10 year Masterplan of the Haven Recreation Reserve including walking and cycle linkages to the Horsham CAD should be developed.

"The sound shell is the only open space performance area in Horsham. We need to encourage more arts and cultural performances. Could have graffiti art, sculptures, live music all along the river front."

"To see Haven now compared to 40 years ago, you wonder how many years down the track it will be until more services start to go South of the river."

"While the die-hard local might think we don't need [assets like the Town Hall and Aquatic Centre], once they do happen, people embrace it. You hear all the comments... *we should have had this years ago ... seeing my grandkids up on stage is so exciting.*"

"I certainly think a Town Square or civic space in the CBD would be great. There is a dirt carpark in Roberts Avenue, opposite the Coles carpark, which I always thought would be a great community open space or garden."

"Linkages are great along the river and down to the Weir, but there is nothing up near the Riverside precinct and the three schools – Lutheran, Horsham 298 and St Brigids."

"The sporting facilities in Horsham are great. My kids both play basketball and the stadium has good capacity that can cope with all the basketball tournaments."

"Every school, primary or secondary, should be surrounded by sports facilities. If you have good access to facilities and good programs for kids after school they will come."

"Horsham is very dark and lighting is a problem along the river. People don't feel safe. We need more lights for people that want to exercise early in the morning or late at night."



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MINUTES

Community Halls Committee of Management
Thursday, 7 November 2019 at 1.30 pm
Civic Centre, Roberts Ave, Horsham

Present:	David Arnott	Jung Hall
	Judith Berendsen	Laharum Hall
	Robert Byrne	Sailors' Home Hall
	Jacqueline Ridler	Dadswell's Bridge Hall (delegate for Daryl Deutscher)
	Susan Flanagan	Taylor's Lake Hall
	Clare Dunn	Mitre Hall (delegate for Richard Steere)
Apologies:	Jeff Both	NC2
	Luke Rees	Telangatuk East Hall
	Susan Hogan	Hamilton Lamb Memorial Hall (delegate for Murray Minne)
	Glenys Fort	Natimuk Soldiers' Memorial Hall
Observers:	Keith Fischer	Taylor's Lake Hall
Ex Officio:	Mandy Kirsopp	Open Space Planning Officer
Guests:	Stefanie Jones	Coordinator, Recreation and Open Space Planning
	Andy Van	Waste and Sustainability Officer

1. Welcome

Mandy Kirsopp, Chaired the meeting and welcomed all present.

2. Disclosure of Conflict of Interest

None declared.

3. Confirmation of Previous Minutes

MOTION

Moved: Susan Flanagan

Seconded: Clare Dunn

That subject to the spelling of Clare Dunn's name being altered, the Minutes of the annual meeting held 29 November 2018 be accepted as an accurate record of the meeting.

CARRIED

4. Guest Speaker

4.1 Stefanie Jones Coordinator, Recreation and Open Space Planning

Stefanie introduced herself and her role within the organisation. A current focus is the development of an Open Space Strategy and a Social Infrastructure Plan.

The Open Space Strategy will provide a framework for the provision of open space – ovals, parks and playgrounds throughout the municipality.

The Social Infrastructure Plan will provide a framework for decisions regarding facilities provided or supported by Council. The purpose of the project is to: establish a short-term (0-5 years), medium-term (6-10 years) and long-term (11-20 years) vision and direction for social infrastructure.

Social infrastructure includes libraries, community halls, arts and cultural facilities, parks and sportsgrounds, aquatic centres, and public toilets.

The purpose of social infrastructure is to improve standards of living and the quality of life of residents, by delivering services, facilitating the creation of diverse social networks, and responding to specific social challenges such as social isolation and health and wellbeing.

It was identified that not all hall representatives had received a copy of the stakeholder survey.

Action:

Mandy Kirsopp to provide Representatives with an electronic copy of the Stakeholder survey.

Following the presentation, Stefanie Jones left the meeting.

5. Business arising from previous Minutes

5.1 Facilities Management

A Conditions Assessment has been completed on the 160 buildings managed by Council. The Conditions Assessment provides a framework and prioritisation for repairs to buildings. Essential Safety Measures (ESMs) are being separately assessed on approximately 80 buildings with 15 buildings being assessed each year. ESMs include access and egress to buildings, including clutter in doorways, and the provision and placement of fire extinguishers and other fire response equipment.

Representatives were reminded to *Lodge a Service Request* (accessed via Council's webpage) if maintenance is required on their hall.

A concern was noted that there is some confusion regarding the maintenance schedule, attached to the Instrument of Delegation. The Instrument of Delegation will be reviewed in the next 18 months (required after each Council election) and the maintenance schedule will be reviewed as part of this process.

Action:

Mandy Kirsopp to place discussion re: the Maintenance Schedule on the Agenda of the 2020 Annual meeting.

Asbestos

Representatives are aware they can obtain details of asbestos in community halls through: *Lodge a Service Request* but expressed a belief that information should be provided to the halls' committees as part of essential information for the halls.

MOTION

Moved: Susan Flanagan **Seconded:** Robert Byrne

That the Community Halls' representatives are provided with information regarding which halls have asbestos in them, and that stickers be placed on the impacted surfaces.

CARRIED

5.2 Strengthening Volunteerism Project

The project is proceeding but the implementation of the database has been slow. Representatives expressed concerns regarding the project and suggested volunteers will not log hours worked. Representatives identified it is difficult to get volunteers to complete the Halls' Volunteer Registration form and Attendance Register and the additional process might either be ignored or be a factor in volunteers becoming less active.

Representatives also requested that information, previously presented by the Community Halls' Committee of Management re: guidelines for the recognition of volunteers be considered as part of the project.

MOTION

Moved: David Arnott **Seconded:** Judy Berendsen

That information presented at the 2018 Annual meeting of the Community Halls' Committee of Management be considered when developing guidelines for the recognition of volunteers.

CARRIED

The information includes:

Recognising time served assisting the community

- 10 years – letter of thanks/appreciation
- 20 years – certificate at ceremony

Recognising contribution made to the community

- Nominated by two representatives of the committee
- Contribution awards may be for more than a single person – might be for a group involved in a project

Awards to be presented, letters posted each year during Volunteer Week.

5.3 Power and energy savings for halls

The service charge for providing power to halls continues to be an issue of concern and in many cases, is the single biggest cost faced by the hall committees.

It was identified that Jung Hall recently paid a quarterly service charge for power of \$191 with no usage recorded. (All equipment was turned off, power plugs pulled out of the wall).

Representatives discussed options for reducing power accounts. These included: arranging direct debit to pay power accounts, negotiating a discount with the provider and holding specific fundraising events to raise money to pay the power bill. The installation of solar panels was discussed as a possible method to offset power costs.

Andy Van, Waste and Sustainability Officer joined the meeting.

Andy confirmed that solar panels will be installed on the following halls: Taylors' Lake Hall, Mitre Hall and Dadswell's Bridge Hall. Funding for the solar panels became available from Sustainability Victoria. It is hoped that future funding will enable the installation of solar panels for the remaining halls.

Andy advised that a possible cost saving option for hall committees is for the hall committees to work together and liaise with Procurement Australia to obtain a reduced supply charge.

Action:

Andy Van will obtain information regarding the Procurement Australia program and will forward the information to Mandy Kirsopp for distribution to the Hall committees.

Following the presentation, Andy Van left the meeting.

5.4 Cleaning of toilets used by the public

Representatives expressed disappointment that concerns regarding their obligation to clean toilets available to the public have not yet been addressed.

MOTION

Moved: Judy Berendsen **Seconded:** Jacqueline Ridley

The Community Halls' Committee of Management recommends that community halls with external toilets be provided with an annual financial allocation to reimburse the committee for the provision of cleaning and other materials associated with the operation of the toilets.

CARRIED

6. General Business

6.1 Fees and Charges 2020

Fees and charges were discussed.

The bond for hall hire varies from \$100 - \$700 and is not always charged.

The hire fee is generally waived for Community Service Organisations.

MOTION

Moved: David Arnott **Seconded:** Susan Flanagan

The Community Halls' Committee of Management recommends the adoption of the suggested range of fees and charges for use of Community Halls for the 2020 year:

Bond	\$100 - \$700
Half day hire	\$25 - \$100
Full day hire	\$25 - \$150
Commercial activities – full day hire (large organisations)	\$200 - \$500

And that each Administrative Hall committee has the discretion to waive the bond or hire fee for selected community events.

CARRIED

6.2 Social Infrastructure Planning

Discussed in Item 4.1

6.3 Reports – Committee representatives

Annual reports were tabled. A summary is presented below:

Dadswell's Bridge Hall

Highlights: Christmas Party 2018, Dadswell's Bridge History Tour, Family re-union and Australia Day celebrations

Challenges: Low numbers attending meetings, secretary ill for 4 months, not successful with grant application

2020 planning: Monthly meetings with better attendance, a second History tour, installation of air conditioning in the hall and solar panels, Hotel celebration (150 years)

Hamilton Lamb Memorial Hall

Representative not present.

Jung Hall

Highlights: Recently held a public forum for the proposed wind farm

Challenges: Lack of hiring of the hall

2020 planning: Some maintenance required – closure of pit under the stage

Laharum Hall

Highlights: New kitchen, grants for chairs and new floor covering in old kitchen and storeroom area. Holland blinds in main hall

Challenges: Wanting additional solar panels and waiting for council support, cleaning of public toilets and provision of supplies, disused tennis courts need attention
 2020 planning: Addition of solar panels, improvements to acoustics in the supper room, sealing of the main hall floor.

Mitre Hall

Highlights: Quarterly gatherings have been well attended but won't be required because of HRCC Community Grant, have held
 Challenges: Cleaning of external toilets, and high cost of power bill
 2020 planning: Paint inside the hall, continue with community gatherings and raise funds for a community pizza oven.

Natimuk Soldiers Memorial Hall

Representative not present

NC2

Representative not present

Sailors Home Hall

Highlights: Fortnightly card gatherings continue throughout the winter and numbers have remained the same, the Wind farm supports the hall
 Challenges:
 2020 planning: Wanting to keep the hall active because in 2023 the hall will be 100 years' old

Taylor's Lake Hall

Highlights: New split system is working well, Land Care and CWA meetings have been held at the hall, system replaced in the men's toilet, grant received for public address system and speakers
 Challenges: The cost of power and keeping the area mowed
 2020 planning: Attract more members and generate more income through fundraising, have solar panels fitted.

Telangatuk East Hall

Representative not present – but email advised that the hall is operating effectively. Repair of the tennis has enabled the resumption of tennis.

MOTION

Moved: Susan Flanagan **Seconded:** Clare Dunn
 That the reports as presented be accepted.

CARRIED

6.4 Other Business – identified at the meeting

6.4.1 Alcohol in Council managed facilities

Representatives were advised that council staff are currently examining the procedures regarding the provision of alcohol on council managed premises.

Committees are advised to require hirers to obtain and provide a temporary liquor licence for events involving alcohol.

More information will be provided when the review has been completed.

Action:

Mandy Kirsopp to provide Representatives with a link to the application for a temporary licence, available on the Victorian Commission for Gambling and Liquor Regulation site.

8.0 Next meeting

The next meeting of the Community Halls Committee of Management will be Thursday 5 November 2020 from 1.30 – 4.30pm.

9.0 Close of meeting

The meeting closed at 4.15pm

CONFIRMATION OF THE MINUTES

Minutes confirmed as being a true and accurate record of the meeting:

Chair _____ Date _____



Domestic Animal Management Plan

2017 – 2021

(December 2019)

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

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

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

Horsham Rural City Council

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GLOSSARY

Council	Horsham Rural City Council
CSO	Community Safety Officer
Act	Domestic Animals Act 1994
DAMAG	Domestic Animal Management Advisory Group
DAMP	Domestic Animal Management Plan
DJPR	Department of Jobs, Precincts and Regions
domestic animal	For the purposes of this Plan, a 'domestic animal' is a domestic cat and/or a domestic dog within the meaning of the Act
Plan	Council's Domestic Animal Management Plan 2017-2021
POCTA Act	Prevention of Cruelty to Animals Act 1986
Regulations	Domestic Animal Registrations 2015
RSPCA	Royal Society for the Prevention of Cruelty in Animals
SO	Strategic Objective

DOMESTIC ANIMAL MANAGEMENT PLAN 2017 -2021

1. INTRODUCTION

The Horsham Rural City Council (**Council**) is required by the *Domestic Animals Act 1994 (Act)* to prepare and implement a Domestic Animal Management Plan (**DAMP**) every four years. The DAMP sets out a program of actions which aim:

- to ensure compliance with statutory requirements and
- to implement the vision and strategic objectives identified for effective animal management control in the Horsham Rural City Council municipality.

The DAMP has been prepared by the Horsham Rural City Council in accordance with the requirements and responsibilities under Section 68A of the *Domestic Animals Act 1994 (Appendix A)*, and with reference to the Council Plan and Council Local Laws. It closely follows the template provided by the Department of Jobs Precincts and Regions which sets out relevant headings to be addressed.

Further, the DAMP was prepared in consultation with Council's Domestic Animal Management Advisory Group (the **Advisory Group**). The Advisory Group comprises a Councillor, a Council officer, a veterinarian, members of community rehoming associations Horsham PAWs and Phoenix Animal Rescue, and two members of the community. The Advisory Group meets monthly and they developed the Vision and Strategic Objectives set out in the DAMP.

The DAMP was exhibited for four weeks and community feedback was encouraged. This feedback was incorporated into this final version.

2. SUMMARY OF KEY ISSUES

The following is a summary of key issues identified through the development of the Plan:

1. Improvements have been made in data collection over the past 10 months, however it is recommended a review of the methodology of current data capture, and the data Council collects regarding animal management be conducted. Leveraging new technology will improve data collection and service delivery.
2. Current data reveals there is a significantly high number of cats being euthanased. Extracting feral cat data from overall cat data is important to provide a better picture of how the Community Safety Unit is performing in this space
3. Turnover of staff in the Community Safety Unit has an impact on data capture and service delivery.

3. VISION & STRATEGIC OBJECTIVES

Vision

The Horsham Rural City Council encourages an environment of responsible domestic animal ownership, where people and animals can coexist in harmony. Animals are part of a safe and liveable community. Horsham Rural City Council strives to implement effective animal management practices that balance the needs of animal owners and non-animal owners, the agricultural sector and the environment.

Strategic Objectives

To further this vision, the strategic objectives (**SO**) of the Plan are to:

- SO1 Ensure compliance with the Act, related State legislation and regulations, and local laws
- SO2 Promote and encourage responsible domestic animal ownership
- SO3 Maximise the welfare of domestic dogs and cats within the municipality
- SO4 Maximise the rehoming of suitable domestic dogs and cats
- SO5 Encourage effective partnering with community groups to deliver rehoming services
- SO6 Maximise domestic dog and cat registration and identification in the municipality
- SO7 Ensure dangerous dogs, menacing dogs and restricted breed dogs are identified and kept in compliance with the Act and the Regulations
- SO8 Minimise domestic animal attacks
- SO9 Minimise the harmful effect of domestic pets on native animal populations
- SO10 Minimise nuisance created by domestic dogs and cats
- SO11 Provide access to public and open spaces for dogs and their owners
- SO12 Provide dog free areas for non-animal owners
- SO13 Reduce domestic dog and cat euthanasia rates
- SO14 Reduce domestic dog and cat overpopulation
- SO15 Ensure best practice training for Council's Community Safety Officers
- SO16 Operate and maintain a pound facility in accordance with best practice
- SO17 Minimise Community Safety Officer turnover at Council
- SO18 Eradicate unauthorised breeding establishments
- SO19 Develop and maintain relationships both within and outside of municipal borders

4. OVERVIEW OF DOMESTIC ANIMAL MANAGEMENT IN HORSHAM RURAL CITY COUNCIL

Council Profile and Demographic

Horsham Rural City is a vibrant, diverse community situated approximately 300 kilometres north-west of Melbourne and north of the Grampians National Park, in the heart of the Wimmera region of Victoria. Horsham is approximately 3.5 hours by car west of Melbourne and 4.5 hours east of Adelaide.

Horsham Rural City Council has a total population of 19,931 and covers an area of 4,267 km². Over three quarters of residents live in the urban area of Horsham.

Horsham is the major provider of retail, community and government services in the Wimmera, with dryland and broad acre agriculture being the major industry. The Grains Innovation Park, a nationally acclaimed agricultural research centre, is based in Horsham. There are a range of quality educational and health care facilities including secondary colleges, a university and an agricultural college.

The municipal area of Horsham has a diverse array of natural assets including recreational lakes, wetlands, the Wimmera River, Mount Arapiles, the Wartook Valley and the nearby Grampians National Park.

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

5. DATA AND STATISTICS - HORSHAM RURAL CITY COUNCIL DOMESTIC ANIMAL MANAGEMENT

		2016/2017	2017/2018	2018/2019
Population	In Town:	16462	16497	16,514
	Regional:	3443	3439	3,417
	Total:	19,905	19,936	19,931
Area:		4,267 km ²	4,267 km ²	4,267 km ²
Households	In Town:			6,454
	Region:			1,242
				7,696
FTE Authorised Officers ¹				4.8

¹ This includes all services offered by the Community Safety unit, not just Animal Control and Management

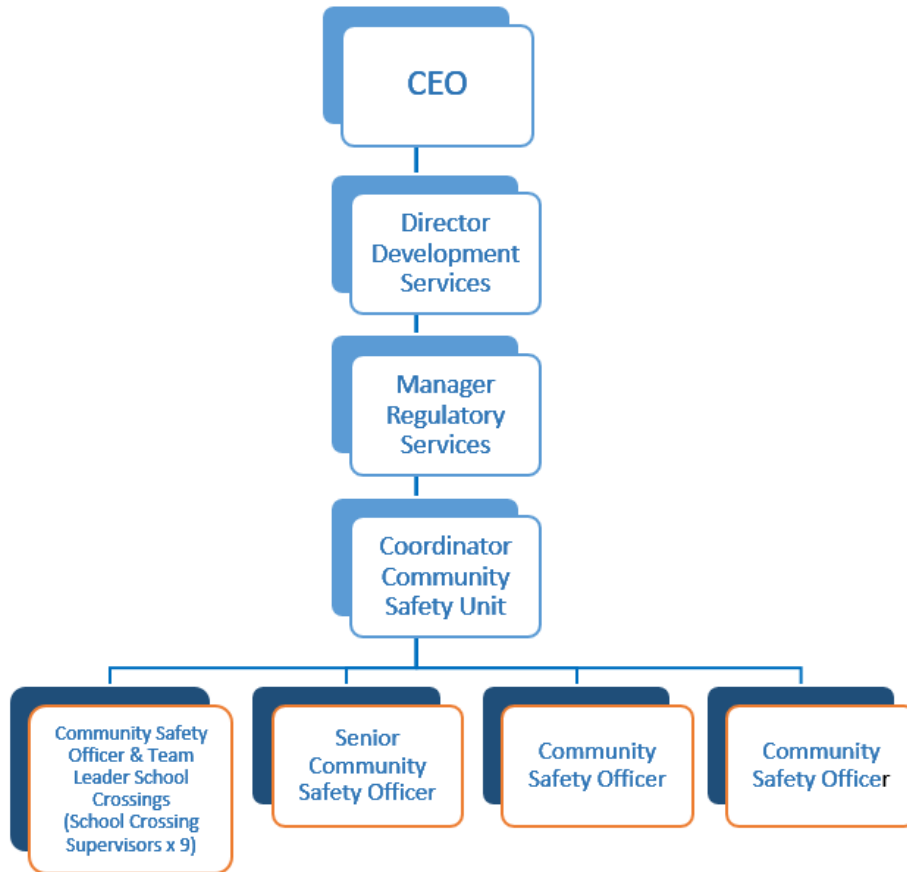
	2016/2017	2017/2018	2018/2019
Estimated Domestic Dog Population			4700
Registered Dogs	3816	3701	3782
Estimated % of Dogs Registered			80%
Dog Impoundments (all)	31	447	424
Microchipped:	31	392	352
Registered:	31	388	312
Surrendered Total:	2	10	52
Registered:	2	6	21
Microchipped:	2	7	30
Dogs returned to owner	23	343	330
Dogs adopted	3	48	52
Dogs euthanased	7	56	42 (9%)
Registered Restricted Animal Breed Dogs	0	0	0
Registered Declared Dangerous Dogs	0	0	0
Registered Declared Menacing Dogs	0	0	0
Estimated Domestic Cat Population			
Estimated Domestic Cat Population			3538
Registered Cats	1714	1718	1769
Estimated % of Cats Registered			50%
Cat Impoundments (all)	16	331	295
Microchipped:	14	234	109
Registered:	15	210	124
Surrendered Total:	0	2	2
Registered:	0	1	0
Microchipped:	0	1	0
Cats returned to owner	3	52	37
Cats rehomed	2	81	39
Cats euthanased	11	198	219 (74%)
No. of feral ² cats			35

² A feral cat is an un-owned domestic cat (*Felis catus*) that lives outdoors and avoids human contact: it does not allow itself to be handled or touched, and usually remains hidden from humans. Feral cats may breed over dozens of generations and become an aggressive apex predator in urban, savannah and bushland environments. Some feral cats may become more comfortable with people who regularly feed them, but even with long-term attempts at socialization they usually remain aloof and are most active after dusk.

	2016/2017	2017/2018	2018/2019
Registered Commercial and Domestic Animal Businesses:			
Breeding and Rearing:	0	0	0
Pet Shops:	1	1	1
Shelters and Pounds:	1	1	1
Boarding Establishments:	2	2	2
No. of inspections:	0	0	3
 			
No. of dog attacks	-	-	4
No. of prosecutions:	0	0	4
No. of successful prosecutions:	0	0	1
 			

6. ANIMAL MANAGEMENT STAFFING AND OPERATIONAL STRUCTURE

Council’s Community Safety Unit (CSU) is responsible for domestic animal management and control within Council’s municipal area.



As of 1 July 2019 Council’s CSU comprises five full-time equivalent Community Safety Officer (CSO) positions: Coordinator Community Safety, Senior Community Safety Officer and Team Leader School Crossings, Senior Community Safety Officer Prosecutions and two Community Safety Officers. The latter four CSOs, on rotation, provide an after-hours service to the community, and are supported by a call centre. The CSU also hosts a trainee.

The CSOs are responsible not only for animal management and control in the municipality, but traffic management functions, school crossing administration, emergency assistance, special event support, fire prevention, and local laws. While the four CSOs have responsibility for specific areas within the unit, all CSOs complete all duties of the unit which ensures there is coverage for leave.

7. ANIMAL MANAGEMENT SERVICES PROVIDED TO THE COMMUNITY

The services the CSU provides to the community relating to managing the welfare of domestic animals and members of the community include:

- Ensuring compliance with the legislative framework, including codes of practice, in relation to domestic animals and livestock
- Investigation and prosecution of dog attacks
- Investigation of animal welfare issues
- Investigate complaints in relation to domestic animal issues
- Ensuring domestic animal businesses are compliant
- Collection of stray and lost animals
- Promoting responsible pet ownership and care
- Animal registration process
- Providing advice to pet owners and the community
- After hours animal emergencies

8. COUNCIL'S LOCAL LAWS AND ORDERS RELATING TO ANIMAL MANAGEMENT

As well as ensuring compliance with State legislation in relation to animal management, Council officers also administer a variety of local laws and orders that regulate domestic dog and cat owners:

Community Local Law No. 3 - 2011

- A person in charge of a dog that defecates in a public place must immediately remove the faeces and deposit them as litter in a lawful manner (clause 2.14), penalty \$75.
- A person in charge of a dog in a public place must have in his or her possession the means to collect and dispose of the dog's faeces (clause 2.15), penalty \$50.
- A person in charge of a dog on any road or in any municipal place must ensure that the dog is secured by a chain, cord or leash in any built-up area unless it is an off leash area declared and signposted for that purpose (clause 2.16), penalty \$75.
- A person may unleash a dog in an area designated by Council and signposted for the purpose except that: a person who unleashes a dog must keep the dog under effective control; and the provision of this clause does not apply to greyhounds (unless a GAP dog), dangerous dogs or restricted breed dogs in accordance with the Domestic Animals Act 1994 (clause 2.17), penalty \$75.
- An owner or person in charge of a dog must ensure that the dog is muzzled when it is present in or immediately adjacent to the municipal livestock exchange (saleyards) (clause 2.18), penalty \$150.
- Without a permit an owner or occupier of land must not keep or allow to be kept more than 4 different types of animals in any residential or built up area (clause 4.1), penalty \$150.

