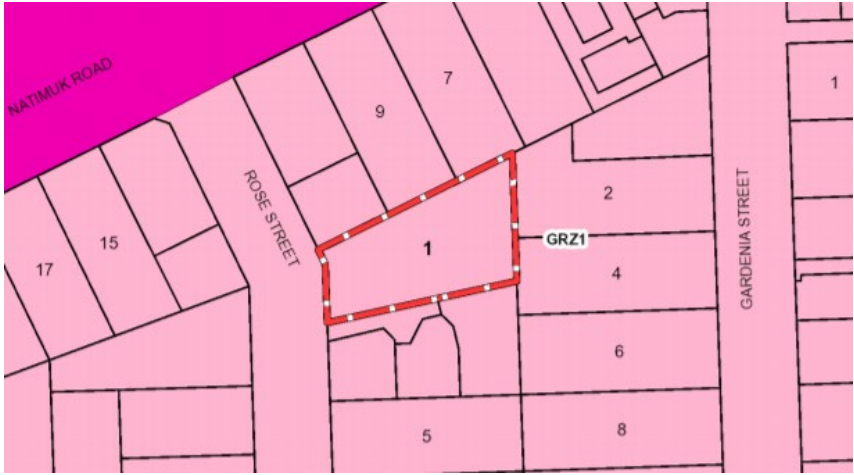



# Delegation Report



## Application Details:

Application Description:	Subdivision of Land (4 lot subdivision)
Applicant Name:	Peter Beasley Contact: Ferguson Perry Surveying Pty Ltd (Don Perry)
Owner's Name	Spareuston Pty Ltd
Date Received:	12/08/2020
Statutory Days:	37 days as at 02/10/2020
Application Number:	PA2000093
Planner:	Warrick Fisher
Land/Address:	1 Rose Street, Horsham (Lot 2 on Plan of Subdivision 014215) ("Land")
Zoning:	General Residential Zone – Schedule 1 ("GRZ1") 
Overlays:	Design and Development Overlay – Schedule 3 ("DDO3") Design and Development Overlay – Schedule 9 ("DDO9") 
Under what clause(s) is a permit required?	GRZ1 – Clause 32.08-3 – Subdivision DDO – Clause 43.02-3 – Subdivision
Restrictive covenants on the title?	No
Current use and development:	Single dwelling, carport and shed (to be removed)

## The Proposal

The application describes the proposal as per the following:

*'This application seeks a planning permit for a four-lot subdivision of Lot 2 on LP14215 at 1 Rose Street, Horsham. The land is described in Certificate of Title Volume 6287 Folio 239.*

*The land is zoned General Residential Zone (GRZ1) and is affected by the Design and Development Overlay – Schedule 3 (DDO3) and Schedule 9 (DDO9). This report provides a response to the requirements of the GRZ1, DDO3, DDO9 and the Decision Guidelines of Clause 65 as well as relevant policies of the Horsham Planning Scheme.*

*A four-lot subdivision of the land is proposed in order to facilitate the redevelopment of the land for residential purposes. The existing dwelling, carport and shed as well as any vegetation on the site will be removed to make way for the redevelopment of the land. A common property accessway with a crossover to Rose Street will provide access to each of the proposed lots.*

*Proposed Lot 1 will be 246m<sup>2</sup> in area and may take access from Rose Street via a new crossover or via the common property accessway. Proposed Lot 2 will be 245m<sup>2</sup> in area and will take access from Rose Street via the common property accessway. Proposed Lot 3 will be 264m<sup>2</sup> in area and will take access from Rose Street via the common property accessway. Proposed Lot 4 will be 362m<sup>2</sup> in area and will take access from Rose Street via the common property accessway. A 3m wide proposed sewerage easement will be located in proposed Lot 4 and an existing 2m wide drainage and sewerage easement will be located in the common property accessway.*

*The proposed lots will be fully serviced by gas, telecommunications, water, sewerage and electricity. The minimum garden area requirement of 25% lot as specified under 32.08-3 for each proposed can be included as a restriction on the formal Plan of Subdivision submitted for certification in the form of a text notation.'*

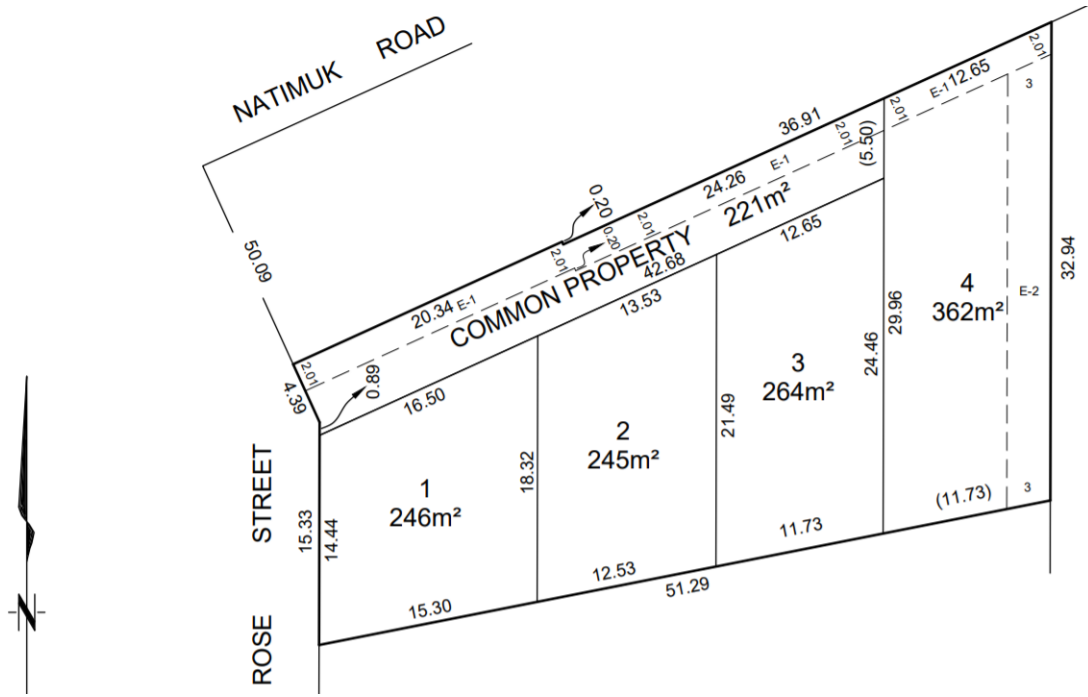


Figure 1: Proposed subdivision plan

## Subject Site

The subject site is located at 1 Rose Street, Horsham and is more particularly described as Lot 2 on Plan of Subdivision 014215. The land is 1,338m<sup>2</sup>, contains an existing dwelling, carport and shed (to be removed), generally flat and has access to Rose Street which is a sealed road. There is an existing crossover to Rose Street.



Figure 2: Aerial image of subject land

## Surrounds

The subject site is located within an existing residential precinct with the Horsham CAD approximately 200m to the north-east. Surrounding the subject land are residential allotments and the general character is a single dwelling on a single lot of a similar size to the land subject to this application with some residential infill development occurring over the years. Refer Figure 3 below.