- Without a permit an owner or occupier of land must not keep or allow to be kept any more in number for each type of animal as is set out in the following table (Part 4):

Type	Less than or equal to 0.4ha	Greater than 0.4ha but less than or equal to 2ha	Greater than 2ha
Dogs (over 3 months old)	2	2	4
Cats (over 3 months old)	3	3	4

- Any animal kept on any land or premises must be housed in a clean, sanitary and inoffensive condition; so not to cause any nuisance, including nuisance associated with noise or smell; in surroundings that are clear of any material that may harbour vermin; to the satisfaction of Council or an Authorised Officer (clause 4.8), \$150.
- An owner or occupier of land on which an animal is housed must ensure that it is adequately fenced so as to prevent any animal escaping the land (clause 4.9) \$150.

Orders of Council

- An Order of Council was passed at a Council Meeting on 12 December 1995, and revisited on 16 May 2006, restricting cats to the owner’s premises between sunset and sunrise.
- On 4 April 2016 Council Meeting a resolution was passed "That Council retain the no dog status of the Botanic Gardens noting that guide dogs and assistance dogs are an exception to this, and are allowed in the Botanic Gardens"

Links to other Council Plans

This plan is linked to the Municipal Emergency Management Plan and the Animal Emergency Management Sub-Plan

9. TRAINING AND SUPPORT OF AUTHORISED OFFICERS

Overview:

Council is required to provide training to ensure Council's CSOs are able to properly administer the legislative framework within which they operate. Appropriate training gives CSOs confidence and support they require to discharge their responsibilities.

Training approaches and courses will change over time as do best practices, however, the main areas of competency required by a CSO are:

- Understanding legislation and powers, the role of an authorised officer and statutory compliance
- Animal handling – both domestic animals and livestock
- Animal behavioural assessment
- Managing conflict and aggression through communication.
- First Aid, CPR, incident management, occupational health and safety
- Parking and traffic management and enforcement
- Firearms and bolt gun use and safety
- Defensive Driving skills
- Prosecution processes including investigations
- Report and Letter writing
- Maintenance of in-house record keeping databases
- Managing stress

Our Current Activities

The CSOs are responsible not only for animal management in the municipality, they are responsible for traffic management functions, school crossing administration, emergency assistance, special event support, fire prevention, and local laws. Prior to July 2018 CSU members had specific roles and a dedicated parking officer. This led to difficulties in covering leave and also impacted on ranger fatigue. The CSU is now managed so that the four CSOs, while having responsibility for specific areas within the unit, complete all duties of the unit.

The four CSOs are now further supported by a call centre after hours. The after hours service commenced in January 2018. While there were initial bedding in issues, this service is now working well. These two measures ensure there is coverage for leave and fatigue is reduced.

At Council a variety of in-house and externally provided training, both mandatory and as required, is offered to all CSOs. Industry related seminars and briefings from relevant State departments and associations are attended by CSOs. Due to the different stages of experience and training, training and skill development is approached on a case-by-case tailored basis with each CSO. Training opportunities are raised at team meetings and one-on-one with CSOs by the Coordinator of the Community Safety Unit. Training options are annually reviewed and added to performance review documentation for completion. A register of all CSO training is kept and maintained on a regular basis.

Actions and Evaluation Measures:

The following actions and evaluation measures have been developed to provide for and ensure appropriate training and support to CSOs.

	Action	Timeline	Evaluation Measure	Target 2021
1	Review register of each officer's completed training, along with proposed additional training as aligned with the above required competencies	Annually in June	Register is current. Register is analysed against competencies. Proposed training is entered into register and performance plan for CSO	Register is current and has been reviewed and updated annually by no later than June of each year.
2	Secure funding for extraordinary training	Annually in December	Training opportunities and CSO skill gaps assessed annually in June. Budget bids submitted for any extraordinary training in December of each year.	CSOs have progressively reduced gaps in their skillsets and training.
3	Officer attendance at relevant industry seminars, training and briefings	As offered	CSOs attending a minimum of two industry seminars, training or briefings as offered by State departments and other related organisations.	Register current and has been reviewed and updated annually by no later than June of each year.
4	Allocate a variety of tasks for the CSO to complete during the development period	Ongoing	Tasks allocated Completion of tasks monitored by Coordinator CSU Performance Review Documentation capture tasks completed.	CSOs are multi-skilled to ensure coverage for leave and reduce fatigue
5	Establish and maintain an after hours services to triage animal management matters, thereby reducing CSO fatigue	January 2018, Ongoing	Complaints in relation to the after hours service. CSO days of absence CSO turnover Annual review of After Hours service	To have a well-functioning After Hours service, reviewed annually Complaints as to After Hours Service reduced. CSO days of absence are reduced. CSO turnover is minimised

Alignment with Strategic Objectives:

As well as being a legislative requirement that Council provides training to ensure Council's CSOs are able to properly administer the legislative framework within which they operate, the actions set out above will meet the following strategic objectives as identified by the community:

- Ensure compliance with the Act, related State legislation and regulations, and local laws (SO1)
- Ensure best practice training for Council's Community Safety Officers (SO15)
- Minimise Community Safety Officer turnover at Council (SO17)
- Develop and maintain relationships both within and across municipal borders (SO19)

10. REGISTRATION AND IDENTIFICATION

Overview

Animals are identified in the following three ways, they are registered with Council, they are wearing a Council issued tag and they are microchipped. Failing to do any of these three things attracts a fine.

Pet registration is a legal requirement under the Act. Every dog and cat three months of age and over must be registered with Council. Existing registrations must be renewed by 10 April each year.

A proportion of the registration fee goes to Animal Welfare Victoria, Department of Jobs, Precincts and Regions (DJPR). The registration fee gives more than just a lost and found service for pets. It is also funds:

- Facilities such as dog parks, dog poo bins and pounds / shelters
- Animal management staff to attend to nuisance complaints, investigate dog attacks, patrol parks/beaches/streets, and collect and return stray animals to owners
- Events such as pet expos and discount microchipping days
- Information such as responsible pet ownership publications, websites, and online courses
- Domestic animal business audits (e.g. to check animal welfare standards in pet shops, breeding facilities, boarding kennels etc.)
- Management of dangerous and restricted breed dogs
- Dog bite prevention education programs for kindergarten and primary school children
- Emergency animal welfare preparedness
- Research into a range of dog and cat welfare issues

Domestic cats and dogs must be microchipped. A microchip is a tiny computer chip about the size of a grain of rice, which has an identification number programmed into it. The microchip is inert, has no battery and uses no energy, and will last for the life of the animal. The microchip is injected under the animal's skin between the shoulder blades and is a simple procedure, which causes no side effects. To identify the animal, a scanner that reads microchip numbers is passed over the animal's skin. The scanned number can then be checked against a register, which provides details of the animal's ownership.

A large amount of animals are still reaching the Horsham Rural City Council Pound unregistered and unmicrochipped, which suggests a high number of non-compliant pet owners. Education programs, media, enforcement of the legislation, ease of registering and paying for animals and setting of fees and charges for animal management can influence and encourage animal registration and identification.

Our Current Activities

Council currently undertakes the following activities to encourage registration and identification of animals in the municipality:

- Registration forms are available from customer service and the HRCC website
- Registrations are paid at the Council office, online or over the phone
- Pensioner discounts available on request (50%)
- A lifetime tag is issued for dogs and cats, and a replacement can be provided if lost
- Renewal notices are generated and mailed to all previously registered animals with payment by BPay an option
- Follow up on all non-renewals with reminder notices, emails, phone calls & door knocks
- Council charges an additional fees for Dangerous / Restricted Breed registration. It may be that this needs to be revisited and the charge removed to encourage registration so Council is aware of the presence of these types of dogs in the municipality and can inspect the housing requirements for these types of animals. Note Dangerous / Restricted dogs must be micro chipped, de-sexed and housed according to legislation prior to registration.
- Council currently releases media on Facebook, Wimmera Mail Times and the Advertiser regarding responsible pet ownership and the Community Safety Unit maintains the Council website with that information.
- Enforcement of the Act and Regulations:
 - Council requires impounded animals to be microchipped and registered prior to release
 - CSOs issue notices and/or infringements for animals found unregistered and/or unmicrochipped
 - CSOs conduct park and street patrols to maximise compliance

Actions and Evaluation Measures:

The following actions and evaluation measures have been developed to ensure Council maximises the number of dogs and cat registrations within the municipality:

	Action	Timeline	Evaluation Measures	Target 2021
1	<p>CSOs investigate and enforce legislation including:</p> <p>Prosecution / infringement of owners where animal is not registered / registration remains unpaid</p> <p>Not releasing impounded animals unless microchipped and registered with Council and wearing an identification marker as prescribed by the Act</p>	Ongoing	<p>No. of infringements / prosecutions for unregistered pets</p> <p>No. of registered cats and dogs previous year and current year</p> <p>No. of animals impounded without identification previous year and current year.</p>	<p>Year on year percentage increase in registrations and percentage decrease in infringements / prosecution</p> <p>Year on year percentage decrease in no. of unidentified animals impounded</p>
2	Secure funding for programs encouraging registration and identification	Annually in December	<p>Education and other registration drive initiatives assessed annually in June.</p> <p>At least two budget bids are submitted for any initiatives in December of each year.</p> <p>No. of registered cats and dogs previous year and current year</p> <p>No. of animals impounded without identification previous year and current year</p>	<p>At least two programs encouraging registration and identification are delivered each year</p> <p>Year on year percentage increase in registrations and percentage decrease in infringements / prosecution</p> <p>Year on year percentage decrease in no. of unidentified animals impounded</p>
3	Develop a program of media releases that provide information to the community on responsible pet ownership, including the need to register and identify domestic cats and dogs	Ongoing	At least two media releases per year regarding animal the need to register and identify domestic cats and dogs	At least two media releases encouraging registration and identification are delivered each year.
4	Update Council's website with information regarding the need to register and identify domestic cats and dogs	Annually in June and as required	Website current	Website current
5	Review the domestic cat and dog registration and renewal process to streamline the customer experience	June 2021	Customer feedback survey	Survey Completed and learnings actioned.
6	Review and benchmark Council's fees and charges against other Councils and make recommendations for changes if deemed appropriate	December 2020	<p>Benchmarking exercise of fees and charges undertaken.</p> <p>Analysis of fees and charges with industry standard completed.</p>	In 2020 -2021 the fees and charges set to encourage registration and identification of animals within the municipality.

Alignment with Strategic Objectives:

As well as being a legislative requirement that Council develop programs, services and strategies to encourage the registration and identification of dogs and cats, Council's current practice and the actions set out above will meet the following strategic objectives as identified by the community:

- Ensure compliance with the Act, related State legislation and regulations, and local laws (SO1)
- Promote and encourage responsible domestic animal management (SO2)
- Maximise the welfare of domestic dogs and cats within the municipality (SO3)
- Maximise dog and cat registration and identification in the municipality (SO6)
- Ensure dangerous dogs, menacing dogs and restricted breed dogs are identified and kept in compliance with the Act and the regulations. (SO7)
- Reduce domestic dog and cat euthanasia rates (SO13)
- Reduce domestic animal overpopulation (SO14)

11. NUISANCE

Overview

With a registered domestic dog and cat population of 5,551 (2018-2019) in the municipality, it is understandable Council experiences a number of cat and dog nuisance complaints per year. Furthermore, pet numbers are likely to increase as population increases. Unless a range of measures are adopted and put into place, nuisance complaints will increase affecting the well-being of the community.

Nuisances in relation to domestic dogs and cats include but are not limited to:

- Dog and cat faeces not cleaned up
- Cats entering another person's yard without invitation
- Cats at large spraying and fighting
- Dogs and cats at large killing native wildlife
- Dogs barking constantly
- Dogs off-leash approaching people or animals, harassing stock or being a hazard on roads
- Noise and smell associated with too many animals being kept at a premise

It is an offence under the Act to allow your cat or dog to be a nuisance. Currently CSOs patrol for, enforce and investigate nuisance pursuant to the Act and the following local laws and Orders of Council:

Community Local Law No. 3 - 2011

- A person in charge of a dog that defecates in a public place must immediately remove the faeces and deposit them as litter in a lawful manner (clause 2.14), penalty \$75.
- A person in charge of a dog in a public place must have in his or her possession the means to collect and dispose of the dog's faeces (clause 2.15), penalty \$50.

- A person in charge of a dog on any road or in any municipal place must ensure that the dog is secured by a chain, cord or leash in any built-up area unless it is an off leash area declared and signposted for that purpose (clause 2.16), penalty \$75.
- A person may unleash a dog in an area designated by Council and signposted for the purpose except that: a person who unleashes a dog must keep the dog under effective control; and the provision of this clause does not apply to greyhounds, dangerous dogs or restricted breed dogs in accordance with the Domestic Animals Act 1994 (clause 2.17), penalty \$75.
- An owner or person in charge of a dog must ensure that the dog is muzzled when it is present in or immediately adjacent to the municipal livestock exchange (saleyards) (clause 2.18), penalty \$150.
- Without a permit an owner or occupier of land must not keep or allow to be kept more than 4 different types of animals in any residential or built up area (clause 4.1), \$150.
- Without a permit an owner or occupier of land must not keep or allow to be kept any more in number for each type of animal as is set out in the following table (Part 4):

Type	Less than or equal to 0.4ha	Greater than 0.4ha but less than or equal to 2ha	Greater than 2ha
Dogs (over 3 months old)	2	2	4
Cats (over 3 months old)	3	3	4

- Any animal kept on any land or premises must be housed in a clean, sanitary and inoffensive condition; so not to cause any nuisance, including nuisance associated with noise or smell; in surroundings that are clear of any material that may harbour vermin; to the satisfaction of Council or an Authorised Officer (clause 4.8), \$150.
- An owner or occupier of land on which an animal is housed must ensure that it is adequately fenced so as to prevent any animal escaping the land (clause 4.9) \$150.

Orders of Council

- An Order of Council was passed at a Council Meeting on 12 December 1995, and revisited on 16 May 2006, restricting cats to the owner’s premises between sunset and sunrise.
- On 4 April 2016 Council Meeting a resolution was passed "That Council retain the no dog status of the Botanic Gardens noting that guide dogs and assistance dogs are an exception to this, and are allowed in the Botanic Gardens"

Our Current Activities

The Horsham Rural City Council acknowledges the balance required to maintain public health and wellbeing of affected residents, protect the health and welfare of domestic animals and protecting the environment. Current activities in relation to nuisance include:

- Council enforces and monitors compliance with the legislation and local law relating to nuisance
- Council currently has 18 cat traps which are loaned to residents to reduce the number of feral and nuisance domestic cats. The number of cat trap requested has increased from 33 in 2017 – 2018 to 89 in 2018 – 2019
- Council loans ‘bark control houses’ and provides advice on reducing nuisance barking
- Council’s website is kept up to date with responsible pet ownership information
- Five off-leash dog parks have been established in Horsham to allow dogs to socialised and exercise off-leash
- A pamphlet has been developed for those travelling with dogs through Horsham advising of off-leash parks

Actions and Evaluation Measures

The following actions and evaluation measures have been developed to ensure Council minimise the number of nuisance domestic dogs and cats within the municipality:

	Action	Timeline	Evaluation Measures	Target 2021
1	Develop a responsible pet ownership pamphlet to be sent out with annual registration renewal	April 2020, Ongoing	Pamphlet developed Pamphlet sent out in April of each year	Sending of pamphlet embedded in animal registration renewal process
2	Develop a program of media releases that provide information to the community on responsible pet ownership, including the need to ensure domestic cats and dogs are not a nuisance and the services the CSU provides	Ongoing	At least two media releases per year regarding animal the need ensure domestic cats and dogs are not a nuisance	At least two media releases providing tips on how reduce nuisance caused by domestic cats and dogs.
3	Update Council’s website with on information on responsible pet ownership, including the need to ensure domestic cats and dogs are not a nuisance and the services the CSU provides	Annually in June and as required	Website current	Website current
4	CSOs investigate and enforce nuisance laws including: Prosecution / infringement of owners where domestic cat or dog is a nuisance	Ongoing	Analysis of no. of infringements / prosecutions for nuisance domestic cats and dogs No. of complaints of nuisance previous year and current year No. of resolved nuisance complaints previous year and current year	Year on year percentage decrease in the no. of complaints Year on year percentage increase in the no. of resolved complaints

Alignment with Strategic Objectives:

As well as being a legislative requirement that Council provides programs, services and strategies to minimise the potential for dogs and cats to create a nuisance, Council's current practice and the actions set out above will meet the following strategic objectives as identified by the community:

- Ensure compliance with the Act, related State legislation and regulations, and local laws (SO1)
- Promote and encourage responsible domestic animal ownership (SO2)
- Minimise nuisance created by domestic animals (SO10)
- Provide dog free areas for non-animal owners (SO12)

12. DOG ATTACKS

Overview

The public health and well-being implications of dog attacks are significant and there needs to be increased awareness of the risks, particularly in relation to young children. Potential interventions to reduce the incidence of dog attacks vary from strict controls on high-risk breeds to mandatory local laws to keep your dog on-leash in public.

In 2017 – 2018 there were 14 reported and investigated dog attacks in 2018 – 2019 this figure jumped to 38, representing a significant increase. It is likely that this increase is due to a strengthened Community Safety Unit which is more confident to prosecute and the resultant willingness of the community to report dog attacks. However, unless Council is assisted by the community members in adopting a range of measures to prevent dog attacks, dog attacks will continue to impact on the liveability of Horsham.

Our Current Activities

Horsham Rural City Council takes dog attacks very seriously. The attacks are logged in our CRM system Merit then immediately phoned through to the CSO on duty. Responding to a dog attack is the CSU's most immediate priority and is done both during business hours and after hours. This quick action often results in CSOs arriving at the scene while the attack is in progress and/or all parties, witnesses and animals, are still present. As a result, evidence can be obtained contemporaneously, such as photographs, statements, and physical evidence. Importantly, the alleged offending animals is in most circumstances safely contained. Following an investigation a brief is prepared by an investigating officer and reviewed by Council's in-house prosecutor.

Depending on the severity of the attack, potential outcomes undertaking the above investigation include:

- Infringements
- Seizure/surrender notices
- Prosecution in a Magistrates Court
- Mediation between parties
- Work with offenders to better house and secure their animal

Futher activities undertaken by Council include:

- Maintaining Council’s website with up to date information regarding responsible pet ownership
- Releasing media promoting responsible pet ownership. Such messaging includes:
 - encouraging the reporting of dog attacks whether on public or private property
 - encouraging desexing of dogs to reduce aggressive tendencies and wandering at large
 - reporting of the outcomes of prosecutions involving dog attacks to promote community awareness and responsible pet ownership
 - encouraging the effective confinement and control of dogs
 - encouraging the use of off leash areas
 - promoting puppy pre-school and dog socialisation classes
- Five off-leash dog parks have been established in Horsham to allow dogs opportunities to socialise and exercise off-leash
- Council has increased random patrols by CSOs who enforce on-leash laws and communicate with dog owners about the need to keep dogs on lead
- Council ensures all dogs entering the rehoming program are temperament tested.

Actions and Evaluation Measures

The following actions and evaluation measures have been developed to ensure Council minimise the number of dog attacks within the municipality:

	Action	Timeline	Evaluation Measures	Target 2021
1	Develop a program of media releases that provide information to the community on responsible pet ownership, including prevention of dog attacks	Ongoing	At least two media releases per year on responsible pet ownership, including prevention of dog attacks	At least two media releases released annually providing tips on responsible pet ownership and the prevention of dog attacks.
2	Update Council’s website with information regarding how responsible pet ownership can reduce dog attacks	Annually in June and as required	Website current	Website current
3	CSOs investigate and enforce dog attack offences including: Prosecution / infringement of owners	Ongoing, Review July 2020	Analysis of no. of infringements / prosecutions for dog attacks No. of prosecutions No. of successful prosecutions	Year on year increase in no. of successfully resolved complaints

	Action	Timeline	Evaluation Measures	Target 2021
4	Improve signage in off-lead dog parks to educate owners as to behavioural expectations and identification as to when a dog is stressed	June 2021	Signage erected inside each of Council's four fenced off-leash areas	Four signs erected in each of Council's off-leash areas by June 2021
5	Collaboration with Horsham Dog Obedience Club to promote obedience training of dogs.	Ongoing	Promote Horsham Dog Obedience Club CSOs attend at least one education session per year with Horsham Dog Obedience Club.	Website updated to promote Horsham Dog Obedience Club One session attended per year

Alignment with Strategic Objectives:

As well as being a legislative requirement that Council develop programs, services and strategies to encourage the registration and identification of dogs and cats, Council's current practice and the actions set out above will meet the following strategic objectives as identified by the community:

- Ensure compliance with the Act, related State legislation and regulations, and local laws (SO1)
- Promote and encourage responsible domestic animal ownership (SO2)
- Maximise the rehoming of suitable domestic animals (SO4)
- Ensure dangerous dogs, menacing dogs and restricted breed dogs are identified and kept in compliance with the Act and regulations (SO7)
- Minimise domestic animal attacks (SO8)
- Minimise the harmful effect of domestic pets on native animal populations (SO9)
- Provide access to public and open spaces for dogs and their owners (SO11)
- Provide dog free areas for non-animal owners (SO12)

13. DANGEROUS, MENACING AND RESTRICTED BREED DOGS

Overview

The public health and well-being implications of interactions with dangerous, menacing and restricted dog breeds has resulted in specific legislation addressing the identification and control of these particular dogs. Delcarations that a dog is dangerous and menacing generally arises from investigations following a dog attack, however the Council welcomes intelligence from the community as to the location of dangerous, menacing and restricted breed dogs. A Dangerous Dogs Hotline is available 136 186 for residents.

The Act defines restricted breed dogs as any of the following breeds:

- Japanese Tosa
- Fila Brasileiro
- Dogo Argentino
- Perro de Prasa Canario (or Presa Canario)
- American Pit Bull Terrier (or Pit Bull Terrier)

Our Current Activities

Training for CSOs includes dog breed recognition and dog behavioural training. CSOs are able to provide advice to residents as to the requirements for keeping dangerous, menacing or restricted dog breeds.

All complaints regarding a declared dog or a dog that potentially should be declared, will be thoroughly investigated in accordance with the Act.

Horsham Rural City Council, in accordance with the Act, keeps a register of dangerous, menacing and restricted dog breeds, and provides this information to the Victorian Declared Dog Register (VDDR), a database that records declared dogs for all relevant parties to see. Any dog entered on the VDDR is declared for the life of the animal and cannot be revoked by Council.

As part of day to day operations, CSOs inspect and ensure compliance as to how dangerous, menacing and restricted breed dogs are kept.

Futher proactive activities undertaken by Council include:

- Council’s website is kept up to date with responsible pet ownership information
- Media releases promote responsible pet ownership.
- All dogs being put through the rehoming program are temperament tested and suitable for public safety

Actions and Evaluation Measures

The following actions and evaluation measures have been developed to ensure Council minimise the number of dangerous, menacing and restricted dog breeds within the municipality:

	Action	Timeline	Evaluation Measures	Target 2021
1	CSOs investigate and enforce dog attack offences to consider dangerous or menacing dog declaration following prosecution / infringement of owners	Ongoing	Analysis of no. of infringements / prosecutions for dog attacks No. of prosecutions No. of successful prosecutions No. of dangerous / menacing dog declarations.	Increase in no. of successful complaints

	Action	Timeline	Evaluation Measures	Target 2021
2	Develop a program of media releases that provide information to the community on responsible pet ownership, including prevention of dog attacks, and notification of what are restricted breed dogs	Ongoing	At least two media releases per year regarding discouraging restricted breed animals and the need for responsible pet ownership	At least two media releases released annually providing tips on responsible pet ownership and consequences of keeping restricted, dangerous or menacing dogs
3	Update Council's website with information regarding how responsible pet ownership can reduce dog attacks and notification of what are restricted breed dogs	Annually in June and as required	Website current	Website current

Alignment with Strategic Objectives:

As well as being a legislative requirement that Council develop programs, services and strategies to effectively identify all dangerous dogs, menacing dogs and restricted breed dogs, Council's current practice and the actions set out above will meet the following strategic objectives as identified by the community:

- Ensure compliance with the Act, related State legislation and regulations, and local laws (SO1)
- Promote and encourage responsible domestic animal ownership (SO2)
- Ensure dangerous dogs, menacing dogs and restricted breed dogs are identified and kept in compliance with the Act and regulations (SO7)
- Minimise domestic animal attacks (SO8)
- Minimise the harmful effect of domestic pets on native animal populations (SO9)

14. OVERPOPULATION AND HIGH EUTHANASIA

Overview

Data collection in 2016-2017 was disrupted due to a number of factors referred to at the outset of the Plan. However the 2017-2018 and 2018-2019 data presents a more stable and reliable data set. Of dogs impounded, 10 – 12% are euthanased and 60 – 74% of impounded cats are euthanased, see raw data set out in the table below.

At present Council cannot capture data as to the number of feral cats euthanased compared with domestic cats, however anecdotally a significant percentage of cats impounded and euthanased could be classified as feral. A cat-trapping program of cats in public places known to have a feral cat problem in 2018-2019 is the likely reason for the jump from 2017-2018. De-sexing domestic cats and semi-owned cats is a priority for Council in terms of cat control.

DOGS	2016 / 17	2017 / 18	2018 / 19
Impounded by Council	31	447	424
Returned to Owner	23	343	330
Adopted	3	48	52
Euthanased	7	56	42
CATS	2016 / 17	2017 / 18	2018 / 19
Impounded by Council	16	331	295
Returned to Owner	3	52	37
Adopted	2	81	39
Euthanased	11	198	219

Our Current Activities

- Microchipping, registration and an identifying marker is actively promoted by Council not only so owners are compliant with the Act, but so pets can be returned to owners
- Desexing of dogs and cats is promoted with a registration fee differential
- Council's website is kept up to date with responsible pet ownership information
- Media releases promote responsible pet ownership.
- All dogs and cats being put through the rehoming program are temperament tested before being considered suitable for public safety
- Cat cages are provided to local residents for trapping cats trespassing and at large after sunset and before sunrise
- Enforcement of the Act, local laws and Council Orders including:
 - Microchipping and registration of all impounded animals prior to release to the owner
 - Microchipping, immunisation, registration and desexing of all impounded animals prior to being released for adoption
 - Enforcement of cat curfew between sunset and sunrise
 - Assessing excess animal applications case by case to ensure the best outcome for the entire community

Actions and Evaluation Measures

The following actions and evaluation measures have been developed by Council to minimise euthanasia of domestic animals and minimise overpopulation of domestic animals.

	Action	Timeline	Evaluation Measures	Target 2021
1	Conduct a review of the data Council collects regarding euthanasias and re-homing and modify Council's data collection system to capture feral cat impoundment and euthanasias.	June 2021	Relevant data captured Analysis conducted and potential actions generated.	Completed and incorporated in the 2021-2025 Plan
2	Develop a program of media releases that provide information to the community on responsible pet ownership, including de-sexing of domestic cats and dogs, benefits of a re-homed pet	Ongoing	At least two media releases per year regarding de-sexing of domestic cats and dogs and benefits of a re-homed pet	At least two media releases released annually providing tips on responsible pet ownership, benefits to de-sexing of domestic cats and dogs and benefits of a re-homed pet
3	Update Council's website with information regarding how responsible pet ownership, including de-sexing	Annually in June and as required	Website current	Website current
4	Work with existing and emerging re-homing organisations to reduce euthanasias of animals suitable for re-homing	Ongoing	Frequent engagement with re-homing organisations within and outside of the municipality Euthanasia statistics of domestic cats and dogs previous year compared with current year	Percentage euthanasia rates of domestic cats and dogs reduce year on year
5	Work with State Government as to feral cat management and education opportunities in the Horsham Rural City Council area.	Ongoing	Attendance in relevant forums where feral cat management is discussed, in particular solutions to semi-owned cats. Management options for Council developed	Completed
6	Secure funding for best practice programs to reduce euthanasia and overpopulation, particular in relation to cats	Annually in December	Budget bids submitted for programs in December of each year.	One program a year aimed to reduce euthanasia rates of domestic cats and dogs and reduce overpopulation of domestic cats and dogs

Alignment with Strategic Objectives:

As well as being a legislative requirement that Council develop programs, services and strategies to reduce overpopulation and high euthanasia rates for dogs and cats, Council's current practice and the actions set out above will meet the following strategic objectives as identified by the community:

- Ensure compliance with the Act, related State legislation and regulations, and local laws (SO1)
- Promote and encourage responsible pet ownership (SO2)
- Maximise the welfare of domestic dogs and cats (SO3)
- Maximise the rehoming of suitable domestic dogs and cats (SO4)
- Encourage effective partnering with community groups to delivery rehoming services (SO5)
- Maximise dog and cat registration and identification within the municipality (SO6)
- Reduce domestic dog and cat euthanasia rates (SO13)
- Reduce domestic dog and cat overpopulation (SO14)

15. DOMESTIC ANIMAL BUSINESSES

Overview

From 1 July 2019, any person or business who is advertising to sell or give away a dog, cat, puppy or kitten will need to be enrolled on the Pet Exchange Register. Significant changes to the Act have occurred in response to the illegal practice of operating 'puppy farms' where the welfare of animals is often compromised.

Registered Domestic Animal Businesses are required to meet conditions as set out in the Act. In the Horsham municipal area there are four registered Domestic Animal Businesses :

- 1) a local pet shop
- 2) two boarding establishments, and
- 3) a Council owned pound

Council supports and works with registered Domestic Animal Businesses to ensure animal welfare and health is maintained in accordance with the Act. The Council pound must also comply with the Act.

Our Current Activities

- Provide advice and relevant Codes of Practice to registered Domestic Animal Businesses
- Assist new Domestic Animal Businesses with registration to commence trading
- Educate the community about the Pet Exchange Register and the requirement to provide a source number when selling or giving away a domestic animals
- Enforcement of the Act:
 - Inspect Domestic Animal Businesses, including compliance auditing of the Council owned pound, for compliance with the Act and related legislation, regulations and Codes of Practice
 - Conduct searches for unregistered Domestic Animal Businesses via internet, social media, word of mouth, observations during patrol

The Community Safety Unit continues to work with Animal Welfare Victoria to ensure State government expectations are met in relation to Domestic Animal Business audits and compliance with changes to the Act.

Actions and Evaluation Measures

The following actions and evaluation measures have been developed by Council to ensure compliance with the Act in relation to domestic animal businesses.

	Action	Timeline	Evaluation Measures	Target 2021
1	Develop a program of media releases that provide information to the community on Domestic Animal Businesses and identifying illegal Domestic Animal Businesses	Ongoing	At least two media releases per year regarding Domestic Animal Businesses and identifying illegal Domestic Animal Businesses	At least two media releases released annually providing tips on responsible pet ownership, Domestic Animal Businesses and identifying illegal Domestic Animal Businesses
2	Update Council's website with information regarding Domestic Animal Businesses	Annually in June and as required	Website current	Website current
3	Work towards compliance with the Act with existing and emerging Domestic Animal Businesses	Ongoing	Frequent engagement with existing and emerging Domestic Animal Businesses Reduction in illegal advertising of domestic animals Reduction in domestic animals which are not microchipped, registered and identifiable Reduction in euthanasia of domestic cats and dogs	Eradication of illegal domestic animal businesses Local Domestic Animal Businesses are compliant
4	Bring annual audits into line with State Government expectations	June 2020	All identified issues documented and actioned	Embedded June 2021

Alignment with Strategic Objectives:

As well as being a legislative requirement that Council develop programs, services and strategies to managed compliance with the Domestic Animal Business provisions set out in the Act, Council's current practice, and the actions set out above will meet the following strategic objectives as identified by the community below:

- Ensure compliance with the Act, related State legislation and regulations, and local laws (SO1)
- Promote and encourage responsible domestic animal ownership (SO2)

- Maximise the welfare of domestic dogs and cats (SO3)
- Reduce domestic dog and cat euthanasia rates (SO13)
- Reduce domestic dog and cat overpopulation (SO14)
- Operate a pound facility in accordance with best practice (SO16)
- Eradicate unauthorised breeding establishments (SO18)

16. OTHER MATTERS

Overview

The legislation allows Council's to identify other matters affecting domestic animal management in control in their municipality. The feasibility of a regional pound facility has been discussed with other representatives from our neighbouring councils. These discussions have emerged from the common issue of councils not being able to rehome all suitable animals. It is proposed that a regional pound facility is investigated.

Actions and Evaluation Measures

The following action and evaluation measures have been developed to address this:

	Action	Timeline	Evaluation Measures	Target 2021
1	In collaboration with our neighbouring councils the feasibility of a regional pound facility is investigated	August 2020	Investigation complete. Findings reported	Feasibility of a regional pound facility is determined

Alignment with Strategic Objectives:

As well as being a legislative requirement that Council develop programs, services and strategies to manage any other matters related to the management of dogs and cats in the Council's municipal district that it thinks necessary, Council's current practice, and the actions set out above will meet the following strategic objectives as identified by the community below:

- Maximise the welfare of domestic dogs and cats within the municipality (SO3)
- Maximise the rehoming of suitable domestic dogs and cats (SO4)
- Encourage effective partnering with community groups to deliver rehoming services (SO5)
- Reduce domestic dog and cat euthanasia rates (SO13)
- Reduce domestic dog and cat overpopulation (SO14)
- Operate and maintain a pound facility in accordance with best practice (SO16)

17. ANNUAL REVIEW OF PLAN AND ANNUAL REPORTING

Overview

Every Council must review its Plan annually and if appropriate, amend the Plan and consult with and provide documentation Animal Welfare. Further Council must publish an evaluation of its implementation of the Plan in Council's annual report. The most significant issue in reporting for animal management is the integrity and relevance of data collected and resourcing of the Community Safety Unit to understand and undertake improvements. Data collection and reporting needs to be reviewed, analysed and improved to effectively demonstrate where Council needs to focus its attention in relation to animal management.

Our Current Activities

The CSU is transitioning online. While some data can be interrogated electronically, manual counting of records is still required to be done. The CSU provides data to the Local Government Reporting Framework, and an evaluation of the implementation of the Plan in Council's annual report.

Actions and Evaluation Measures

The following actions and evaluation measures have been developed to:

- maximise robustness of data collected for animal management purposes
- ensure an annual review of the Plan and annual reporting and
- prepare the Community Safety Unit so it is adequately resourced to draft the 2022 – 2026 Domestic Animal Management Plan by October 2021

	Action	Timeline	Evaluation Measures	Target 2021
1	Prepare an annual report template for the Plan	April 2020	Template completed and annexed to the Plan	Template Complete
2	Conduct a review of the data Council collects regarding animal management	June 2021	Relevant data captured Analysis conducted and potential actions generated.	Completed and incorporated in the 2022-2026 Plan
2	Secure funding for development and consultation for the 2022 – 2026 DAMP	December 2020 as part of the Budget Planning Process	Budget bid submitted for 2021	Budget obtained

Alignment with Strategic Objectives:

Further to the requirements required by the Act as to reporting and review of the Plan, Council's current practice, and the actions set out above will assist the Community Safety Unit meet in a robustly documented way all of the strategic objectives identified by the community.

APPENDIX A – SECTION 68A DOMESTIC ANIMALS ACT 1994

68A Councils to prepare domestic animal management plans

- (1) Every Council must, in consultation with the Secretary (*of the Department of Primary Industries*), prepare at 4-year intervals a domestic animal management plan.
- (2) A domestic animal management plan prepared by a Council must—
 - (a) Set out a method for evaluating whether the animal control services provided by the Council in its municipal district are adequate to give effect to the requirements of this Act and the regulations; and
 - (b) Outline programs for the training of authorised officers to ensure that they can properly administer and enforce the requirements of this Act in the Council's municipal district; and
 - (c) Outline programs, services and strategies which the Council intends to pursue in its municipal district—
 - (i) To promote and encourage the responsible ownership of dogs and cats; and
 - (ii) To ensure that people comply with this Act, the regulations and any related legislation; and
 - (iii) To minimise the risk of attacks by dogs on people and animals; and
 - (iv) To address any over-population and high euthanasia rates for dogs and cats; and
 - (v) To encourage the registration and identification of dogs and cats; and
 - (vi) To minimise the potential for dogs and cats to create a nuisance; and
 - (vii) To effectively identify all dangerous dogs, menacing dogs and restricted breed dogs in that district and to ensure that those dogs are kept in compliance with this Act and the regulations; and
 - (d) Provide for the review of existing orders made under this Act and local laws that relate to the Council's municipal district with a view to determining whether further orders or local laws dealing with the management of dogs and cats in the municipal district are desirable; and
 - (e) Provide for the review of any other matters related to the management of dogs and cats in the Council's municipal district that it thinks necessary; and
 - (f) Provide for the periodic evaluation of any program, service, strategy or review outlined under the plan.
- (3) Every Council must—
 - (a) Review its domestic animal management plan annually and, if appropriate, amend the plan; and
 - (b) Provide the Secretary with a copy of the plan and any amendments to the plan; and
 - (c) Publish an evaluation of its implementation of the plan in its annual report.

Horsham Rural Regional Council
Horsham Aerodrome
Rejected Masterplan Technical
Review

002

Final Issue | 19 November 2019

This report takes into account the particular instructions and requirements of our client.

It is not intended for and should not be relied upon by any third party and no responsibility is undertaken to any third party.

Job number 267374-00

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ARUP

Document verification

ARUP

Job title		Horsham Aerodrome		Job number		267374-00	
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Document ref		002					
Revision	Date	Filename	HRCC - Masterplan - Tech Audit.docx				
Rejected 1	26 Jul 2019	Description	First rejected for HRCC comment				
			Prepared by	Checked by	Approved by		
		Name	Callum Hooper	George Kazantzidis			
		Signature					
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		Name	Callum Hooper	George Kazantzidis	George Kazantzidis		
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		Description	Final Issue including minor client comments from Issue review				
			Prepared by	Checked by	Approved by		
		Name	Callum Hooper	George Kazantzidis	George Kazantzidis		
		Signature					
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		Description	Final Issue including additional minor comments				
			Prepared by	Checked by	Approved by		
		Name	Callum Hooper	George Kazantzidis	George Kazantzidis		
		Signature					
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Document Verification

Job title		Horsham Aerodrome		Job number		267374-00	
Document title		Rejected Masterplan Technical Review		File reference			
Document ref		002					
Revision	Date	Filename					
Post Workshop	19 Nov 2019	Description		Comments from Council Presentation Incorporated			
			Prepared by	Checked by	Approved by		
		Name	Callum Hooper	George Kazantzidis			
		Signature					
		Filename					
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			Prepared by	Checked by	Approved by		
		Name					
		Signature					
Issue Document Verification with Document							
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1 Introduction

The rejected 2016 Horsham Aerodrome Masterplan (HAMP) is an un-endorsed Horsham Rural City Council (HRCC) document that outlines a possible future development strategy for Horsham Aerodrome. As a result, the 2010 Horsham Aerodrome Business Plan (HABP) retains its role as the endorsed document that guides the development of the aerodrome.

Arup undertook a review of the HABP and recommended combining the development strategy and revised master plan into a single document referred to as the 2019 Horsham Aerodrome Masterplan and Development Strategy. Since the rejected 2016 HAMP was completed three years ago, much of the technical work within it remains current and could potentially be utilised again.

This audit of the rejected 2016 HAMP document aims to provide HRCC with:

- an understanding of which sections of the rejected 2016 HAMP can be used within the 2019 Masterplan and Development Strategy; and
- an overview of what additional technical work is required to complete the 2019 Masterplan and Development Strategy.

This report is set out in the following manner:

- an outline of the review methodology undertaken to assess the rejected 2016 HAMP (section 2);
- a summary of the key findings from the HABP review (section 2);
- a review of the background section of the rejected 2016 HAMP (section 4);
- a review of the recommendations and methodology around the preferred runway extensions (section 5);
- a technical assessment of the aviation planning specific elements of the masterplan (section 6); and
- an articulation of the next steps for progressing with the development the 2019 Masterplan and Development Strategy (section 7).

It is noted that this report does not intend to re-write or revise the rejected 2016 HAMP document. It is intended to provide a basis for understanding of previous information and analysis to ascertain what can be utilised in the 2019 Masterplan and Development Strategy.

2 Review Methodology

The technical audit of the rejected 2016 HAMP was conducted within the context of a broader review of planning documentation governing Horsham Aerodrome. The overall project review methodology is outlined below including how the technical audit (this report) fits within the methodology.

Step 1: Consultation (16 April 2019)

Initial consultation was undertaken with key aerodrome stakeholders and HRCC to understand the issues surrounding the aerodrome as well as the currency of documentation governing the planning for the aerodrome.

Step 2: Horsham Aerodrome Business Plan Review (June 2019)

A review of the 2012 Horsham Aerodrome Business Plan (HABP) was undertaken to provide HRCC with:

- an understanding of the currency of the information and recommendations in the document since its development in 2010;
- a critical review of the recommendations on the basis and rationale provided in the document; and
- a pathway to update the document where updates are required to improve the currency and support the achievement of the Planning Scheme Amendment to protect the aerodromes.

This was informed by the consultation sessions and conversations with HRCC.

Step 3: Feedback Session (20 June 2019)

Following the review of the HABP, the findings of the rejected HABP review were presented to HRCC and the stakeholder group to gather feedback and further information to inform the technical audit of the masterplan.

Key outcomes of the session to be carried forward included:

- Agreement that the proposed 2019 Masterplan and Development Strategy structure outlined in the business plan review would be maintained; and
- Confirmation of the vision statement.

Step 4: Masterplan Technical Audit (This report)

A technical audit of the rejected 2016 HAMP was then undertaken to understand what technical elements could be used in the 2019 Masterplan and Development Strategy. It identifies sections of the rejected 2016 HAMP which require further work and analysis to ensure that the overall findings are consistent with the proposed approach developed as part of the business plan review.

3 Horsham Aerodrome Business Plan Review Summary

The key findings from the HABP review included:

- confirm with HRCC and the stakeholders on the intention to develop a 2019 Horsham Aerodrome Masterplan and Development Strategy as per the recommended structure including:
 - Current Uses
 - Existing Conditions and Constraints
 - Long Term Vision and Future Role
 - Forecast Demand
 - Long Term Masterplan
 - Short to Medium Term Development Strategy
 - Implementation Plan
- undertake further consultation with stakeholders to identify existing capacity constraints and ‘pain points’ at Horsham Aerodrome;
- develop a shared vision between HRCC and stakeholders to underpin the long-term development at Horsham Aerodrome. This review provides a starting point, however, this should be tested with the stakeholders before it is adopted as the guiding vision for the 2019 Masterplan and Development Strategy;
- undertake a forecasting exercise to estimate the aviation activity at Horsham Aerodrome in 5, 10 and 15 years. Preliminary work undertaken as part of the consultation has provided a basis for how various uses may grow into the future;
- develop an ultimate airport layout that captures the ambitions of the vision. It is important that this element is technically sound and provides a strong link back to the vision in terms of how the airport will be used in the future. As a minimum the following assessments should be undertaken:
 - runway length analysis of ultimate aircraft type; and
 - runway extension direction assessment for both runways;
- Develop a 2019 Horsham Aerodrome Masterplan and Development Strategy. The rejected 2016 HAMP should be reviewed to understand which technical elements and studies should be ported across to the 2019 Horsham Aerodrome Masterplan and Development Strategy; and
- Identify the infrastructure upgrades that are required over the next 20 years that will be required to support the expected growth. These upgrades should fit within the 2019 Horsham Aerodrome Masterplan and Development Strategy. This should be done in consultation with stakeholders, operators and aerodrome users (including potential RPT operator) to clearly identify what will be required if these services wish to operate out of Horsham Aerodrome.

The overall findings from the review of the HABP and the recommendations listed in this report were generally supported at a Councillor and Stakeholder workshop held on 20 June 2019.

This masterplan audit aims to consider the relevance and accuracy of the information within the context of these findings from the HABP review. This was undertaken through a section by section review of the rejected 2016 HAMP document as outlined in section 4 below.

4 Background Review

A review of the background section of the rejected 2016 HAMP was undertaken to identify what elements could be included as part of the 2019 Masterplan and Development strategy. This section provides a review on the technical accuracy and relevance of each section.

Where elements have been identified as appropriate to utilise within the 2019 Masterplan and Development Strategy they have been included at the end of each sub-section as well as flagged in Chapter 7 of this report.

4.1 Aerodrome Context

The aerodrome context section is generally up to date and most of the information could be used in the 2019 Masterplan and Development Strategy where required.

There is general commentary in the rejected 2016 HAMP that the HAMP does not clearly substantiate the recommendation for a southern extension to the north-south runway. This aligns with the findings in this report.

4.2 Existing Conditions

The existing conditions section is generally up to date and most of the information could be used in the 2019 Masterplan and Development Strategy where required. It does not appear that there has been any significant change to the infrastructure provision since this was authored.

While the section accurately outlines the provision of infrastructure today, there is no indication of the overall constraints or level of use of each of the facilities. This is a gap that would need to be filled in the development of the 2019 Masterplan and Development Strategy.

Application to the 2019 Masterplan and Development Strategy

- Utilise within the existing conditions and constraints section of the 2019 Masterplan and Development Strategy

4.3 Strategic Analysis

The strategic analysis section provides a good basis for the vision and forecasting in the 2019 Masterplan and Development Strategy. Developing an aviation forecast is a complex exercise and the information in this section, particularly around the growth in general aviation and the discussion around pilot training, can be used to help to inform the general aviation forecast.

Application to the 2019 Masterplan and Development Strategy

- Utilise as background information to help develop a general aviation forecast. Additional consultation with current, potential future aerodrome users and other stakeholders will be required to refine the forecast and proposed design aircraft.

- Consultation should be conducted at a minimum with current aerodrome users, the Department of Environment, Land, Water and Planning (firefighting), Air Ambulance, potential flight schools and commercial passenger carriers.

4.4 SWOT Analysis

The SWOT analysis was well written and provides a compressive overview of the key issues affecting the aerodrome. The strengths and weaknesses are an extension of the existing conditions. They provide some insight into how the aerodrome is operating alongside the simple infrastructure provision that is outlined within existing conditions.

Application to the 2019 Masterplan and Development Strategy

- Utilise the strengths and weaknesses to support the existing conditions section of the 2019 Masterplan and Development Strategy.

4.5 Other Regional Airports and Aerodromes

This section provides good background on other Aerodromes. It should be used as a basis for helping to develop the long-term vision, however, it is suggested to not be included within the primary body of the 2019 Masterplan and Development Strategy. The planning for the Aerodrome should be considered based on the regional context of the Horsham township and its specific needs.

Application to the 2019 Masterplan and Development Strategy

- Include as an appendix to the 2019 Masterplan and Development Strategy.

4.6 Strategic Direction

The strategic direction sets out a vision for the Aerodrome in the future. This vision requires an update to align with the recent stakeholder consultation. The vision agreed in the discussion is outlined below:

Horsham Aerodrome will be the key regional airport in central Western Victoria.

The stated objectives are aligned with the vision statement above and could be utilised as part of the long-term vision and future role within the masterplan and development strategy.

Application to the 2019 Masterplan and Development Strategy

- Update the vision and include it within the long-term vision to help set the context for the aerodrome in the future.

4.7 Aerodrome Capacity and Operational Analysis

The capacity and operational analysis is limited in the information it provides around how the aerodrome is operating as well as the forecast activity. As it forms the basis for investment at the aerodrome by determining what upgrades are

necessary, it is critical that an accurate and robust assessment of this is undertaken.

It is noted that a specific recommendation within this section is to ‘capture the number of existing movements’ at the aerodrome. This remains a valid and necessary task to be undertaken as part of the 2019 Masterplan and Development Strategy development to ensure that any development objectives or strategies are accurately aligned to the operational reality of the use of the aerodrome today and its existing conditions.

Capturing the number of movements today will enable a more accurate assessment of current pain points or capacity constraints to be captured.

In terms of the forecast, there are high-level estimates around baseline growth that could be applied to the existing number of aircraft movements. The approach that has been used to determine these takes a macro approach and has not provided an insight to the specific types of aircraft that may be using the aerodrome in the future.

As noted within the HABP review, a general aviation estimate should be undertaken and aligned with the current and future uses of the aerodrome. The purpose of this exercise is to understand both the types of aircraft that will be used in the future as well as the movement demand.

The analysis of procedures at non-towered aerodromes is acceptable and technically robust. There is, however, no specific recommendation provided with the rejected 2016 HAMP. The *Manual of Standards Part 139 - Aerodromes* (MOS 139), Part 3.1.2 outlines provides guidance around tower placement at an aerodrome. These standards pertain to the location of an ATC tower on an airfield.

The underlying need for a tower is driven by the level of use on the airfield and Airservices’ strategy for managing the airspace and airfield. Typically, towers are located at aerodromes where there is significant aircraft movement and generally where regular passenger travel is occurring. Only Melbourne (Tullamarine), Essendon, Avalon and Albury airports currently have towered facilities.

Further assessment could be undertaken to better understand if a tower would be required in the very long term, especially at the level of operation that would require two full runways. It is not expected, however, that this would have any material impact on the planning for the aerodrome and thus, it is not critical to consider in the 2019 Masterplan and Development Strategy.

Application to the 2019 Masterplan and Development Strategy

- Audit the existing number of movements; and
- Undertake a forecasting exercise in line with the recommendation developed as part of the business plan review.

4.8 Aerodrome Planning Parameters

The design aircraft that are outlined in the rejected 2016 HAMP were used to determine the aerodrome reference field length (ARFL). The AFRL provides a basis for planning at the aerodrome. The proposed design aircraft should consider all the potential uses outlined in the HAMP review.

The rejected 2016 HAMP identifies the following aircraft would be used for RPT:

- Dash 8 Q400;
- SAAB 340; and
- Challenger 604.

If the proposed runways' AFRL remains at Code 3 in line with the aircraft outlined above and no larger aircraft are identified as potential operators, then it would be considered appropriate to maintain an AFRL designation of Code 3. However, the rejected 2016 HAMP does not identify the likely aircraft that would be associated with aerial firefighting such as:

- Aerostar 600;
- RJ85 AirTanker; and
- Coulson C130Q airtanker.

Some of these aircraft are larger than those specified for the RPT operations and may potentially trigger the requirement for a Code 4 designation, depending on take-off distance requirement which can be further influenced by heat and prevailing winds.

It is expected that the forecasting exercise, including consultation with operators, would resolve outstanding uncertainty around Code designation by more defining the specific aircraft for each use type. It is considered unlikely that the proposed uses identified as part of the HAMP review would require a AFRL Code 4 and as such a Code 3 designation could be maintained. This should be confirmed through the forecasting and consultation process.

Consultation with Aerodrome users has suggested that it may be necessary to protect for aircraft up to a Code 4 Designation.

At this stage it is considered sensible to maintain the Code 3 designation but consider the implications of a code 4 designation to support these types of aircraft. Further detail on the design implications of moving to a Code 4 runway is outlined within the technical review Section 5 of this review.

Application to the 2019 Masterplan and Development Strategy

- Undertaken additional consultation to refine the planning ARF with a focus on refining the design aircraft across firefighting and other identified uses;
- Maintain a Code 3 AFRL and apply this as a baseline planning parameter to the 2019 Masterplan and Development Strategy; and

- undertake an analysis against proposed aircraft type to determine if a Code 4 facility may be necessary to protect for.

5 Runway Extension Review

The Future Runway Extension(s) section in the rejected 2016 HAMP outlines the assessments that were undertaken to determine the preferred runway extension. This section reviews both the recommendations around runway length and the proposed extension directions.

5.1 Runway Length

The assessment of the ultimate runway lengths is appropriate considering the possible design aircraft included in the rejected 2016 HAMP. The design aircraft is assumed to be the largest possible aircraft that can operate at the airfield.

As noted in section 4.8, this assessment relates to the type of aircraft that will be required for each use case identified within the HABP review. According to Figure 1, a Code 3 would allow for a runway of up to 1800m.

Table 2.1-1: Aerodrome Reference Code

Aerodrome Reference Code				
Code element 1		Code element 2		
Code number	Aeroplane reference field length	Code letter	Wing span	Outer main gear wheel span
1	Less than 800 m	A	Up to but not including 15 m	Up to but not including 4.5 m
2	800 m up to but not including 1200 m	B	15 m up to but not including 24 m	4.5 m up to but not including 6 m
3	1200 m up to but not including 1800 m	C	24 m up to but not including 36 m	6 m up to but not including 9 m
4	1800 m and over	D	36 m up to but not including 52 m	9 m up to but not including 14 m
		E	52 m up to but not including 65 m	9 m up to but not including 14 m
		F	65 m up to but not including 80 m	14 m up to but not including 16 m

Figure 1: Aerodrome Reference Field Length (extracted from MOS139 Table 2.1-1)

The recommendation to protect for 1800m runways remains appropriate if the aerodrome field length is maintained at Code 3.

However, consultation with aerodrome users has identified a possible need to facilitate long term protection for code 4 aircraft. A runway length assessment should be undertaken to determine what type of runway facility would be required to support a Code 4 airfield.

The rejected 2016 HAMP outlined the key risks of a Code 4 designation with respect to strip width and impacts on the transitional surfaces. The primary references within MOS 139 that relate to this section of the rejected 2016 HAMP are outlined in Figure 2 and Figure 3.

Aerodrome reference code	Overall runway strip width
1 or 2	90 m
3 (where the runway width is 30 m)	150 m
3 or 4 (where the runway width is 45 m or more)	300 m

Figure 2: Non-Precision - Strip Width (extracted from MOS139 Table 6.2-6)

The rejected 2016 HAMP correctly identifies that a AFRL Code 3 non-precision approach would require a strip width of 150m and that moving to a Code 4 would require a strip width of 300m.

What is not raised as a risk is the potential need to move to precision approach and the impacts that this has on the strip width. Runway strip widths for precision approach runways is detailed in MOS139 and outlined in Figure 3.

Aerodrome reference code	Overall runway strip width
1 or 2	150 m
3 or 4	300 m

Notes:

- For precision approach runways code 3 and 4, it is recommended that an additional width of graded runway strip be provided. In this case, the graded width extends to a distance of 105 m from the runway centreline, except that the width is gradually reduced (over a distance of 150 m) to 75 m from the runway centreline at both ends of the strip, for a length of 150 m from the runway ends as shown in Figure 6.2-3.

Figure 3: Precision Approach - Strip Width (extracted from MOS139 Table 6.2-7)

This is the underlying reason to relocate each runway further away from the existing hangar facilities in the rejected 2016 HAMP. Further detail (in section 5.3) is provided later in this review about the merits of protecting for precision approach technology (GPS).

Due to the long-term desire to protect the development potential of the aerodrome, the recommendation to relocate the runways when they are upgraded from Code 2 to Code 3 alongside precision approach technology in the long term remains valid.

Note that in the shorter term, if the AFRL were to remain at Code 2 then an upgrade to precision approach could be applied with limited impact hangar facilities. This assumption helps to justify the ongoing need for protection of precision approach which is covered in Section 6.2.

Application to the 2019 Masterplan and Development Strategy

- continue to plan for two 1800m runways extensions to support a Code 3 AFRL.
- undertake a runway length analysis to determine the appropriate length for a Code 4 facility to support the aspiration of aerodrome users.
- identify the long-term protection required to support a Code 4 facility.

5.2 Number of Extensions

The recommendation to protect for two 1800m runways remains appropriate if the AFRL is maintained at Code 3 based on the desire to protect for the ultimate development potential of the aerodrome. Similarly, it is valid to protect for extensions to both runways as the ultimate forecast cannot be predicted at this stage. The 2019 Masterplan and Development Strategy should include commentary on the benefits of maintaining long term protection for both the east-west and north-south runway extensions.

The rejected 2016 HAMP recommends that each runway is only extended in one direction. Planning for a runway extension on both runways ensures that long term flexibility and capacity is protected for.

The runways only need to be protected up to their ultimate length. Protecting for extensions on either end would protect for a longer runway than necessary. This is an appropriate recommendation that should be incorporated into the 2019 Masterplan and Development Strategy.

5.3 Runway extensions

Extension direction

The rejected 2016 HAMP contains a detailed review of the proposed extension direction in each direction. This appears to have been underpinned by an OLS and survey assessment of each proposed extension direction option.

The assessment of the northerly extension considered both the rising terrain and the need to protect for a 2% Precision Approach slope. The need for this scale of protection is discussed further in section 6.2. The assessment of the southern extension considered the impacts on Gatehouse Road from the 2% approach slope. This identified that the southern extension would be limited without a re-alignment or truncation of Gatehouse Road.

The following reasons were provided for the runway extension to the north:

- the adverse impact on the Gatehouse Road alignment;
- minimising noise impacts to built-up areas to the south of the aerodrome;
- the proximity to the centrally located aircraft stands and hangars; and
- maintaining greater safety offsets to residential development.

Prima facie, the reasons for the extension to the north in the rejected 2016 HAMP appear to be sensible.

While much of the technical content between the various runway assessments can be ported across to the 2019 Masterplan and Development Strategy, there is a lack of evidence and rigor on how the specific extensions were assessed and why the decision to move forward with a particular option was selected.

To address this, it is recommended that a high-level concept design be prepared for both the southern and northern extension as well as the eastern and western extensions. This would provide additional details alongside those that have already been completed within the rejected 2016 HAMP. The aim of this would be to allow for an assessment of the impact of each runway direction extension option. The assessment should utilise a multi-criteria assessment to identify the preferred ultimate extension direction for each runway.

This should include at minimum:

- capacity;
- airport operational efficiency;
- noise impacts on the community;
- wind direction;
- earthworks impacts;
- cost;
- OLS;
- public safety, e.g. in residential areas (current and planned)
- broader planning impacts; and
- any other factors which are deemed to be appropriate by the airport planners or HRCC.

This task will provide the evidence proving that a clear assessment process has been followed to determine the recommended option.

Application to the 2019 Masterplan and Development Strategy

- Prepare runway extension concept options; and
- Undertake a multi criteria assessment to determine the preferred runway extension direction for each runway. The information in this section of the masterplan can be used as an input but it is recommended that high level concept drawings are undertaken for each runway extension option.

6 Technical Review

6.1 Navigational Technology

Performance-based navigation is intended to replace the existing ground-based navigation system in Australia. The AirServices Advisory Circular H05/18 *Performance-Based Navigation (PBN) in Australia* states that:

“Australia has transitioned from navigation based on ground-based nav aids such as VOR and NDB to Area navigation using the ICAO PBN framework with Global Navigation Satellite Systems (GNSS) as the enabling technology”.

Part of this system includes the ability to implement a GBAS Landing System (GLS) across the network allowing aircraft to land using GPS type navigation systems as opposed to Instrument Landing Systems (ILS) that use radio-based navigation systems. A key difference between ILS and GLS is that the GLS does not require large radio instrumentation to be located at the aerodrome.

Approaches using GLS would still be considered precision approaches. ICAO Annex 10 Volume 1 considers that a Cat 1 GLS is similar to a Cat 1 ILS. There is no evidence at the time of writing that the approach slopes mandated in MOS 139 will be changed based on the move to the GNSS system.

As such, provision has been made for GLS approach technology as part of the OLS protections that are proposed.

Application to the 2019 Masterplan and Development Strategy

- Maintain the recommendation to protect for GLS approaches on all runways.

6.2 Obstacle Limitation Surfaces (OLS)

The masterplan refers to a several OLS assessments and requirements to implement other airspace protections.

To account for the possibility of a GLS approach in the future, the OLS assessment should consider protecting for a 2% approach path in the future. GLS is treated as a precision approach and the requirements for this are outlined in MOS 139 (see Figure 4).

OLS & Dimensions (in metres and percentages)	Runway Classification									
	Non-instrument				Instrument					
	Code No				Non-precision			Precision		
	1*	2	3	4	Code No		Code No		I Code No	II & III Code No
				1, 2	3	4	1, 2	3, 4	3, 4	
OUTER HORIZONTAL										
Height (m)									150	150
Radius (m)									15000	15000
CONICAL										
Slope	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%
Height (m)	35	55	75	100	60	75	100	60	100	100
INNER HORIZONTAL										
Height (m)	45	45	45	45	45	45	45	45	45	45
Radius (m)	2000	2500	4000	4000	3500	4000	4000	3500	4000	4000
APPROACH										
Length of inner edge (m)	60	80	150 ^a	150	90	150	300 ^b	150	300	300
Distance from threshold (m)	30	60	60	60	60	60	60	60	60	60
Divergence each side	10%	10%	10%	10%	15%	15%	15%	15%	15%	15%
First section length (m)	1600	2500	3000	3000	2500	3000	3000	3000	3000	3000
Slope	5%	4%	3.33%	2.5%	3.33%	3.33%	2%	2.5%	2%	2%
Second section length (m)	-	-	-	-	-	3600 ^c	3600	12000	3600	3600
Slope	-	-	-	-	-	2.5% ^c	2.5%	3%	2.5%	2.5%
Horizontal section length (m)	-	-	-	-	-	8400 ^c	8400	-	8400	8400
Total length (m)	1600	2500	3000	3000	2500	15000 ^d	15000	15000	15000	15000

Figure 4: Approach Slopes from Runways (extracted from MOS 139 Table 7.1-1)

The rejected 2016 HAMP has identified that the 2% approach slope would be required to protect for the GLS technology, and as such, the assessment of runways and protection of extensions has taken this into account as a safeguarding measure.

In addition to the approaches, the requirement to protect for aircraft take off is outlined below. This includes a 2% slope as outlined in Figure 5. This provides further reinforcement to protect for a 2% approach slope.

Take-off climb surface – Dimensions (in metres and percentages)	Take-off Runways Code number		
	1*	2 ^a	3 or 4
Length of inner edge	60	80	180 ^b
Minimum distance of inner edge from runway end ^c	30	60	60
Rate of divergence (each side)	10%	10%	12.5%
Final width	380	580	1800 ^d
Overall length	1600	2500	15000
Slope	5%	4%	2% ^e

Figure 5: Take Off Protection Requirements

The rejected 2016 HAMP undertook an assessment of the 2% approach slope OLS to determine the limit of extending the runway to the south to avoid impacts on Gatehouse Road. The OLS assessment at the southern end of Runway 17/35 appears to be technically sound on inspection.

Figure 6 below is an OLS assessment based on maintaining a 2% approach slope. The lines show the surfaces in increasing 5m height intervals where obstacles cannot penetrate. The 5m line in the figure below identifies that all obstacles in this location need to be under 5m in height, relative to the level of the runway.

Maintaining the southern runway 35 threshold in the current location will allow for obstacles (in this case, vehicles) of approximately 6.5m in height. Moving the runway threshold further to south would have significant impact to Gatehouse Road and requiring a re-alignment or truncation.



Figure 6: Southern OLS Assessment

However, the high-level nature of the OLS assessment appended to the rejected 2016 HAMP makes it difficult to ascertain if the assessment of the runway extension to the north has been undertaken to an appropriate level of detail. The rejected 2016 HAMP provides no indication of the technical background of the OLS assessment as there are no details provided about the height of the ground or where any possible infringement occurs. As part of the development of revised high-level concept design for the runways, these assessments should be revisited.

Application to the 2019 Masterplan and Development Strategy

- A 2% approach and take-off path should be maintained for all runways to protect for GLS approach. Therefore, high level concept designs for the runway extension options should include a 2% approach path for the OLS assessments.

6.3 Wind

A high-level assessment of wind direction was undertaken as part of the rejected 2016 HAMP to help determine which of the runways should be prioritised for extension and upgrading. Wind roses below are collation of multiple wind recordings (including wind speed and direction) over a number of days.

Whilst minor, the wind assessment determined that as the wind predominately comes from the south and west across the year and the nature of this means that there is no discernible preference for a N/S or E/W runway. A check has been undertaken to determine if there has been any significant change in wind activity since the authoring of the rejected 2016 HAMP. There does not appear to be any material change since 2016 with respect to prevailing winds.

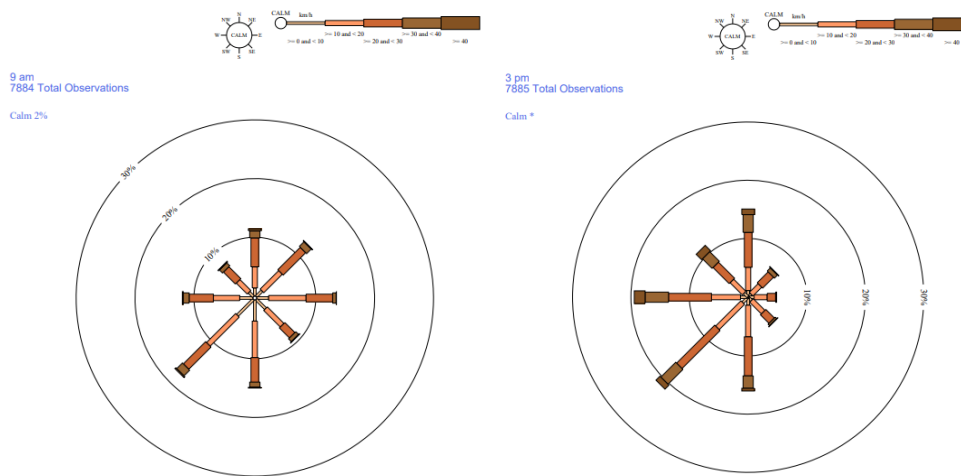


Figure 7: Annual Wind Roses

An additional check of summer winds was undertaken to determine what the preferred direction would be during the summer firefighting season. The morning and afternoon wind roses for Horsham during summer are shown below.

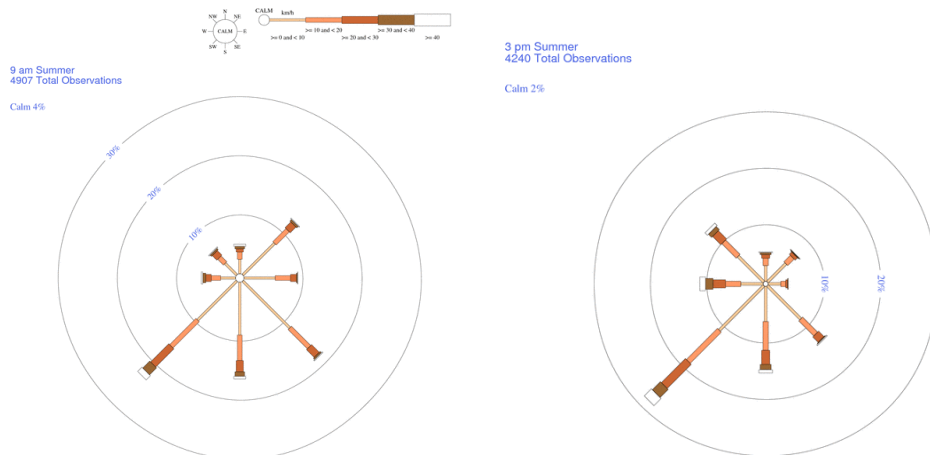


Figure 8: Summer Wind Roses

These wind roses suggest that a north-south runway would be preferred during the summer period. To account for this, additional consultation should be undertaken with stakeholders, including DELWP, to identify if the north-south runway should be lengthened first in line with the runway extension assessment. This should consider the proposed aircraft that will be utilised for firefighting.

Application to the 2019 Masterplan and Development Strategy

- The assessment of wind roses within the masterplan should consider the prevailing winds during the summer depending on the scope of large firefighting aircraft. Additional consultation with stakeholders such as DELWP should help inform the preferred runway extension option.

7 Conclusion and Next Steps

The audit of the draft 2016 HAMP has identified the sections that are appropriate and relevant to utilise within the 2019 Masterplan and Development Strategy and have been referred to and outlined throughout this report. Alongside this, it has also identified where further technical work needs to be undertaken to resolve key questions around the runway extensions.

From an overall aviation perspective, the rejected 2016 HAMP is technically robust and provides a foundation on which further work can be based. Whilst no technical errors have been identified, as with the HABP review, it is recommended that the document provide more clarity around ensuring that decisions and recommendations are evidenced based.

It is noted that outside of the assessments and detailed reviews specifically outlined within this report, much of the work, such as the land use planning and proposed hangar extensions, would be suitable to carry through to the 2019 Masterplan and Development Strategy.

To provide a way forward, the recommendations identified throughout this report are identified below in their respective chapters within the proposed 2019 Masterplan and Development Strategy.

Current Uses

- undertake an audit of existing aircraft movements; and
- benchmark the usage level of the aerodrome against similar aerodromes with respect to the regional role and context (and suggested inclusion as an appendix).

Existing Conditions and Constraints

- use existing conditions, strengths and weaknesses from rejected 2016 HAMP

Long Term Vision and Future Role

- use the vision from the rejected 2016 HAMP review and subsequent memo; and
- use the future roles outlined in the rejected 2016 HAMP review.

Forecast Demand

- undertake consultation to develop an informed aviation forecast; and
- define the design aircraft to confirm that a Code 3 aerodrome field reference length remains appropriate. This can be informed by the background information within the rejected 2016 HAMP but should also be refined through consultation with aerodrome users.
- undertake an analysis against proposed aircraft type to determine if a Code 4 facility may be necessary to protect for.

Long Term Masterplan

- continue to plan for two 1800m runway extensions to support a Code 3 AFRL.
- undertake a runway length analysis to determine the appropriate length for a Code 4 facility.
- identify the long-term protection required to support a Code 4 facility.
- maintain the ultimate recommendation to relocate each runway away from the existing hangar facilities in the long term if the aircraft reference is Code 3 and precision approach is applied.
- develop high level concept designs for all runway extension options (in each direction) that are underpinned by 2% approach paths to protect for GLS approaches;
- undertake a multi-criteria assessment to identify the preferred runway extension option for each runway. This should include consideration of:
 - aerodrome capacity;
 - airport operational efficiency;
 - noise;
 - wind;
 - earthworks;
 - cost;
 - approaches / OLS;
 - public safety, e.g. in residential areas (current and planned)
 - broader planning impacts; and
 - any other factors which are deemed to be appropriate by the airport planners or HRCC.
- Prepare plan for the preferred long-term layout. This should include an ANEF for the runways as this will be important in defining areas to protect for planning purposes and communicating impacts to the public.

Short to Medium Term Development Strategy

- assess the wind and consult to determine which runway extensions should be implemented first. The assessment of wind roses within the masterplan should consider the prevailing winds during the summer depending on the scope of large firefighting aircraft. Additional consultation should help inform the preferred runway extension option; and
- outline other infrastructure necessary to achieve five and fifteen-year targets.

Implementation Plan

- There are no specific elements from the HABP or rejected 2016 HAMP that are relevant to the implementation plan as the staging and implementation would be based on the findings from the sections above.

1. PURPOSE

This policy provides a framework for the effective delivery of all communications undertaken by Horsham Rural City Council.

This policy is supported by the Communications Plan which guides Council's communications processes.

2. INTRODUCTION

Horsham Rural City Council believes that clear, transparent internal and external communications is vital in maintaining a positive identity and achieving the best possible outcomes for the community.

This policy demonstrates Council's commitment to providing high quality, accessible and transparent communications to all internal and external stakeholders.

3. SCOPE

This policy applies to Councillors, staff, contractors, consultants, volunteers and any other person who undertakes activities on behalf of Horsham Rural City Council.

4. PRINCIPLES

- 4.1 Our authorised media spokespersons are the Mayor, Chief Executive Officer, Directors and Media and Communications Officer (or nominate). Other people may be delegated responsibility from time to time.
- 4.2 All public comments on Council matters will be in accordance with the Code of Conduct for Councillors and the Code of Conduct for staff. For further guidance refer to the Councillor Media Policy or the Social Media Policy.
- 4.3 Our communications are planned, timely and proactive.
- 4.4 Our messages are clear, concise and easy to understand for people of all abilities.
- 4.5 Our information is presented in a variety of formats utilising a range of communications channels to best meet the needs of our community.
- 4.6 Our community has the opportunity to express their views and provide input into our strategies, policies, programs, services and initiatives.
- 4.7 Our stakeholders are provided with timely, accurate, clear, objective and complete information about our strategies, policies, programs, services and initiatives.
- 4.8 We continuously evaluate the effectiveness of our internal and external communications by reporting on the Communications Plan to the Executive Management Team on an annual basis.
- 4.9 During the council election period the Council Election Period Policy will govern public communications.

5. COMMUNICATION

This policy is included as part of the Staff Induction Process and the Councillor Induction information. This policy will be circulated and promoted via email, staff meetings and in the staff newsletter. It will also be available on the Horsham Rural City Council intranet and website.

6. RESPONSIBILITY

Policy Owner: Manager Governance and Information

7. DEFINITIONS

Definition	Meaning
Code of Conduct	A set of rules outlining the social norms and rules and responsibilities of, or proper practices for, an individual, party or organisation
Communications	The provision of information by Council to its community and internal and external stakeholders
Council Election Period	Defined in the Local Government Act 1989 to be the period from the last day of nominations until the election day
External Stakeholders	People or groups not directly undertaking activities of council including residents, organisations and businesses of Horsham and the wider Wimmera region, the media and other levels of government
Internal Stakeholders	Councillors, staff, contractors, consultants, volunteers and any other person who undertakes activities on behalf of Horsham Rural City Council

8. SUPPORTING DOCUMENTS

Document	Location
Code of Conduct for Councillors	HRCC Website, Intranet
Code of Conduct for Staff	Intranet
Communications Plan	Intranet
Community Engagement Policy	Intranet
Council Election Period Policy	HRCC Website, Intranet
Councillor Media Policy (currently in draft)	HRCC Website, Intranet
Customer Service Charter	HRCC Website, Intranet
Social Media Policy	Intranet

9. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
01	XXX	Council	<ul style="list-style-type: none"> New Policy 	

COMMUNICATIONS PLAN

POLICY PRINCIPLES

- Our authorised media spokespersons are the Mayor, Chief Executive Officer, Directors and Media and Communications Officer (or nominate). Other people may be delegated responsibility from time to time
- Our communications are planned, timely and proactive
- Our messages are clear, concise and easy to understand for people of all abilities
- Our information is presented in a variety of formats utilising a range of communications channels to best meet the needs of our community
- Our community has the opportunity to express their views and provide input into our strategies, policies, programs, services and initiatives
- Our community is provided with timely, accurate, clear, objective and complete information about our strategies, policies, programs, services and initiatives
- We continuously evaluate the effectiveness of our internal and external communications by reporting on the Communications Plan to the Executive Management Group on an annual basis
- All public comment on Council matters will be in accordance with the Code of Conduct for Councillors and the Code of Conduct for Staff
- During the council election period the Council Election Period Policy will govern public communications

KEY MESSAGES

- We will continuously improve communication and engagement with our community
- We will communicate, engage and work transparently with the community
- We are accountable to our community for our decisions and actions
- We will work together to lead our community in a professional manner
- Our Councillors and staff are our ambassadors in communicating our messages to the community
- We will provide information to our community in a variety of formats using plain language and in accessible formats where possible

COMMUNICATIONS PLAN

HOW WE COMMUNICATE

Media and Public Relations			
What we do	How we do it	Responsibility	Time Line
Establish and maintain a positive working relationship with local and regional media outlets	➤ Arrange annual meet-and-greet sessions between Executive and Communications staff, other relevant staff and local media personnel	Media and Communications Officer	Annual
Acknowledge the valuable role of the media in communicating our messages to the community	➤ Regularly review and update media database	Media and Communications Officer	Ongoing
Take a planned and proactive approach to media engagement wherever possible	➤ Provide media training and advice to Councillors and key staff	Media and Communications Officer	Ongoing
Deliver clear, consistent, concise and easy to understand messages to the community	➤ Ensure that newly elected Mayors meet with local media	Media and Communications Officer	Annual
Ensure that media releases conform to the Media Release Procedure	➤ Ensure that the Chief Executive Officer and Media and Communications Officer communicate regularly with local media personnel	Media and Communications Officer	Ongoing
	➤ Ensure that authorised media spokespersons respond to media enquiries in a timely manner	Mayor, EMT, Media and Communications Officer	Ongoing
	➤ Facilitate the presence of media at Council meetings	Governance Team	Ongoing
	➤ Ensure that the media is invited to civic functions and relevant Council events	Executive Assistant – CEO & Councillors	Ongoing
	➤ Prepare and distribute media releases/advisories highlighting Council's achievements, good news stories and opportunities for community input	Media and Communications Officer	Ongoing
	➤ Develop Media Release procedure	Media and Communications Officer	30 June 2020

COMMUNICATIONS PLAN

Internal Communications			
What we do	How we do it	Responsibility	Time Line
Ensure that the Mayor as the spokesperson for Council is kept up to date with all current issues	➤ Weekly scheduled meeting of CEO and Mayor	CEO/Mayor	Ongoing
	➤ Circulate media releases and place them on the intranet	Media and Communications Officer	Ongoing
Ensure that Councillors and staff are aware of Council activities before they read about them in the newspaper	➤ Tuesday Top Topics – circulated to staff	CEO/ Media and Communications Officer	Ongoing
Encourage the use of clear, concise and easy to understand language that caters for the needs of people of all abilities	➤ 'People and Culture Monthly Wrap' – circulated to staff	Manager People and culture	Ongoing
	➤ Advertisements featured in Public Notices placed on internet and available to staff	Media and Communications Officer	Ongoing
Ensure effective and transparent communication across all areas of the organisation	➤ Use e-mail and other electronic communication methods in preference to paper-based communication wherever possible. i.e. meeting agendas and minutes, staff notices	Councillors and all staff	Ongoing
Encourage the use of electronic rather than paper based methods of communication wherever possible. i.e. Yammer, Email, Intranet	➤ Public Notices page provided to Customer Service for easy reference	Media and Communications Officer	Ongoing
	➤ Promote the Council Plan to staff – annual presentations at indoor and outdoor staff meetings	Governance Team	Annual
	➤ E-Newsletter distributed to Councillors and staff	CRAT	Ongoing

COMMUNICATIONS PLAN

External Communications

What we do	How we do it	Responsibility	Time Line
<p>Respond to all external communications in a timely manner consistent with Council's Customer Service Charter including:</p> <ul style="list-style-type: none"> • Telephone requests • E-mail • On-line service requests • General correspondence <p>Ensure that all responses to external communications are provided in a clear, concise, easy to understand language that caters for the needs of people of all abilities</p>	➤ Provide training for all staff on the Customer Service Charter	Manager Governance and Information	Ongoing
	➤ Through the Media and Communications Officer, utilise Council's "Public Notices" and "Mayoral Matters" newspaper advertisements, website, Facebook, radio and community e-newsletters for communicating with the public	Media and Communications Officer	Ongoing
	➤ Provide training in Merit to relevant staff to ensure timely follow-up and 'closing the loop'	Manager Governance and Information	Ongoing
	➤ Encourage the use of electronic communications wherever possible	All staff	Ongoing
	➤ Promote the use of the generic council@hrcc.vic.gov.au to ensure all enquiries are recorded on RecFind and allocated to appropriate staff for response	Manager Governance and Information	Ongoing
	➤ Investigate a preferred contact method for all current name and address records (NAR)	Manager Governance and Information	30 June 2020

COMMUNICATIONS PLAN

Issue/Crisis Management			
What we do	How we do it	Responsibility	Time Line
Respond to emergencies in accordance with the Municipal Emergency Management Plan	➤ Follow guidelines in the Municipal Emergency Management Plan	All staff	Ongoing
Manage issues before they become a crisis wherever possible	➤ Prioritise issues management as a key function within Council by placing it on the Executive Management Group meeting agenda each week	EMT	Ongoing
Maximise the effectiveness of Council's crisis management strategies	➤ Identify issues as early as possible taking into consideration social, political, economic and technological trends	All staff	Ongoing
Have a well formulated and systematic plan for dealing with negative media coverage	➤ Develop a strategy for addressing an issue as it arises— ensure the strategy aligns with Council's goals; use clear, concise language; and allocate necessary resources	All staff	Ongoing
	➤ Nominate key spokespeople for major issues and ensure they are well briefed	EMT	Ongoing
	➤ Keep the Executive, Mayor and Councillors informed of issues as appropriate	EMT	Ongoing

COMMUNICATIONS PLAN

Corporate Branding			
What we do	How we do it	Responsibility	Time Line
Present a professional, consistent and recognisable look and feel of the Horsham Rural City Council brand Project clear consistent messaging in everything we say and do	➤ When using the Council logo, follow the Horsham Rural City Council Brand Guidelines	All staff	Ongoing
	➤ Support staff awareness of the Horsham Rural City Council Brand Guidelines and how to access them on the intranet	CRAT	Ongoing
	➤ Consult with the Media and Communications Officer for all matters relating to branding	All staff	Ongoing
	➤ Update all signage to the Horsham Rural City Council brand guidelines	Director Infrastructure	Ongoing
	➤ Ensure that our corporate branding is included on external email signatures	Manager Governance and Information	Ongoing

COMMUNICATIONS PLAN

Community Engagement

What we do	How we do it	Responsibility	Time Line
<p>Ensure that Council effectively engages with the community</p> <p>Where appropriate, involve those affected by Council decisions in the decision making process</p> <p>Ensure that the appropriate level and method of engagement is used by Council</p> <p>Provide a consistent approach to community engagement across the organisation</p> <p>Ensure statutory obligations are met</p>	<ul style="list-style-type: none"> ➤ Ensure that the Community Engagement Policy, Procedure and Guide/Toolkit documents are accessible to all staff 	Community Facilitator	Ongoing
	<ul style="list-style-type: none"> ➤ Ensure that major promotional/community engagement activities are supported by a communications plan and an engagement plan where appropriate. Staff to seek advice from Media and Communications Officer and the Community Facilitator as appropriate 	All staff/ Project Managers	Ongoing
	<ul style="list-style-type: none"> ➤ Ensure that the Executive Management Group, Department Managers and staff directly involved in community engagement (i.e. project managers) are briefed on the Community Engagement Policy, Procedure and Guide/Toolkit 	Community Facilitator	Ongoing
	<ul style="list-style-type: none"> ➤ Ensure ongoing staff education on the Community Engagement Policy, Procedure and Guide/Toolkit 	Community Facilitator Manager People and Culture	Ongoing
	<ul style="list-style-type: none"> ➤ Support staff with the consistent use of the Engagement Guide and Toolkit that provides tools for planning, conducting, evaluating, and recording of engagement. 	Community Facilitator	Ongoing
	<ul style="list-style-type: none"> ➤ Ensure that Community Engagement is part of Council's Project Management Framework including budget development for projects 	Community Facilitator	Completed
	<ul style="list-style-type: none"> ➤ Ensure that contractors engaged to undertake community engagement on behalf of Council conform with the Community Engagement Policy, Procedure and Guide/Toolkit 	Project Managers	Ongoing

COMMUNICATIONS PLAN

Website and Electronic Communication

What we do	How we do it	Responsibility	Time Line
<p>Ensure that our website has a professional look and feel in line with our corporate branding</p> <p>Ensure that web-site content is up-to-date and accurate</p> <p>Ensure that our website is structured in a way that people can find what they are looking for</p> <p>Use the website to promote council activities and effectively engage with the community by providing opportunities for feedback</p>	<ul style="list-style-type: none"> ➤ The Media and Communications Officer has overall responsibility for the professional standards of all Council websites 	Media and Communications Officer	Ongoing
	<ul style="list-style-type: none"> ➤ The Community Relations and Advocacy Team (CRAT) develop and maintain the main HRCC Website 	CRAT	Ongoing
	<ul style="list-style-type: none"> ➤ The Horsham Regional Art Gallery, Horsham Town Hall and the Business Development and Tourism Department will develop and maintain their own websites 	Art Gallery, Town Hall, Business Development and Tourism	Ongoing
	<ul style="list-style-type: none"> ➤ Regularly review the content of Council's websites to ensure that they comply with our corporate branding and the information is accurate, consistent and up to date 	CRAT All staff	Ongoing
	<ul style="list-style-type: none"> ➤ All staff are responsible for identifying key documents to be placed on the website, in particular those required under legislation 	All staff	Ongoing
	<ul style="list-style-type: none"> ➤ Each Council Department has responsibility to regularly review and update website content for their area, with support from CRAT as required 	Departmental Managers	Ongoing
	<ul style="list-style-type: none"> ➤ Activate and regularly update Council's "Have Your Say" page on the website 	CRAT	Ongoing
	<ul style="list-style-type: none"> ➤ Ensure that all surveys seeking community feedback are available on our website 	Project Managers CRAT	Ongoing
	<ul style="list-style-type: none"> ➤ Distribute regular Council e-newsletters 	CRAT	Ongoing
	<ul style="list-style-type: none"> ➤ Ensure that all Media Releases/Advisories and information on Council services and upcoming events are available on our website 	CRAT	Ongoing
	<ul style="list-style-type: none"> ➤ Encourage people to make service requests through our website 	Manager Governance and Information	Ongoing

COMMUNICATIONS PLAN

Advertising and Marketing

What we do	How we do it	Responsibility	Time Line
Inform residents about Council's decisions, events and operations	➤ Media and Communications Officer to oversee generic Council's advertising activities	Media and Communications Officer	Ongoing
Use advertising to invite community engagement on relevant issues	➤ People and Culture Department, Horsham Regional Art Gallery, Horsham Town Hall and the Business Development and Tourism Department to be responsible for advertising and marketing for their departments	People and Culture Department, Horsham Regional Art Gallery, Horsham Town Hall and the Business Development and Tourism Department	Ongoing
Use advertising for effective staff recruitment as required			
	➤ Encourage the use of clear, concise and easy to understand language for people of all abilities	All staff	Ongoing
	➤ Through the Media and Communications Officer, use Council's "Public Notices" and "Mayoral Matters" , advertisements and community newsletters to promote key messages with the community wherever possible	Media and Communications Officer	Ongoing

COMMUNICATIONS PLAN

Social Media			
What we do	How we do it	Responsibility	Time Line
Use social media as a communications tool to promote key messages and engage with the community wherever possible	➤ The Social Media Policy is included in the Staff Induction Kit and awareness training is provided	Manager People and Culture	30 June 2020
Create a positive online presence via the use of social media	➤ The Councillor Media Policy (currently in draft form) is included in the Councillor Induction Kit and awareness training provided	CEO Manager People and Culture	30 June 2020
Ensure Councillors and staff are informed and correctly trained in the appropriate use of social media relating to Horsham Rural City Council in accordance with the Social Media Policy (staff) and the Councillor Media Policy (currently in draft form).	➤ Continue to extend our social media presence as an important tool to promote key messages and engage with the community	CRAT	Ongoing
	➤ Continue to explore new forms and techniques for using social media, e.g. scheduling posts at peak times, advertising	CRAT	Ongoing
Ensure Councillors and staff understand the ramifications of social media	➤ Use social media as a communications tool during emergencies to provide live up-to-date key Council messaging	CRAT Manager Community Services and Emergency	Ongoing

Responsibility: Community Relations and Advocacy Team

Reporting: Reports against this plan will be provided to the Executive Management Team on an annual basis.

COMMUNICATIONS PLAN

Supporting Documents:

Document	Location
Communications Policy (Policy No C/04XXX)	HRCC Website, Intranet
Customer Service Charter	HRCC Website, Intranet
Code of Conduct for Councillors	HRCC Website, Intranet
Code of Conduct for Staff	Intranet
Community Engagement Policy	HRCC Intranet
Community Engagement Procedure and Toolkit	Intranet
Social Media Policy	HRCC Website
Councillor Media Policy (currently in draft form)	

Document Control:

Version Number	Approval Date	Approval By	Amendment
01	12/10/15	Executive Management Group	<ul style="list-style-type: none"> New Plan
02		Executive Management Team	<ul style="list-style-type: none"> Revised format



1. PURPOSE

The purpose of this policy is to provide the Horsham Rural City Council and individual Councillors with guidance as to what comprises good governance concerning:

- all interactions with Media;
- all interactions with Social Media;

related to Council decisions and the exercise of all functions concerning their roles as Council and Councillors.

2. INTRODUCTION

This policy sets out Guidelines to assist Councillors to exercise respectful behaviours in relation to Council decisions, the different views of other Councillors and the work of Council staff.

It is not the intent of this policy to curtail any individual human right to Freedom of Expression, but to acknowledge that all human rights come with responsibilities and must be exercised in a way that respects the human rights of others (Charter of Human Rights and Responsibilities Act 2006 (Charter) Preamble) and that Councillors must comply with legal obligations in the Local Government Act 1989 (LG Act) and the Councillor Code of Conduct.

Relevant human rights of others include the right to Privacy and Reputation as set out in the Charter.

3. SCOPE

This policy applies to all Councillors of the Horsham Rural City Council whether carrying out functions as spokesperson for or on behalf of Council or when interacting with Media or Social Media in their role as Councillor.

Interactions with Media may include comments made at Public Meetings, including Council Meetings, where Media representatives are present.

This policy also applies to Councillors in relation to interactions with Media and Social Media in their personal capacity where it might be reasonably assumed by a reader or listener that:

- their opinions are related to their role as Councillors rather than being the expression of a personal view;
- that they are purporting to express views on behalf of Council or other Councillors;
- the content or subject matter of the Media or Social Media interaction relates to a matter currently before Council;
- the content or subject matter of the Media or Social Media interaction might reasonably be interpreted as causing a detriment by bringing Council, another Councillor, Federal or State Government or any other Local Government into disrepute in contravention of the LG Act and Code of Conduct.

The policy does not seek to curtail the ability of any Councillor to seek the views of the local community via communication channels such as Social Media.

This policy is in addition to the responsibilities of Councillors under the Councillor Code of Conduct.



4. PRINCIPLES

4.1 Legal Obligations Underpinning this Guideline

The Principles of Good Governance require all Councillors to respect the Decisions of Council, irrespective of whether they personally agree with those Decisions.

This does not restrict Councillors from expressing their own views to Media and on Social Media provided they do not seek to publicly undermine Council decisions or other Councillors.

The Good Governance Guide states:

When a council decision contradicts a promise made by a Councillor during an election, they need to be able to indicate to their constituents that they did not agree with the decision. If this needs to be done, it should be done in such a way that it doesn't undermine the Council decision

4.2 Local Government Act Obligations

Section 65 of the LG Act requires, among other tasks, that in performing their role Councillors must:

- Observe the principles of good governance and act with integrity; and
- Provide civic leadership; and
- Facilitate effective communication between the Council and the community.

Section 76BA sets out general Councillor conduct principles including requiring that Councillors:

- Act honestly and avoid statements (whether oral or in writing) or actions that will or are likely to mislead or deceive a person;
- Treat all persons with respect and have due regard to the opinions, beliefs, rights and responsibilities of other Councillors, Council staff and other persons;
- Act lawfully and in accordance with the trust placed in them as an elected representative;
- Support and promote these principles by leadership and example and act in a way that secures and preserves public confidence in the office of Councillor.

Section 76D prohibits behaviours by Councillors that are a misuse of their position including:

- Causing or attempting to cause detriment to the Council or another person
- Making improper use of information acquired as a result of their position
- Disclosing confidential information
- Directing or improperly influencing, or seeking to direct or improperly influence, a member of Council Staff
- Exercising or performing, or purporting to exercise or perform, a power, duty or function that they are not authorised to perform.

4.3 Confidential Information

Confidential information provided to Council and Councillors must never form the basis of any comment to Media or on Social Media.

Private and personal information relating to any Councillor or Council Staff member must never form the basis of any comment to Media or on Social Media.



4.4 Respecting Council Decisions and Roles

Council Decisions and the systems and processes set out by the LG Act should not be undermined.

Any Councillor may make comments to Media or on Social Media regarding their own view point concerning a Council Decision but they must respect that Decision. A Councillor's comments must not cause any detriment to Council or any other person or undermine public confidence in Council or the office of Councillor.

No Councillor is to make any comment to Media or Social Media purporting to convey the views of any other Councillor or the views of Council (other than to state the Content of a Decision that has been made) unless they have been delegated the role of Spokesperson by the Mayor.

If a decision is still under consideration, all requests for comment should be referred to Council's Community Relations & Advocacy Team.

4.5 Respecting Other Councillors and Council Staff

The health, safety, wellbeing, privacy and reputation of any other Councillor or Council staff member must not be compromised by any offensive, derogatory, humiliating, intimidating or undermining comment which identifies them by name or inference in any Media or Social Media interaction.

Councillors should not infer the reasons for another Councillor's viewpoint in relation to their voting on decisions.

Councillors should not criticise other Councillors or the work done by other Councillors and Council Staff as this may undermine public confidence in the role of Councillor.

Councillors must not seek to improperly influence decisions of a member of Council staff through any Media or Social Media interaction or campaign.

4.6 No Surprises

It is respectful to other Councillors and Council Staff (via the CEO) that if Councillors become aware of any critical or potentially critical or misleading comment that might be made in Media or Social Media concerning that Councillor or Council Staff member in relation to any comment, post or response by a Councillor or journalist or member of the public, then, as soon as possible after becoming aware of that material the Councillor:

- advise all other Councillors and the CEO by email or text of that comment or post or article so that no person is taken by surprise by the Media or Social Media material; and
- advise Council's Community Relations & Advocacy Team of the material.

4.7 Leadership and Integrity

In all interactions with Media and Social Media, Councillors are to demonstrate leadership and integrity and to ensure that all statements made by them are honest and are not likely to mislead or deceive another person.

No Councillor should take personal credit for any Council Decision as this is disrespectful of the contributions of other Councillors.

No Media or Social Media interaction should undermine the peace, order and good government of Council or denigrate any Local, State or Federal Government.

4.8 Effective Communication between Community and Council

Councillors are encouraged to use the broad reach of Media and Social Media to engage constructively and effectively with the local community including encouraging public engagement and discussion and active participation in civic life.

In using Media and Social Media to engage with the community, Councillors should consider:

- Not all community members access or express views by the use of Media or Social Media;
- Some community members or groups may have a disproportionately strong vocal reach in Media and Social Media and do not necessarily reflect majority opinions;
- There are well recognised deficits in Social Media engagement resulting from the ability of people to post abusive and offensive posts anonymously and by reason of the lack of any accountability for false, defamatory and offensive material being posted.

4.9 Matters Particular to Social Media

Councillors are encouraged to take into account the following issues that frequently arise in relation to the use of Social Media in the community and which can cause offense and distress to others:

- Be careful in relation to the use of CAPS and Bold and Italicized or other written devices to emphasise comments in a post as these may be interpreted by others as offensive or intimidating by being seen as shouting or aggressive or angry .
- Be wary of using any language in a sarcastic or flippant manner or by the use of humorous comments about matters that may be serious or sad to others (or humour at another person's expense) or by using language in a way that might be interpreted as a "back handed slap" .
- Care should be taken in "liking" or otherwise responding to posts and in sharing posts as these responses can be interpreted by others in ways that may not be intended.
- Where inappropriate, abusive or offensive posts are made to any Social Media site moderated, managed or operated by a Councillor, that Councillor should moderate that site and remove, block or otherwise make it clear that such posts are not to be made. Council's Community Relations & Advocacy Team can assist any Councillor with appropriate responses to Social Media trolling and other offensive posts.
- Councillors should ensure that they have appropriate privacy settings on all Social Media sites moderated, managed or operated by them, bearing in mind that all Social Media posts are public to some degree.
- Councillors should at all times model respectful behaviours, be careful not to act to the detriment of Council and not express any views or opinions which would negatively impact on their ability to carry out their role as Councillor with impartiality and integrity.
- In responding on Social Media sites to requests for information, Councillors should endeavour to use neutral questions and statements and to refer Local Community members to the appropriate Council service.
- In posting photographs, Councillors should ensure they have the permission of any other person in the photograph to post that photograph, not to act disrespectfully of others by posting obviously unflattering photographs of others and not unreasonably cropping or otherwise amending photographs.

4.10 Matters Particular to Media

- Councillors might consider taking time to respond to Media requests for comment or declining to comment, to ensure they have considered all implications of their response before it is published or broadcast.
- Councillors might also wish to request journalists to confirm with them first what they are going to publish to allow Councillors to correct any errors or misstatements before they are published.
- Letters written to any other party by any Councillor on Council letterhead should be approved by the Mayor before being sent as such material may reasonably be assumed by any recipient to be official correspondence from Council.
- If asked to comment on any operational matter, Councillors should refer the journalist to Council’s Community Relations & Advocacy Team.

4.11 Consequences of Breach of Principles

By adopting this Policy, Councillors agree to follow these principles.

Councillors are reminded that the obligations governing Councillor conduct are set out in the *Local Government Act*, Division 1A Conduct and Interests and Councillor Code of Conduct – Section 2 are mandatory.

Any action by a Councillor in relation to their interaction with the Media and Social Media which breaches obligations under the Act or Code, may result in further action taken pursuant to the Act, S76D Misuse of Position, S81AB Sanctions for contravention of Councillor Code of Conduct and the Code of Conduct, Section 3.2 and 3.3.

5. COMMUNICATION

This Policy will be communicated to all Councillors. It will be available on the Intranet and Council’s website. It will form part of the Councillor induction manual.

6. RESPONSIBILITY

Policy Owner: Manager, Governance & Information

7. DEFINITIONS AND EXCERPTS

Definition	Meaning
Media	<p>The means of mass communication, typically involving broadcasting and/or publishing that reach or influence people widely.</p> <p>Media includes Local, State, National and International radio, television, newspapers, magazines and the internet.</p> <p>Interactions with Media include being interviewed by a journalist, being aware that journalists are present in any public meeting or in the Council Chamber, approaching Media journalists to make a comment or writing opinion pieces or letters to the editor, sending personal views or letters of support on Council letterhead or any other published material.</p>
Social Media	Computer-mediated technologies that facilitate the creation and sharing of



	<p>information, ideas, career interests and other forms of expression via virtual communities and networks. A category of online media where people are talking, participating, sharing, networking, and bookmarking online.</p> <p>Social media includes:</p> <ul style="list-style-type: none"> • Sites where comments and photos are posted such as Facebook, Twitter, Instagram etc • Media sites hosting articles with comments • Blogging sites • Forums and discussion groups • Wikis • Business networking sites such as LinkedIn etc • Instant messaging sites such as Snapchat, MSN Messenger etc • Email • Podcasting sites • Online gaming platforms • Online dating sites <p>Interactions with Social Media include any posts to any Social Media site, engaging with any other person’s or organisation’s Social Media site, liking or otherwise responding or sharing any other post on a Social Media site, publishing material to any other person or group of persons via email including forwarding material and replying or replying all to any email or group email.</p>
Like (including other possible reactions)	<p>The reactions which may be a Social Media site feature allowing users to acknowledge comments, pictures, wall posts, statuses or fan pages. A like or other reaction can help determine how interested you are in a topic, and which content should appear towards the top of your news feed on a site.</p>
Posting	<p>Creating your own or sharing images, videos, text etc. to your followers or members of online communities</p>
Sharing	<p>Posting content that is not your own with your own followers in order for a wider audience to view that content.</p>
Charter of Human Rights & Responsibilities Act 2006	<p>Section 13 Privacy and reputation</p> <p>A person has the right—</p> <ol style="list-style-type: none"> (a) not to have his or her privacy, family, home or correspondence unlawfully or arbitrarily interfered with; and (b) not to have his or her reputation unlawfully attacked
Charter of Human Rights & Responsibilities Act 2006	<p>Section 15 Freedom of expression</p> <ol style="list-style-type: none"> (1) Every person has the right to hold an opinion without interference. (2) Every person has the right to freedom of expression which includes the freedom to seek, receive and impart information and ideas of all kinds, whether within or outside Victoria and whether— <ol style="list-style-type: none"> (a) orally; or (b) in writing; or (c) in print; or (d) by way of art; or (e) in another medium chosen by him or her.



	<p>(3) Special duties and responsibilities are attached to the right of freedom of expression and the right may be subject to lawful restrictions reasonably necessary—</p> <ul style="list-style-type: none"> (a) to respect the rights and reputation of other persons; or (b) for the protection of national security, public order, public health or public morality.
<p>Local Government Act – Misuse of Position (S76D)</p>	<p>Section 76D Misuse of Position</p> <p>(1) A person who is, or has been, a Councillor or member of a special committee must not misuse his or her position-</p> <ul style="list-style-type: none"> (a) To gain or attempt to gain, directly or indirectly, an advantage for themselves or for any other person; or (b) to cause, or attempt to cause, detriment to the Council or another person. <p>Penalty: 600 penalty units or imprisonment for 5 years or both</p> <p>(2) for the purpose of this section, circumstances involving the misuse of a position by a person who is, or has been, a Councillor or member of a special committee include-</p> <ul style="list-style-type: none"> (a) making improper use of information acquired as a result of the position he or she held or holds; or (b) disclosing information that is confidential information within the meaning of section 77(2); or (c) directing or improperly influencing, or seeking to direct or improperly influence, a member of Council staff in contravention of section 76E; or (d) exercising or performing, or purporting to exercise or perform, a power, duty or function that he or she is not authorised to exercise or perform; or (e) using public funds or resources in a manner that is improper or unauthorised; or (f) failing to disclose a conflict of interest as required under this Division.
<p>Good Governance Guide</p>	<p>Talking publicly about council decisions (P. 52)</p> <p>A unique feature of local government is that all decisions are taken in the name of the whole council. Councillors are bound by the council decision, regardless of whether they were in favour of it or not. This is how councillors’ accountability to the council works.</p> <p>The councillors’ role means that they are also accountable to their constituents who may have voted for them on the basis of a pledge to achieve a particular outcome. When a council decision contradicts a promise made by a councillor during an election, they need to be able to indicate to their constituents that they did not agree with the decision.</p> <p>If this needs to be done, it should be done in such a way that it doesn’t undermine the council decision. The councillor should focus on the content of the decision rather than resorting to inflammatory statements which can be both destructive and undermining. For example, stating that ‘the council has done X, even though I support Y’ is preferable to saying ‘the council has done X because they don’t care about the community’.</p>

8. SUPPORTING DOCUMENTS

Document	Location
Councillor Code of Conduct	HRCC Website
Victorian Local Government Act 1989	Internet
Victorian Privacy and Data Protection Act 2014	OVIC website
Charter of Human Rights & Responsibilities Act 2006	Human Rights Commission website
HRCC Communications Policy	Intranet
HRCC Communications Plan	Intranet
Surf Coast Shire Councillor Media Policy	
VLGA MAV LGV & LGPro Good Governance Guide	VLGA website

9. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
1.0	Date approved	Council	<ul style="list-style-type: none"> New Policy 	Review date to be added by Governance Unit

DRAFT

Policy No: C04/024



Community Development Grants

1. PURPOSE

Horsham Rural City Council (HRCC) Community Development Grants Program helps groups in the Horsham & district community to improve community facilities and work together for more engaged and healthy communities.

This policy provides the framework for the delivery of Council's Community Development Grants Program.

2. INTRODUCTION

The HRCC Community Development Grants Program is an annual funding program that allocates grants to local not-for-profit organisations, groups and associations every year. This policy outlines the funding priorities, eligibility, application requirements, assessment criteria, grant approval and payment processes, timelines and reporting process, and general information.

3. SCOPE

This policy is applicable to all community not-for-profit groups who operate in or provide activities for the benefit of the residents of Horsham Rural City Council.

4. DEFINITIONS

N/A

5. PRINCIPLES

The HRCC Community Development Grants program is an annual funding program allocated as part of Council's yearly budget process to not-for-profit community organisations.

Policy No: C04/024

5.1 Funding Priorities

The Community Development Grants Program is linked to the key priorities of the current Council Plan and Health, ~~and~~ and Wellbeing Plan, [Youth Strategy and Community Inclusion Plan](#) and [Aged Friendly Communities Implementation Action Plan](#).

Accordingly, successful applications should support one of the following key funding priorities:

- Community & cultural development
- Sustaining the economy
- Asset management
- Good governance
- Natural and built environment
- Healthy eating and active living
- Reduce alcohol and drug use
- Improve mental health
- Education and economic development
- Preventing family violence
- Improving family health
- Improving early years outcomes
- [Disability AccessCommunity Inclusion/Diversity](#)
- [Youth](#)
- [Age Friendly Communities Implementation Plan](#)

An application may also be lodged for any project that may not fit the key funding priorities but is linked to other Council Plans or Strategies or has a community focus.

Council may, for a particular year, add or change key funding priorities.

The maximum allocation per organisation is \$10,000 although the majority of successful applications range between \$500 and \$5,000. Council may consider a larger staged project over a number of years for an application in excess of \$10,000.

Projects which have a significant cash and/or in-kind contribution by the applicant organisation are encouraged.

Total funds made available, for a particular financial year, will be a decision of Council within the annual budget process.

5.2 Eligibility

Policy No: C04/024

All not-for-profit organisations, groups and associations based within Horsham Rural City Council may apply for a community development grant.

The project must be delivered within the Horsham municipality and include direct benefits for residents of the municipality.

Who cannot apply and what projects are ineligible for funding?

- Individuals
- Those seeking funding for a commercial business
- Those groups who have not expended or reported back on a previous grant allocation
- Funding for organisational operating costs, e.g. wages and utilities
- Projects that are the responsibility of other sectors of government
- Projects that are a clear duplication of other services
- Projects that have already commenced
- Projects that require ongoing funding from Council
- Projects seeking funding for religious assets
- Applications that are received after the closing date.

Projects are to commence after 1 July and be completed by 30 June of the following year.

5.3 Application process

Eligible groups must apply by the due date and using the form supplied on the HRCC Council website: Guidelines and templates for the Community Development Grants <https://www.hrcc.vic.gov.au/Community-Services/Grant-Information/Community-Development-Grants-Program>

All applications must include:

- Completed details of what the grant funds will be spent on
- An indication of other funds that will be put towards the project
- An estimate of volunteer in-kind support for the project
- A quote for all goods and services over \$1,000
- A copy of the organisation's most recent audited financial statements where the application shows a cash contribution from the organisation of >\$5,000
- A copy of any permits required for the project i.e. planning/building
- Endorsement of all groups/organisations who will use or benefit from the project, including the over-arching body who auspices the group or the Section 86 Committee (if applicable).

Policy No: C04/024

5.4 Assessment Criteria

Applications will be assessed using the following criteria:

- The level of contribution to the project by the applicant
- The extent of previous assistance provided by Council. Submissions from a previously unfunded group will be given a higher priority in the assessment process
- The spread of grants across community, cultural and sporting areas (including geographic spread)
- How well the project supports Council's priorities in terms of the Health & Well-being Plan and Council Plan
- Value for money – considering membership and number of users to benefit from the project
- Council may determine that one or more significant projects may have preference over several smaller projects

5.5 Assessment Process

- All applications are received by the Records Department and saved electronically.
- The Grants Officer prepares a Grants Summary which ranks applications in accordance with the assessment criteria
- Initial assessment panel consisting of:
 - Grants Officer
 - Finance Manager
 - One representative of Infrastructure , Community Wellbeing and Development Services
- The initial assessment panel makes recommendations to the Executive Management Team.
- Sport & Recreation projects are referred to Council's Sport & Recreation Advisory Committee for prioritisation before final approvals are made.
- Executive Management Team endorse final grants list
- Final adoption by Council as part of the yearly budget process

Council may only allocate part funding for a project rather than the full amount requested in the application.

A grant allocation by Council does not mean any ongoing funding commitment or obligation by Council.

Policy No: C04/024

Applications seeking sponsorship for marketing and promotion of a local event outside the municipality are referred to Council's Tourism Events & Festival funding program and guidelines.

HRCC assistance should be acknowledged on any promotional material or media coverage relating to the successful project.

5.6 Time lines

Time lines are established by the Finance Manager in December each year to fit in with the budget process for the following year. General guideline for timelines is as follows:

- | | |
|------------------------|-----------------|
| • Applications open | End of January |
| • Applications close | End of February |
| • Council Adoption | End of April |
| • Advice to applicants | End of April |

5.7 Grant payment

In general, Grants will be paid in October of each year; however the payment date may be varied in justifiable circumstances, upon written request to Council.

Payment of grants will be made upon receipt of invoices or evidence of project payments by the organisation. These invoices and payments must coincide with the grant financial year.

5.8 Grant Reporting

Successful applicants are required to complete a Community Grants Project Report upon completion of the project.

The template for the Project Report can be downloaded at

<https://www.hrcc.vic.gov.au/Community-Services/Grant-Information/Community-Development-Grants-Program>

6. COMMUNICATION

The Community Development Grants program has a dedicated page on the Council internet site <https://www.hrcc.vic.gov.au/Community-Services/Grant-Information/Community-Development-Grants-Program>.

The Guidelines and Application forms are forwarded to all applicants from the previous year.

Policy No: C04/024

The Community Development Grants Program is promoted during February each year in local print media, coordinated by the Media and Communications Officer. Community information sessions are coordinated by the Grants Officer in February each year

7. RESPONSIBILITY

Policy Owner: Grants officer

8. SUPPORTING DOCUMENTS

Document	Location
HRCC Community Grants Program – Funding Guidelines	Internet
HRCC Community Grants Program – Application template	Internet
HRCC Community Donations Policy	Internet

9. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment
01	3 March 2014	Council	<ul style="list-style-type: none"> New Policy
02	Feb 2017	Council	<ul style="list-style-type: none"> Disability Access Criteria Revised notification month Inclusion of project ranking Inclusion of Grants Information Session
03	19 March 2017	Council	<ul style="list-style-type: none"> Changes to funding categories
04	<u>N/A</u>	<u>N/A</u>	<ul style="list-style-type: none"> Change in Departmental titles <u>only</u>
<u>05</u>	<u>16 Dec 2019</u>	<u>Council</u>	<ul style="list-style-type: none"> <u>Addition of Youth category</u> <u>References to new strategies and plans</u> <u>Removal of S86 reference</u> <u>Copy of any permits required for project</u> <u>Projects that require ongoing funding from Council</u>

Policy No: C04/024

			<ul style="list-style-type: none">• Projects seeking funding for religious assets
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Horsham Rural City Council

urban rural balance



Funding Guidelines **2020/21**

COMMUNITY DEVELOPMENT GRANTS PROGRAM



Building our community

Horsham Rural City Council (HRCC)

Community Development Grants Program helps groups in the Horsham & district community to improve community facilities and work together for more engaged and healthy communities.



FUNDING GUIDELINES

General Information:

The HRCC Community Development Grants Program allocates funding to local not-for-profit organisations, groups and associations every year.

The maximum allocation per organisation is \$10,000 although the majority of successful applications range between \$500 and \$5,000.

Council may consider a larger staged project over a number of years for an application in excess of \$10,000.

Projects which have a significant cash and/or in-kind contribution by the applicant organisation are encouraged.

Grant funding is for the 2020-2021 financial year.

Applications close on 28 February, 2020 for projects that are to commence after 1 July, 2020 and be completed by 30 June, 2021.

For more information, please contact Council's Community Grants Coordinator on 5382 9200 or visit our website –

<http://bit.ly/HRCC2019Grants>

GRANT PRIORITIES

The Community Development Grants Program links to the outcomes and priorities of the Council Plan (2019-2023) and Council's Health and Wellbeing Plan (2017-2021). The program provides funding to support projects, activities and programs that support Council Plan and Health & Wellbeing Plan priorities for our community (summarized below).

Community groups must identify which priority is relevant to their proposed project in their application (more than one priority area might apply).

For further detail about these categories, refer to the following Council's webpages:

- [HRCC Council Plan](#)
- [HRCC Health & Wellbeing Plan 2017-2021](#)
- [Community Inclusion Plan](#)
- [Youth Strategy](#)
- [Age Friendly Communities Implementation Plan](#)

Goal 1 - Community and cultural development

Projects that develop Horsham and the municipality as a diverse, inclusive and vibrant community

Goal 2 – Sustaining the economy

Projects that promote and develop sustainable economic development e.g. new tourism events

Goal 3 – Asset management

Projects that maintain or upgrade community infrastructure

Goal 4 – Governance and business excellence

Projects that support good communication, governance and use of community resources

Goal 5 – Natural and built environments

Projects that address the impacts of climate change and encourage sustainable practices

Health & Well Being Key Priorities

Priority 1 - Increasing healthy eating and active living

Projects that support and promote healthy eating, social inclusion and physical activity e.g. Healthy eating events, physical activity programs and improvement to sporting infrastructure.

Priority 2 - Reducing harmful alcohol and drug use

E.g. Education programs targeting alcohol or drug abuse

Priority 3- Improving mental health

E.g. Education programs supporting improved community mental health outcomes

Priority 4 - Strengthening education and economic development

Projects that support community groups in providing education, economic development and tourism opportunities e.g. support of Farmers Markets

Priority 5 - Preventing family violence

Community initiatives that promote gender equity and provide education on preventing family violence

Priority 6 - Improving family and reproductive health

Projects that support improvements in family and reproductive health

Priority 7 - Improving early years outcomes

Community initiatives and activities that help improve early year's outcomes

Other priorities

Community inclusion /Diversity

Age Friendly

Youth

Other You may have a project that has a community focus but doesn't fit the areas mentioned above.

Council will consider all projects that have a clear benefit to the community

Details of the Program

Who can apply?

The following criteria need to be met to be eligible for a community development grant:

- Be a not-for-profit group
- The project has the endorsement of the applicant organisation and all other user groups
- Be incorporated or have an auspicing body if the application is for a grant of >\$1000
- Include direct benefits to residents of HRCC.
- Be a group based within HRCC with the project being delivered within the municipality.

Who cannot apply?

- You are an individual or seeking funding for the operation of a commercial business
- Funds are required for organisational operating costs, e.g. wages and utilities
- You are a group who has not expended or reported back on a previous grant allocation
- You have already commenced and spent money on the project. Projects are to commence after 1 July, 2020 and be completed by 30 June, 2021
- Projects that require ongoing funding from Council
- Your application is received after the closing date
- Your project is the responsibility of other sector/s of government
- Your project is seeking funding for religious assets
- Projects that are a clear duplication of an existing service

All applications should include

- Details of what the grant funds will be spent on (Question 3)
- An indication of other funds that will be put towards the project (Question 3)
- An estimate of volunteer in-kind support for the project (Question 3) (use a rate of \$25 per hour to work out this budget figure)
- A quote for all goods and services over \$1,000
- A copy of the organisation's most recent audited financial statements where the application shows a cash contribution from the organisation of >\$5,000
- Endorsement of all groups/organisations who will use or benefit from the project, including the over-arching body who auspices the group.

Other key issues

- All planning, building permits and any other authorisations including public liability insurance remain the responsibility of the applicant organisation and must be received by the relevant authorities prior to starting the project
- An offer of a grant by Council does not mean any ongoing funding commitment or obligation by Council
- HRCC assistance should be acknowledged on any promotional material or media coverage relating to the project
- Council may only allocate part funding for the project

Assessment Criteria

Applications will be assessed by Council using the following criteria:

- The level of contribution to the project by the applicant
- The extent of previous assistance provided by Council. Submissions from a previously unfunded group will be given a higher priority in the assessment process
- The spread of grants across community, cultural and sporting areas (including geographic spread)
- How well the project supports Council's priorities
- Value for money – considering membership and number of users to benefit from the project
- Council may determine that one or more significant projects may have preference over several smaller projects
- Sport & Recreation projects are referred to Council's Sport & Recreation Advisory Committee for endorsement before final approvals are made.

Notification of outcome

Applicants will be notified of the outcome of their application in April 2020.

Payment of Grant Funding

In general grants will be paid in October of each year, but the payment date may be varied in justifiable circumstances, upon written request to Council

Payment of grants will be made upon receipt of invoices or evidence of project payments by the organisation. These invoices and payments must coincide with the grant period **from 1 July, 2020 to 30 June, 2021.**

Reporting Back or Acquittal

Successful applicants are required to complete a Community Grants Project Report upon completion of the project.

The Project Report can be completed on line at http://bit.ly/HRCC_Comm_Grants

The application form can be completed ON-LINE at:

http://bit.ly/HRCC_Comm_Grants

A paper copy of the application form can be obtained:

- by email council@hrcc.vic.gov.au
- at Council Reception

Submit an Application by 28 February 2020

<https://www.hrcc.vic.gov.au/Have-Your-Say/Transforming-Horsham/Horsham-Urban-Transport-Plan>

ON-LINE application (preferred method)

Scan and email paper application to council@hrcc.vic.gov.au

Send paper applications to

*Community Development Grants Program
Horsham Rural City Council
PO Box 511
Horsham, 3402*

Or hand deliver (marked Community Development Grants Program)

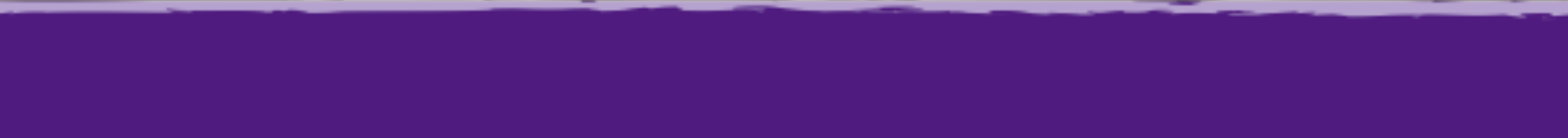
Want to know more?

For more information, please contact the Community Grants Coordinator on 5382 9200



Horsham Rural City

Council urban rural balance





2020 Community Development Grants Program – APPLICATION

APPLICATIONS CLOSE – 28 February 2020

Horsham Rural City Council advises all applicants to:

- Read the Grant Guidelines before you complete this Application Form.
- **Ensure that your application is lodged on-line by 5.00pm on the closing date (late applications will not be accepted).** Paper based applications can be lodged at Horsham Rural City Council Offices or by e-mail to council@hrcc.vic.gov.au
- Use the Check List on this Application Form to ensure all required documentation is provided.
- If you have any questions regarding the application form or if you would like to receive this form in an accessible format such as large print, please contact the Community Grants Coordinator on 53829200

1. APPLICANT DETAILS

Name of the Club/Group/Organisation undertaking the project:	
Postal address of the organisation undertaking the project:	
Contact person for the Club/Group/Organisation: Business hours phone number E-mail Address	
Name of the auspice*Not-for Profit Community Organisation managing the project (if applicable): <i>*Required if your organisation is not incorporated and your application is for >\$1000</i>	
Postal address of the auspice organisation managing the project (if applicable):	
Australian Business Number (ABN) of the organisation (if applicable): If you do not have an ABN - You need to complete a 'Statement by Supplier' form and submit it with your application. Form available from the ATO http://www.ato.gov.au/ . <i>Note: Failure to provide either an ABN or statement by supplier will result in Council being obliged to withhold 46.5% of the grant allocation (if successful).</i>	Statement by supplier attached to application: Yes <input type="checkbox"/> No <input type="checkbox"/>
Please identify your GST Tax status:	Registered for GST <input type="checkbox"/>
	Not Registered for GST <input type="checkbox"/>

2. PROJECT DETAILS

Title of the project/event/activity:		
Funding Category (please v relevant category/s) <i>Refer to grant guidelines for details on funding categories</i>		
Council Plan objectives: <input type="checkbox"/> Community & cultural development <input type="checkbox"/> Sustaining the economy <input type="checkbox"/> Asset Management <input type="checkbox"/> Good governance <input type="checkbox"/> Natural and built environment Other objectives <input type="checkbox"/> Community inclusion /diversity <input type="checkbox"/> Youth <input type="checkbox"/> Age Friendly <input type="checkbox"/> Other (Please list)		Health and Wellbeing Plan objectives: <input type="checkbox"/> Healthy eating and active living <input type="checkbox"/> Reduce alcohol and drug use <input type="checkbox"/> Improve mental health <input type="checkbox"/> Education & economic development <input type="checkbox"/> Preventing family violence <input type="checkbox"/> Improving family health <input type="checkbox"/> Improving early years outcomes
Location of the Project/Event/Activity:		
Estimated Commencement date: <i>(must be after 1 July, 2020)</i>		
Estimated Completion date: <i>(must be before 30 June, 2021)</i>		
Estimated number of people benefiting from the project:		
Estimated age groups involved in the project:		
Please provide a brief description of your proposed project/event/activity:		
Why do you want to do this project?		
What will this project achieve?		

3. PROJECT FUNDING

What is the Grant amount requested from Council? <i>Must equal (A) total</i>	\$
What are you going to spend the Council Grant amount on? <i>List all expenditure items. Quotations must be provided for each expenditure greater than \$1,000</i>	
	\$
	\$
	\$
	\$
	\$
	\$
	\$
<i>(add additional rows as required)</i>	\$
Total Council Grant expenditure (A)	\$
What cash is your organisation contributing to the project?	\$
What are you going to spend your organisation cash contribution on? <i>List all expenditure items</i>	
	\$
	\$
	\$
	\$
	\$
h	\$
	\$
<i>(add additional rows as required)</i>	\$
Total Organisation expenditure (B)	\$
What in-kind support is your organisation contribution to the project? <i>i.e. voluntary labour (@\$25 per hour), donated materials (at retail value)</i>	
	\$
	\$
	\$
	\$
	\$
	\$
<i>(add additional rows as required)</i>	\$
Total value of In-kind support (C)	\$
TOTAL PROJECT VALUE (A) + (B) + (C)	\$

The amount requested in this application may be reduced. Should the grant amount be reduced, please indicate the minimum amount of grant that would allow the project or part of the project to proceed.
\$.....

4. IF GROUP CASH CONTRIBUTION IS >\$5,000, PLEASE ATTACHED COPY OF LATEST AUDITED FINANCIAL STATEMENTS

5. AUTHORISATION/FUNDING AGREEMENT

I affirm, on behalf of *(insert name of your organisation)* that:

- I have read the guidelines;
- the project is based in the Horsham municipality;
- all details supplied in this application and attachments are true and correct to the best of my knowledge;
- the application form has been submitted with the full knowledge and agreement of the applicant organisation
- the application is endorsed by all other user groups of the facility or groups that will directly benefit from the project; and
- necessary taxation document and quotations have been provided.

If this application is successful, our group agrees to submit a *Community Grant Project Completion Report*.

Payment of grant will be deposited into the following Bank Account:

BSB No: _____ Account No: _____

Name of Bank Account: _____

Signature: _____ Write Name: _____

CHAIRPERSON/PRESIDENT

Date: _____

IMPORTANT: CHECKLIST FOR APPLICANTS

Please ensure that the following details are included in your application. [Your application may be deemed ineligible without the key details listed below.](#)

- Is your project/event/activity based in the Horsham municipality?
- Have you discussed your application with all key stakeholders?
- Have you provided all contact details?
- Have you completed all sections of the Project application?
- Have you attached quote/s for each expenditure item > \$1,000?
- Have you attached a copy of your latest annual financial report (if needed)?
- Have you signed the Authorisation/Funding Agreement?
- Have you provided all the necessary taxation documentation eg ABN, statement by supplier (if needed)?
- Have you obtained planning or building permits required for your project? (please attach)
- For Email Applications only: Have you attached relevant attachments to the email

(End of Application)



MINUTES OF AUDIT & RISK COMMITTEE

Thursday 21 November 2019

Council Chambers, Horsham Rural City Council, 12.06pm

File Ref: F18/A13/000001

1. PRESENT

Committee Members:

Mr Richard Trigg (Acting Chair)
Mr Vito Giudice
Cr Mark Radford

Also in Attendance:

(Exofficio)

Mr Sunil Bhalla, Chief Executive Officer
Mr Graeme Harrison, Director Corporate Services
Mrs Heather Proctor, Manager Finance
Ms Diana McDonald, Co-ordinator Governance
Ms Kathie Teasdale, RSD Audit
Mr Nathan Barber, RSD Audit

Additional Council Officer Attendees:

Ms Lindy Haigh, Governance Officer	(Minutes)
Tony Schneider, HR Resources Lead	(Item 10.3)

Moved Cr Mark Radford seconded Vito Giudice that Richard Trigg take the position of Acting Chair in the absence of Geoff Price (Chair).

CARRIED

2. WELCOME

Richard Trigg welcomed all to the meeting including the new Auditors from RSD.

3. APOLOGIES

Mr Geoff Price (Chair)
Cr David Grimble
Mr Chris Kol, McLaren Hunt Financial Group

4. CONFLICT OF INTEREST

Nil

5. CONFIRMATION OF MINUTES – 11 September 2019

Moved Vito Giudice seconded Cr Mark Radford that the minutes of the meeting held on 11 September 2019 be confirmed as an accurate record.

CARRIED

6. BUSINESS ARISING FROM PREVIOUS MINUTES**6.1 Audit and Risk Committee Membership – Retiring Member & New Independent Member****Retiring Member**

The Committee acknowledged the valued work of the retiring Chair and committee member Geoff Price. Geoff's guidance along with his leadership and important contributions over his seven and a half years have added many great benefits to the committee.

Moved Cr Mark Radford seconded Vito Giudice that the Committee formally extends their appreciation and recognition to Geoff Price, for his service over the past seven and half years on the Audit and Risk Committee.

CARRIED

New Independent Member

The new external member of the Audit & Risk Committee is Mr Mark Knights, Corporate Services Director at Wimmera Health Care Group. Mark's appointment will be endorsed at the December Council meeting.

7. CEO UPDATE**7.1 Emerging Issues**

Sunil discussed:

- Re-election of Cr Mark Radford as Mayor
- Strategic Planning
 - City to River
 - Open Space Strategy
 - Urban Transport Plan
 - Social Infrastructure Plan
- Asset Management
- Wimmera Regional Library Corporation – notice by three Councils to withdraw from the corporation
- Enterprise Agreement negotiations for staff
- Review of Local Government Act
- Rural Councils Transformation Program

7.2 Any new level of Risk/Fraud and Corruption/Protected Disclosures

Risk - Contamination remediation works at the Depot

ACTION: This item to be added as a standing agenda item the contamination remediation works at the Depot, until the works are completed.

8. CORRESPONDENCE

N/A

9. AUDIT REPORTS

9.1 Introduction to new Internal Auditors

The new internal auditors, Kathie Teasdale and Nathan Barber from RSD were introduced – Kathie Teasdale discussed the key items internal auditors carry out with Councils.

A three year strategic internal audit plan will be created looking at best practice and Council's risk assurance mapping which will examine each function and determine the audit plan.

9.2 Internal Audit Actions Report – Council

In total 15 items were completed for the quarter, (7 completed the previous quarter). Two high risk, ten medium risk and three low risk.

One additional audit (in-house assessment) was completed last quarter – VAGO – Fraud and Corruption Control.

There are now 23 actions overdue from a total of 51 outstanding, there was 35 overdue last quarter, producing a 34% improvement. Noting also that there are currently no high risk actions overdue.

Moved Vito Giudice seconded Cr Mark Radford that the Committee receives the Internal Audit Actions report.

CARRIED

10. SCHEDULED ITEMS

10.1 Compliance & Legislation

10.1.1 Audit and Risk Committee Annual Report

Diana discussed the content of the Audit & Risk Committee's Annual Report (2018/2019) including:

Summary of work performed by the Audit and Risk Committee

- Risk management
- External audit reports
- Internal audit reports

Overall conduct of the Audit and Risk Committee

- Agenda & Meeting papers
- Conduct of meetings – 4 meetings held for the financial year
- Attendance by Members and Councillors – 92% attendance rating by independent members

- Minutes
 - Communication with HRCC
 - Communication with Internal Auditors
 - Communication with External Auditors
- Achievements of the Audit and Risk Committee for the 2018-2019 period
 - New external auditors
 - Change to the Charter, to incorporate the new name of the committee
 - Five internal audits conducted
 - Enhanced financial reporting
 - New Governance department
 - Introduction of CEO update
 - New Independent Member
 - Additional scrutiny to implement findings from audits
 - Improved audit action reporting

Committee Chair, Geoff Price will present the Audit & Risk Committee Annual Report to the Council Briefing on 9 December 2019.

ACTION: The Committee noted for inclusion that all external Committee members complete ordinary returns annually and are required to disclose any conflicts of interest prior to meetings. Vito requested that the following be included in the Audit and Risk Committee Annual Report (2018-2019), that there has been significant improvements to the reporting on audit actions.

10.1.2 Self-Assessment of Performance against Audit and Risk Committee Charter Results

After six years of doing the self-assessment questionnaire via a hard copy Word document, this year we decided to change the questionnaire to an online survey. It was felt this would enable a more streamlined approach to the collation of the data and lessen the likelihood of sections being missed which ultimately affects the summary and analysis of the data.

Discussion points from the Committee:

- Cr Mark Radford would prefer a face-to-face interview as opposed a survey
- Vito suggested the terminology of the scoring should be amended. ie 3-4 both adequate, 5-6 both more than adequate, but what differentiates the terminology?
- Richard mentioned Business Continuity continues to be discussed – needs to be updated
- Does a Risk section need to be added into the survey?

ACTION: Business Continuity to be a standing agenda item, and the Committee's feedback to be considered for next year's self-assessment survey.

Moved Cr Mark Radford seconded Vito Giudice that the Committee receives the Compliance and Legislation reports.

CARRIED

10.1.3 New Local Government Act

The new Local Government Bill was introduced to Parliament on 13 November 2019.

10.1.4 IBAC – Special report on corruption risks associated with Procurement in Local Government

The HRCC analysis of this IBAC report will be completed and will include an analysis of any recommendations applicable to Council. This to be tabled at the next Audit and Risk Committee Meeting.

10.1.5 IBAC – Annual report 2018-19

Tabled for information.

10.2 Reporting

10.2.1 Final Closing Report

The final VAGO Closing Report and Final Management Letter were both tabled for year ending 30 June 2019.

The Final Management Letter indicated the following audit findings:

- 2 Low Audit Findings (unresolved)
- 3 Moderate Audit Findings (1 Resolved, 1 Unresolved & 1 in Progress)
- 1 High Audit Finding (in Progress)

The high risk item refers to an internal creditors management policy which had not been completed at 30th June 2019. There was a formal procedure in place but no formal policy. This has now been developed. VAGO took the opinion that any outstanding actions related to creditors would be listed as high risk in their 2018-2019 audit report.

10.2.2 Final Management Letter & Auditor's Opinion

Provided for the information of the Committee.

10.2.3 Quarterly Financial Report – 30 September 2019

The quarterly financial report was tabled, Cr Mark Radford noted the professionalism and expressed appreciation of the report.

Moved Cr Mark Radford seconded Vito Giudice that the Committee receives the above financial reports.

CARRIED

10.2.4 Council's Annual Report – Distribution

Council's Annual Report (2018-2019) was distributed to Members. The Committee congratulated the Annual Report team for an excellent document.

10.2.5 Proposed New Quarterly Performance Report (draft template)

The draft Quarterly Performance Report was tabled. The committee discussed and provided feedback around the traffic light system used in the Council Plan section. Noting that some more clarity around what the colours mean would be helpful, ie a legend or change them to show if something is overdue. This document will continue to be developed.

10.3 Risk Management

10.3.1 Risk Management & Insurance Report

Key points from Risk Management Committee Meeting held on 19th November 2019:

- Hiring of Council facilities currently being reviewed by the Recreation and Open Space Planning team, as well as ongoing footpath inspections and roadside vegetation management.

- Council's insurance renewals have been completed and lodged for the (2019-2020) year. In line with previous years there has been a slight increase in premiums.
- Status of insurance claims – Increase in both the under and over excess public liability claims this quarter.
- Chain of responsibility – Policies, procedures and training documentation are currently being developed.

10.3.2 Strategic Risk Register Report by Risk Owner

Not a lot of change from the previous meeting. No extreme rated strategic risks - 5 high level, 8 medium, 3 low level risks.

Moved Vito Giudice seconded Cr Mark Radford that the Committee receives the above Risk Management reports.

CARRIED

10.4 Governance

10.4.1 Governance Checklist

The Governance Checklist which was developed following an internal audit conducted in February 2019, and was initially tabled at the committee meeting of June 2019. Diana briefly discussed the template which consists of 148 actions and will ensure Council adheres to a high level of compliance, transparency and accountability. The summary charts were also shown providing a snapshot of the checklist, items completed, underway and not yet due.

Moved Vito Giudice seconded Cr Mark Radford that the Committee receives the above Governance Checklist.

CARRIED

10.4.2 Policies reviewed and adopted (11 September – 21 November 2019)

There were five policies and procedures reviewed and/or updated for the quarter.

11. GENERAL BUSINESS

11.1 Audit and Risk Committee Charter – Annual Review

The Committee noted that the Charter requires no amendments at this stage, but following the implementation of the new Local Government Act there will be additional requirements to include.

Moved Cr Mark Radford seconded Vito Giudice that the Committee reviews the Charter following the new Local Government Act.

CARRIED

11.2 Annual Election of Chair

The Audit Committee has recommended to Council that Mr Richard Trigg be appointed as Chair of the Committee for a one-year term.

Moved Vito Giudice seconded Cr Mark Radford that the Committee recommends to Council the election of Richard Trigg as new Audit and Risk Committee Chair

CARRIED

11.3 Membership Renewal following Mayoral Election Statutory Meeting

The Chair congratulated Cr Mark Radford on his recent re-election as Mayor of Horsham Rural City Council and welcomed him back to the committee.

12. INTERNAL AUDITOR CONFIDENTIAL DISCUSSION

12.1 Meeting with Internal Auditors excluding Officers

Nil

13. NEXT MEETING

13.1 Proposed Meeting dates for 2020

The Committee discussed a potential change to the 2020 meeting dates with the possibility of aligning them more appropriately with the financial quarters. Thursdays were still the preferred day for all Committee members. If changing the meetings to the end of the quarter it was proposed for a January date instead of December.

ACTION: Dates to be provided to the Committee with the Minutes, and discussed further.

ACTION: Committee members to provide feedback by the end of the year.

Proposed Audit and Risk Committee dates for 2020

Keeping the schedule of meetings mid-month (based on previous year's meeting schedule):

19 March 2020

11 June 2020

10 September 2020

19 November 2020

Changing the meetings until the end of the quarter:

9 April 2020 (day before Good Friday)

9 July 2020

10 or 17 September 2020 (short meeting for Financials)

8 October 2020

10 December 2020 or January

The next meeting of the Audit and Risk Committee will be advised once the schedule for 2020 is decided upon, and again will be commencing at 12 noon in the Council Chambers, Civic Centre.

14. CLOSURE

Meeting closed at 2.11pm

GRAEME HARRISON

Director Corporate Services

Minutes signed as correct: (Acting Chair)

Mr Richard Trigg

Date:



AUDIT & RISK COMMITTEE ANNUAL REPORT (2018/2019)

The Audit & Risk Committee is an advisory committee of Council whose role is determined by the *Local Government Act 1989* under Section 139, and Council. It monitors Council's audit, risk and governance processes, including Council's internal audit control activities.

The key objectives of the Audit and Risk Committee is to provide independent assurance and assistance to the Chief Executive Officer and the Council on Horsham Rural City Council's risk, control and compliance framework, and its external accountability and legislative compliance responsibility.

1. A Summary of Work Performed by the Audit & Risk Committee (2018/2019)

The Committee consisted of:

Independent Chair - Geoff Price	(March 2012 - Current)
Independent – Vito Giudice	(November 2017 – Current)
Independent – Richard Trigg	(November 2018 – Current)

HRCC Councillors:

Cr Pam Clarke	(November 2016- September 2018)
Cr Mark Radford	(November 2018 – Current)
Cr David Grimble	(March 2015 – Current)

Ex-officio Members:

HRCC Employees: Sunil Bhalla, Graeme Harrison, Heather Proctor and Diana McDonald

Outcomes included:

1.1 Risk Management

The Audit Committee were provided with risk management updates in September 2018, March 2019 and June 2019 including the following: Cyber Security, JMAPP Risk Maturity appraisal, Business Continuity Plan Annual Review and Professional Indemnity training for key staff.

- The Committee was informed that Council will utilise JMAPP's risk service program to help update the Business Continuity Plan as recommended from the maturity appraisal.
- The annual Strategic Workshop did not occur during this period but was tabled to be conducted later in 2019.
- The MAV WorkCare Self Insurer Scheme informed Council they achieved the compliance target of 50% for the first year.
- All risks identified in internal audit reviews and external audit reports were noted by the Committee and followed up where action was warranted.

In addition, the Committee received updates on specific insurance and risk management matters at each meeting, and were able to make enquiries or provide feedback as relevant.

1.2 External Audit Reports – VAGO CCTV Audit with 11 medium risk recommendations noted, VAGO Local Government Insurance Risks with five medium risk recommendations noted and VAGO Performance Audit, Reporting on Local Government Performance (LGPRF) with six medium risk recommendations noted.

1.3 Internal Audit Reports

The following reports were tabled at audit committee meetings for endorsement:

- Environmental Health – Food Act Compliance
(Completed September 2018, Accepted by Audit Committee 13 September 2018)
- Follow Up Review (2018)
(Completed June 2018, Accepted by Audit Committee 13 September 2018)
- Human Resources Management Practices
(Completed February 2019, Accepted by Audit Committee 21 March 2019)
- Corporate Governance
(Completed February 2019, Accepted by Audit Committee 21 March 2019)
- Procurement (Under the Tender Threshold)
(Completed June 2019, Accepted by Audit Committee 13 June 2019)

At 30 June 2019 there were nine outstanding internal audit reports with some overdue actions:

- Follow Up Review (2013)
- IT Data Management and System Security Review (2014)
- Capital Works Management (2016)
- Depot Operations (2017)
- Management Reporting (2017)
- Environmental Health - Food Act Compliance (2018)
- Purchasing Cards (2018)
- Human Resources Management Practices (2019)
- Procurement (under tender threshold) (2019)

Overall there has been 57 actions completed for the 2018-19 year.

2 Overall Conduct of the Audit & Risk Committee

The committee discharged its duties for the year during the following four meetings:

- 13th September 2018
- 22nd November 2018
- 21st March 2019
- 13th June 2019

An evaluation of the administration & conduct of these meetings is as follows:

2.1 Agenda:

- a. The agenda-setting process allowed for inclusion of the necessary items, by relevant parties; including external and internal auditors submitting reports to be included.
 - b. Sufficient time is allowed to address complex and critical issues, with the Agenda being forwarded one week in advance this allows time to read all papers prior.
- Also, appropriate speakers with expertise in specific business areas speak to the relevant reports.

2.2 Meeting papers:

- a. Comprehensive meeting papers are circulated a week prior.
- b. Opportunity available to be briefed prior to the meeting as required.

2.3 Conduct of meetings:

- a. Meetings commence at 12 midday and matters are productively and promptly concluded by approximately 2.00pm.
- b. Meeting time is extended as required where there are complex matters.
- c. Out of session consultation is sought as appropriate.
- d. Independent Members - Attendance at Meetings:

There was a 92% attendance rating at meetings by the independent members (noting that there was a vacancy for one meeting) which is the same as last years' result. Councillors also recorded 92% attendance rating at meetings.

Independent Members

Geoff Price: Attended (4 - 100% Attendance)
13.09.2018, 22.11.2018, 21.03.2019, 13.06.2019
Vito Giudice: Attended (3 – 75% Attendance)
13.09.2018, 22.11.2018, 21.03.2019
Richard Trigg: Attended (3 – 100% Attendance)*
22.11.2018, 21.03.2019, 13.06.2019

* Richard Trigg commenced November 2018

HRCC Councillors

Pam Clarke: Attended (1 – 100% Attendance) *
13.09.2018
Mark Radford: Attended (2 - 75% Attendance) *
22.11.2018, 21.03.2019
David Grimble: Attended (4 – 100% Attendance)
13.09.2018, 22.11.2018, 21.03.2019, 13.06.2019

* Pam Clarke Outgoing Committee Member (Outgoing Mayor) September 2018

* Mark Radford Incoming Committee Member (Incoming Mayor) November 2018

- 2.4 Minutes:
- a. Audit committee minutes are completed and circulated for comment within one week of each meeting.
 - b. Minutes of meetings are approved at the following meeting, and are signed off by the Chair and maintained by the Secretariat.
- 2.5 Communication with HRCC:
HRCC is available for consultation with members of the Committee at any time during the year, and arranged as required.
- 2.6 Communication with Internal Auditors:
The Internal Auditors are available for confidential discussions with members of the Committee at any time during the year, noting that this option is noted on each agenda.
- 2.7 Communication with External Auditors:
The External Auditors are available for confidential discussions with members of the Committee at any time during the year, noting that this option is also noted on each agenda.
- 2.8 All external Committee members complete ordinary returns annually and are required to disclose any conflicts of interest prior to meetings.

3 Achievements of the Audit & Risk Committee for 2018/2019 period

Achievements of the Audit & Risk Committee for the financial year 2018/2019 were:

- New external auditors McLaren Hunt Financial Group appointed by the Auditor General (VAGO), commencing from 1 July 2018, for an initial three-year period.
- Change to the Charter, meant that the Committee's new name was changed to Audit & Risk Committee, to better reflect the purpose and intent of the Committee.
- Five Internal Audits conducted across various business units of Council.
- Enhanced Financial Reporting.
- New Governance department formed following the organisation restructure, providing proficient management of Council's legislative compliance and further support for the Audit function.
- Introduction of the CEO Update section for all meetings.
- New Independent Member Mr Richard Trigg commenced March 2019.
- Significant improvements to the reporting on audit actions.
- Additional scrutiny, analysis and oversight to implement recommendations and findings from audits conducted by VAGO, IBAC, Victorian Ombudsman and other external organisations.

**COUNCIL BRIEFING HELD IN THE RECEPTION ROOM
ON MONDAY 2 DECEMBER 2019 AT 5.00PM**

Present: Cr MA Radford, Mayor; Cr P Clarke, Cr DA Grimble, Cr A Gulvin, Cr L Power; Sunil Bhalla, Chief Executive Officer; John Martin, Director Infrastructure; Angela Murphy, Director Development Services; Kevin O'Brien, Director Community Wellbeing; Kerrie Bell, Acting Director Corporate Services; Susan Surridge, Co-ordinator Community Relations and Advocacy (items 4.5 and 4.6 only)

Apology: Cr J Koenig, Cr J Robinson, Graeme Harrison, Director Corporate Services

1. WELCOME AND INTRODUCTION

Cr Radford welcomed everyone.

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

Cr Grimble declared conflict of interest in relation to item 4.1 – Communication Policy and Media Policy.

3. PRESENTATIONS

3.1 City Oval re City to River Masterplan

In Attendance: Rod Dumesny, Bruce Hartigan, Kevin Dellar, Dean Lakin and Emma Hopper

Rod Dumesny, Chairperson of Horsham Football Netball Club addressed the meeting. Issues were discussed.

4. COUNCIL MEETING REPORTS FOR DISCUSSION

4.1 Communication Policy and Media Policy

Cr Grimble left the room for this report.

Discussed.

Cr Grimble returned to the room.

4.2 Councillor Interaction Policy

Discussed.

4.3 Gifts, Benefits and Hospitality

Discussed.

4.4 Horsham Agricultural Society

Discussed.

4.5 Natimuk Agricultural Society

Discussed.

4.6 Drung Jung Road Contract

Discussed.

4.7 Wimmera Regional Library Corporation

Discussed.

4.8 Halls Section 86 Annual Committee Meeting

Discussed.

5. GENERAL DISCUSSION

6. CLOSE

Meeting closed at 7.29pm

**COUNCIL BRIEFING HELD IN THE COUNCIL CHAMBER
ON MONDAY 9 DECEMBER 2019 AT 5.00PM**

Present: Cr MA Radford, Mayor; Cr P Clarke, Cr DA Grimble, Cr J Koenig (until 5.45pm), Cr L Power (until 6.45pm), Cr J Robinson (until 7.45pm); Sunil Bhalla, Chief Executive Officer; John Martin, Director Infrastructure; Graeme Harrison, Director Corporate Services; Angela Murphy, Director Development Services; Kevin O'Brien, Director Community Wellbeing; Diana McDonald, Co-ordinator Governance (item 3 only); Heather Proctor, Finance Manager (item 4 only); Zac Gorman, Management Accountant (item 4 only); Stephen Pykett, Manager Economic Development (item 6 only)

Apology: Cr A Gulvin

1. WELCOME AND INTRODUCTION

Cr Radford welcomed everyone.

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

Nil.

3. MEETING WITH AUDIT AND RISK COMMITTEE CHAIRPERSON

In Attendance: Geoff Price

Geoff Price attended to update Council on the activities of the Audit and Risk Committee.

Meeting adjourned for Special Council meeting at 5.30pm

Meeting reconvened at 5.50pm

4. PRESENTATIONS

4.1 Finance and Performance Committee

Heather Proctor and Zac Gorman presented the monthly report. Initial Budget Planning and Year End Cash Result were also discussed.

Meeting adjourned for dinner 7.00pm

Meeting reconvened at 7.30pm

5. PRESENTATIONS (contd)

5.1 Funding of Community Facilities including Halls

Discussed.

6. COUNCIL MEETING REPORTS FOR DISCUSSION

6.1 Grampians Tourism Visitor Servicing Reviews

Discussed.

6.2 Surplus Property – 2 Elmes Street, Natimuk

Discussed.

6.3 Horsham Rural City Council Open Space Strategy

Discussed.

6.4 Community Grants Policy

Discussed.

6.5 45 Roberts Avenue, Horsham

Discussed.

7. GENERAL DISCUSSION

6. CLOSE

Meeting closed at 9.03pm



Municipal Emergency Management Planning Committee Meeting

Reception Room, Horsham Rural City Council Office

13 November 2018; 10:30 – 12:30 AM

MINUTES

1. Meeting Open
2. Attendance- Lucy de Wit, Michelle Ellis, Lauren Coman, Nola Smith, Lynne McKenzie, Lousie Netherway, Mandi Stewart, Praphulla, John Martin, John Robinson, Leigh Creasey, Mick Salter, Glenn Rudolph, Dave Tepper, Gavin Kelly, Greg Deutscher, Zoe Wilkinson, Christian Thorley CFA, Matt Perry, Aleisha Robertson – now area manager - also AV.
3. Apologies- Darren Welsh, Tony Baker, Matthew Mellington, Paul Fennell, Marianne Thomas, Alfred mason, Crystal Sanders SES
4. Correspondence In/Out-
5. Confirmation of previous Minutes-

Moved: Mick Salter Seconded: Leigh Creasey, that the minutes from the previous meeting 27th March 2019, were a true and accurate record of that meeting. CARRIED.

6. Action Items from previous Minutes-

(March)

- 6.1 Council after hours call centre – escalation of contacts in emergencies (John Martin) - Reception staff john been working on and adding to. Currently duty officer escalation tree if doesn't respond- next week or so.
- 6.2 Red Cross non-emergency MoU with Councils – Mandi Stewart- had meeting 2 months ago with the Red Cross. Red Cross is a non-event up this way council does most.

(Joint Meeting – July)

- 6.3 Events – to be a standing agenda item on all MEMPC meetings- 7.6 item
 - 6.4 Red Cross – to be invited to Combined MEMPC meetings- contact list.
 - 6.5 Events - CFA Community Safety Officer to write to the Wimmera CEOs highlighting requirements of event management requirements - emergency services need to be across any significant events, major review of this. Ambulance needs to be notified if large group of people at events. Events permit process at parks. Ambulance- higher risk notify them a bit different, meet with event. Share concern. Put in calendar. Forest all good. Encourage council look at risk management plan for large events- include basic risk matrix.
 - 6.6 Ambulance Victoria re-structure – contact details to be circulated- Aleisha Robertson – now area manager for Ambulance Victoria.
7. Standing Items
- 7.1 MEMPC Contact Directory- circulated.
 - 7.2 Emergency Incident Review- Bus de-brief. Leigh Creasey to circulate the report. Should we have a container of emergency supplies? Should be in the relief plan. We need to update our MEMPlan and Relief Plan based on the debrief. Action. HRCC to review and provide debrief report at the next meeting. Gavin considered that there was probably no key issues that require updating in the plan. Action: Establish a shared inventory of available relief supplies / resources – WEMT to coordinate – includes language/translation resources. Blankets, marquees, lighting, tables – send out a basic template. Item, detail, quantity, location, contact, cost, availability.
There was a high risk thunderstorm warning day recently in the Wimmera. System worked, but did not eventuate into a problem day.
 - 7.3 Municipal Emergency Management Plan (MEMP)
 - 7.3.1 Profile review- statistics will be updated, anything that needs changing? – Statistics to be changed to dot format. Will be circulated for comment. Information about the Windfarms and mining to be added. Localities in dot point form. Family violence stats needs to be included. Sell the message. Services only listed in this. List with address for services. More appropriate for schools and kinder's. Health care contact lists. Vulnerable people need to refer to exactly what they are referring to in that paragraph.
 - 7.3.2 Updating-
 - 7.3.3 Audit- EMLA- post current financial year transition to quality assurance review. Horsham MEMP audit scheduled for April 2020. All other associated docs needs to be kept updated where possible/ appropriate. MEMP- minutes contracts etc. needs to be marked audit folder. 24 questions can't fail more than 3 regulatory questions. Standard over all municipalities. Council doesn't have to

do all itself can ask other people on MEMP for help. Collaborative approach. MEMP can provide verbal evidence, and all can come along for audit.

- 7.3.4 Contact list / 24 hour agency contacts- will be sent out for update.
- 7.4 Risk Management Review- PowerPoint. - plan 2013, moving from CERA to risk sheet (excel) finer detail. All risk sheets in the process. Lot easier better than having 2 sheets. Motion that we adopted CERA process that Gavin has suggested, part of that Praphulla provides info from workshops previously held. Not happy with process at the moment-DHHS needs to be changed. Won't give us localisation that we need if we adopt this process in the future. – Revised document. CERA- no risk stays static- live document. Workshop just for Horsham. Endorse risks for this council.
- 7.5 Relief & Recovery- Mandi- training Monday HRCC, we have things to sort through. Cam working through better solution that gives more connectivity. All ready to go in terms of relief centres etc.
- 7.6 Report of sub-committees (MFMPC) - 23 Oct meeting. 3 main items;
- 1. Support for Lauren planning enforcement officer.
 - 2. FARRS applications resubmitted for Mt Talbot creek and Norton Creek frontage.
 - 3. Fire prevention works municipal fire plan. Documentation of works are significant in terms of cultural heritage etc. joint fire management plan state level- forest. Example- joint fuel management plan. GIS mapping system. Not accessible to municipalities to add there bit- gap at the moment.
- 7.7 Events-List circulated in email with other docs.
8. Agenda Items
- 8.1 Biosecurity at Luv-A-Duck
- 8.2 Municipal Fire Management Plan Updating- wait for guideline.
- 8.3 Update on EMLA Bill (2018) Progress- timelines- Praphulla.
- 8.4 MEMP Committee ToR Review- administrate changes. Working group- remove municipal from tor.
- 8.5 Next year calendar endorsement- fire meeting on same day as the MEMPC meeting. Endorse. Motion- Gavin move- seconded- Mandi. Carried.
9. Agency Reports
- SES- Nola has stepped down as SES Deputy Controller – 27.5 years' of service, and is now at the Regional Support Unit. Crystal Sanders is new controller.
 - Red Cross- Lyn McKenzie- Liaison officer, but not operations role.
 - Wimmera Uniting Care- update re key contacts.

- Ambulance Victoria- opening of Peaks Trail will present some challenges. Should get a briefing on this. Issues like mobile phone coverage, helicopter access to camp sites (is variable) – should feed into our MEMPlan update.
- Forest- steady, sent people to NSW, Horsham level 3 ICC exercise running next Wednesday 21st November, have to do exercise every year.
- DHHS- mosquitos, heat, smoke and check insurance.
- VIC SES- Gavin- supporting NSW over past fortnight assisting with drivers.
- Regional Roads Victoria- trained up and trying to get people involved in emergency side.
- Parks Victoria- Zoe- Mount Arapiles search and rescue plan update- just about to be finalised.
- CFA- Craig has forwarded his report. 10 people being sent from here to NSW.

10. General Business

- Next agenda- Planning controls- impact on emergency prevention/ response.

11. Next meeting: March 2020 TBC

12. Meeting Close- 12:28pm.

Minutes

Horsham Tidy Towns Committee Meeting

To be held on Tuesday, 19 November 2019 at 12.30 pm

Middle Meeting Room – Horsham Rural City Council Offices

Attendees: Cheryl Linke, David Eltringham, Geraldine Drum, Gillian Vanderwaal, Neil King, Gary Aitken, Cr Les Power, Lucy De Wit

Apologies: John Martin, Don Mitchell, Jan Morris, Rae Talbot, La Vergne Lehmann

1. Welcome- 12:35pm

2. Minutes of the previous meeting – 15 November 2019

Moved: Cheryl Linke **Seconded:** Neil King that the minutes of the previous meeting were true and correct.

3. Business arising from previous minutes

Refer action list (included in General Business)

4. Correspondence

4.1 Inwards – Gender Equity Letter and Flyer

- Attend the training if you can. Cheryl advised that she will be attending.

4.2 Outwards

5. General Business

5.1 **Railway Building-** was good to go have a look at the building and its surrounds after last meeting. Part of lease that was sent to committee only shows what we can do and how we go about it. Need to know which parts of the building and surrounds we own. Bring to next meeting.

5.2 **Mini Street Sweeper-** Lucy- no schedule yet, part time, periodic usage, unsure yet how it will be staffed. Committee- hope it will be used at minimum once a week up the Main Street and rest of CBD. Footpaths are in need of a good pressure wash, would be good to use if this machine has the option.

5.3 **New Members-** We will go through advertising process once the TOR has been updated to include gender equity. Committee expressed that it needs to be a priority as they have been raising this issue for quite some time. (Needs to go through correct processes)

5.4 **Lester's, Café Jas, Woolworths and Coles rubbish issues and potential solutions-** Lucy- write letter to John and Angela to notify them to send letter to café owners and Coles/ Woolworths/ Lester's to remind them of their permit conditions and their responsibilities of keeping behind their business clean and tidy as well as carparks etc.

5.5 **Stawell Road Entrance-** Nature strip has been mowed. Apart from one section. North side (commercial side) has been tidied up. Need pedestrian footpath from Caravan Park to at least Osborne Road.

5.6 **May Park Notice Board-** Lucy explained that the current information board is

state funded and will not be changed due to high costs. To have an info board like the one across from Telstra shop it will need to go through a merit request will appropriate position of board etc.

Action: Cheryl to come back to the committee with possible position for this in May Park.

- 5.7 **Adopt a roadside signs to be removed-** David had printed out a copy of what the new signs look like from VicRoads website. David, Gary and Don are going to go around and remove the old signs- Neil mentioned that Rotary Club are willing to help, more hands the better. David and Neil to work out a time and day (probably a Sunday).
- 5.8 **List of issues for bus tour with Councilors-** Idea to walk instead of bus trip but drive to locations. Some ideas of places to visit: Entrance to Horsham (Stawell Rd) Road along Riverside from new road (Rasmussen Rd), Railway Station, Western Vic Waste and Waste Busters Sites, Roberts Ave and CBD.
- 5.9 **Rob Somers- Police Paddocks newsletter/ media realise. Liaise with Gary about police paddock-** Gary to contact Rob Somers (after meeting Gary organised time to meet Rob at Police Paddock on 22/11/19).
- 5.10 **Decide a time for Keep Victoria Beautiful to attend meeting-** Gillian idea to invite KVB to a meeting, agreed by Committee.
- 5.11 **Consideration of Committee name and function-** action list
- 5.12 **Whose responsibility is it to maintain the CBD? Is it a single person like parks and gardens do the Botanical Gardens?** Question for John.

5.13 **Committee Member Reports:**

Gillian-

- **Tidy Town Awards Night-** Costa was the best MC in a long time. Made it entertaining. Neil will draft two letters- Letter of congratulations to Dimboola on such a great night and to the school for the students who didn't an excellent job as waiters on the night.
- **Boomerang Bags-** last working bee tomorrow before the Christmas break, returning back in February. Neil- Horsham College are interested in making the bags as part of the Textiles Year 8 program.
- Gillian advised that after the February meeting she will be stepping down as chairperson but is still happy to stay on committee.
- Through committee send letter to CMA expressing our concerns about Rae as we haven't seen her for a while, as she is going to retire is there going to be a replacement?
- **Roberts Ave black board-** keep encouraging people to write positive messages on black board.

David-

- **Graffiti** – on door of Newsagent in Ward Street, will send through a merit request.
- **River front signs-** 3 signs along river frontage need replacing, put there for tourists. David will put a request into the Merit system.
- **CEO to attend next meeting-** Frustrated committee, some things that have been going on for a while need to get sorted.
- "To be listed in minutes- Lucy is doing an excellent job putting together minutes and other docs etc. for the committee."

Cheryl-

- People need to take responsibility for their land even if they are renting or own the land, need to ensure nature strip is clean and tidy, makes a huge difference to the look of the town.

Action: ask Robbie from time to time to put some positive reinforcement in the paper, encourage people on regular basis to keep nature strip clean from rubbish and mowed lawn etc.

Les-

- **Graffiti-** Electronic overhead sign board on Stawell Road driving out before HRLE has graffiti on it. Has been put into Merit, will most likely be VicRoads issue.

Gary-

- **Footpath between Tristar and Bevan Art-** needs a footpath as it is just dirt all the way along there, need to go all the way to the corner past Bevan Art to the corner of Madden and Baker streets.
- **Police Paddock-** trying to lift its image- upgrading entrance, possibility of putting bollards in...watch this space.

6. Next Meeting

The next meeting will be held on Tuesday 17 December, 2019 commencing at 12.30 pm in the Middle Meeting Room, Horsham Rural City Council Offices

7. Meeting Close- 1:30pm

Gillian Vanderwaal

Chairman

Horsham Tidy Towns Committee

Wimmera Southern Mallee Regional Transport Group (WSM RTG)

MINUTES (DRAFT)

FRIDAY 29 NOVEMBER 2019

Council Reception, Municipal Offices, Horsham

1. Welcome

Present:

Cr Kevin Erwin, Northern Grampians
 Cr Richard Hicks, West Wimmera
 Cr Corinne Heintze, Yarriambiack
 Cr David Grimble, Horsham

John Martin, Horsham
 Naga Sundararajah, Buloke
 Michael Evans, Yarriambiack
 Mark Marziale, West Wimmera (later in meeting)

Trenton Fithall, Northern Grampians
 Angela Hoy, Hindmarsh

Barry Crewther, Centre for Participation
 Michael Bailey, Regional Roads Victoria

2. Apologies

Cr Tony Schneider, Hindmarsh
 Angela Daraxoglou, DoT
 Julie Pettett, Centre for Participation

Motion: That the apologies be accepted, Moved Cr Grimble / Cr Hicks. Carried.

3. Minutes of Meeting held 13 September 2019

Motion: That the minutes of the 13 September 2019 meeting be accepted as a true and correct record of that meeting, Moved Cr Hicks / Angela Hoy, Carried.

4. Business Arising from Minutes

- Regional Transport Strategy preparation (refer general business)
- Narrow seal C-class roads advocacy proposal (refer general business)
- Road vs rail freight roundtable.
 - Michael Bailey advised that there are changes in the transport area, and it would be better to pursue a roundtable after the details of these changes are clear, in early December.

5. Financial Statement

The financial report was circulated showing:

- Payments of some \$9844 for the C-class roads advocacy program
- A balance of \$39,698.76.

A commitment has been made for the strategy preparation, of \$36,000

As a result, our funds will be quite low by the end of the financial year, and an invoice for 50% of the normal annual commitment will need to be made.

Action: JM to flag likely contribution before issuing invoices.

Motion: That the finance report be accepted, Moved Angela Hoy / Cr Hicks, Carried.

6. Correspondence

- Out: Nil
- In:
 - Ali Cupper- Murray Basin Rail Project

Action: JM to confirm with member Councils if there are changes in Councillor representatives.

Angela Hoy advised that Cr Tony Schneider would now be representing Hindmarsh Council.

Motion: That the correspondence be received, Moved, Cr Hicks / Barry Crewther, Carried.

7. Reports

7.1. Regional Roads Victoria / DoT - Michael Bailey

- RRV and DoT have now transitioned Angela Daraxoglou now reports through Michael.
- DoT, PTV and VICROADS are now one entity.
- New name likely to be similar to “Regional Surface Transport”, which will encompass all surface transport services other than VLine.
- Michael is effectively the “go to” for all Transport for the region. The Regional Directors will coordinate info through the organisation, operating in a matrix structure.
- Primary Minister is Minister Pulford, but secondary reporting through Ministers Horne and Allan.
- Andrew Newman new CEO of Freight Victoria.
- Currently around \$425 M for maintenance but budgets are tight. No confirmed commitment to Fixing Country Roads beyond this year.
- Buangor works on Western Highway. An agreement has been reached on an initial 3.85 km. The balance won't start until the results of two legal actions are known. Both decisions are due before Christmas.

Questions/Comments

- Serviceton rail crossing – seeking upgrade – signalisation, booms.
- ROSI funding – Federal Government encouraging applications – requires 20% from State.
- Mode Shift Incentive Scheme – still under review.
- Status of Western Highway Corridor Strategy – presented to DoT Exec next week, potentially the Minister following that.
 - o Concern again expressed about the lack of substantive input from Councils to this project.
 - o When available, this Group should consider providing a response to Government and the Department about the Strategy.
 - o **Motion: That this group write a letter to the RRV / DoT Regional Director to formally express its concerns about a lack of involvement in the consultation on preparation of the strategy. Cr Hicks / Cr Grimble. Carried.**

7.2. Council Representative Reports

7.2.1. Hindmarsh

- Nil

7.2.2. Northern Grampians

- New CEO Liana Thompson has started this week.

7.2.3. Yarriambiack

- Doing assessments on C-Class roads
- Wind farm shutting down for a few weeks over Christmas – will reduce potential impacts on harvest traffic.

7.2.4. Horsham

- Urban transport plan – still out for public consultation until 9 December
- Rural roads network plan – will start soon, consultant about to be engaged
- City to River project, broad range of projects proposed, some of which relate to streetscape / access projects
- Strategic Cycling Corridor plan for Horsham – has been finalised through DoT
- Kalkee Rd speed limit request. May need to write to the Minister to advance this, as RRV advice is that it does not meet the criteria.

- WIFT Precinct – works advancing on infrastructure to enable further development.

7.2.5. West Wimmera

- Will there be a blitz on farm machinery?
 - A - None planned for this year, but routine inspections will continue
- Lamattinas are now going via South Australia – Pinnaroo / Murrayville.

7.2.6. Buloke

- Usual capital works program is continuing.
- Drought related R2R funding has been made available.
- Heavy vehicles – local farmers are seeking to use larger vehicles from their farms to arterial roads. Can only go via local roads to get to these.
 - The permit system is failing – many trucks accessing local roads without permits. E.g. on load-limited roads.
- With the re-organisation of DoT, will that facilitate consideration of works through the VicTrack approvals process, both in terms of time delays and costs for works.
 - A – Acknowledged this remains an issue.

7.3. Other Reports

7.3.1. Barry Crewther, Centre for Participation

- Extra funds provided for the community transport project.
 - Service to/from Kaniva has experienced capacity on occasions.
 - Patronage is growing, with suggestions that the route may pick up some small towns, e.g. Diapur.
- CfP – delegation to Canberra Julie Pettett / Chris Crewther for Community Home Support Program. Last year received transport for around 160 clients, but transported 392, i.e. some 230 unfunded transports. Seeking extra funding to support this.

Motion: That the reports be received, Cr Grimble / Cr Hicks, Carried.

8. General Business

8.1. C-class narrow seals, advocacy project status

- John advised that work is progressing on this, but it is important for Councils to update the information on the key roads of concern.
- Michael advised that the RRV submission is not cabinet in confidence and can be made available – so that we are talking about the same roads.
- There is a \$10 M bid in from RRV
- Discussion:
 - Native vegetation is a huge issue in many areas. Aiming to work with DELWP – focus on road safety.
 - Should we be increasing our advocacy on native vegetation?

8.2. Regional Transport Strategy update

- A status report was provided by Gary Driscoll – circulated under correspondence.
- Visits had been conducted at each Council as background to this.
- It was suggested that we should refer to and align with the SMEC report on the Western Highway Corridor Strategy when this becomes available.

8.3. The Chair wished all a Merry Christmas.

9. Next meeting- TBC-2020 – February. Perhaps coincide with Waste Forum meetings.

10. Meeting closed 1:45 pm

Cr Kevin Erwin

Chairman

Wimmera Southern Mallee Regional Transport Group

14. NOTICE OF MOTION

14.1 NOTICE OF MOTION NO 176

Given by Cr David Grimble

TAKE NOTICE that it is my intention to move the following motion at the Ordinary Meeting of the Horsham Rural City Council, to be held at the Civic Centre, Roberts Avenue, Horsham on Monday 24 February 2020.

“That the following resolution of the Horsham Rural City Council Ordinary Meeting held on 25 November 2019 at 5.30pm in the Council Chamber, 18 Roberts Avenue, Agenda item 9 – Officers Reports, 9.1 City to River Draft Masterplan be rescinded.”

Council Resolution

MOVED Cr Pam Clarke, Seconded Cr Les Power

That Council:

- 1. Acknowledge and thank all groups and individuals who made a formal submission to the Draft City to River Masterplan and supporting documents.*
- 2. Note key concerns and support highlighted through the Draft City to River Masterplan public engagement process (**Appendix “9.1A”**).*
- 3. Amend the Draft City to River Masterplan to divide into sub-precincts to facilitate implementation through targeted community and stakeholder engagement.*
- 4. Note that a large proportion of the feedback is relevant to the detailed concept and design stage and will be considered as part of the engagement for each project at a sub-precinct level.*
- 5. Endorse the Horsham Sporting Facilities Demand Assessment (May 2019) subject to the following amendment:*
 - Recognition of Horsham Croquet as a Regional Facility and Lawn Tennis as a local facility in the Botanic Gardens sub-precinct.*
- 6. Endorse the Wimmera River Precinct and Central Activity District Background Report, May 2019 (**Appendix “9.1B”**) subject to the following amendment:*
 - Recognition of the regional role of Horsham Greyhound Racing Club.*
- 7. Amend the Draft City to River Masterplan to show that individual projects on the Masterplan are subject to Council endorsement and may change based on detailed concept and schematic design and stakeholder and wider community engagement.*
- 8. Amend the Draft City to River Masterplan to show that individual projects in the Masterplan are subject to prioritisation and funding as part of Council budget planning process and availability of funds from other sources, be it government or private.*

9. *Endorse the following amendments and actions to the Draft City to River Masterplan:*
- 9.1 **Botanic Gardens Sub-Precinct** - *Amend the Draft Masterplan to show the Horsham Croquet Club in the Botanic Gardens with enhanced integration and connectivity (including removal of permanent fencing), as a regional facility, noting that a number of the lawn tennis courts are used to support regional tournaments.*
- 9.2 **Botanic Gardens Sub-Precinct** – *Amend the Draft Masterplan to show lawn tennis courts with enhanced integration and connectivity (including removal of permanent fencing), and work with the Lawn Tennis Club, Tennis Victoria and Sport and Recreation Victoria (SRV) to review future needs and demand for lawn tennis in the broader context of other tennis facilities and proposed regional tennis facility in Horsham, noting that the current footprint is to remain pending the aforementioned review.*
- 9.3 **Botanic Gardens Sub-Precinct** – *Amend the Draft Masterplan to remove the proposed lake.*
- 9.4 **Riverfront Sub-Precinct** – *Amend the Draft Masterplan to acknowledge the role of miniature railway in activation of the riverfront sub-precinct and work with the Wimmera Live Steam and Model Engineering Society to explore design options and a viable operating model as part of the design process.*
- 9.5 **Riverfront Sub-Precinct** – *Commence implementation of concept and schematic design for the riverfront improvements, including the splash park and site selection for the café/restaurant.*
- 9.6 **Riverfront Sub-Precinct** – *Undertake a market sounding and expression of interest process for the development/operation of the café/restaurant.*
- 9.7 **City Oval and Sawyer Park Sub-Precinct** – *Commence concept and schematic design process for City Oval and Sawyer Park area which considers options for the configuration of City Oval and Sawyer Park layout.*
- 9.8 **Showgrounds Freehold Sub-Precinct** – *Work with the Horsham Agricultural Society to advance the precinct planning and assist in the development of the site, which aligns with their operating model.*
- 9.9 **Key Connection Sub-Precinct** – *Commence schematic designs for the key connection along Firebrace Street.*
- 9.10 **CAD Renewal Sub-Precinct** – *Encourage and support the private sector in urban renewal including preparation of a development plan for the concrete batching plant site.*
- 9.11 **CAD Revitalisation Sub-Precinct** – *Commence schematic and detailed designs.*
- 9.12 **CAD Revitalisation Sub-Precinct** – *Note that the planning for the GovHub will be subject to further engagement with State Government Agencies.*
- 9.13 **CAD Revitalisation Sub-Precinct** – *Note that there are no plans to change the existing angle parking arrangements in the CAD and any reconfiguration will be subject to further consultation with business and other stakeholders as part of the schematic and detailed design stage.*

9.14 **CAD Revitalisation Sub-Precinct** – Amend the Draft City to River Masterplan to show a series of meeting places in the CAD.

10. Seek grant funding for projects in the Draft City to River Masterplan as the funding opportunities arise.

CARRIED

Cr Mark Radford called for a division of Council

In favour of the motion:

Cr Les Power

Cr Pam Clarke

Cr Alethea Gulvin

Cr Josh Koenig

Cr Mark Radford

Against the motion:

Cr David Grimble

Cr John Robinson

This motion was passed by resolution at the Ordinary Meeting of the Horsham Rural City Council held on 25 November 2019 commencing at 5.30pm at the Civic Centre, Roberts Avenue, Horsham.

Cr David Grimble

CIVIC CENTRE
HORSHAM 3400
6 December 2019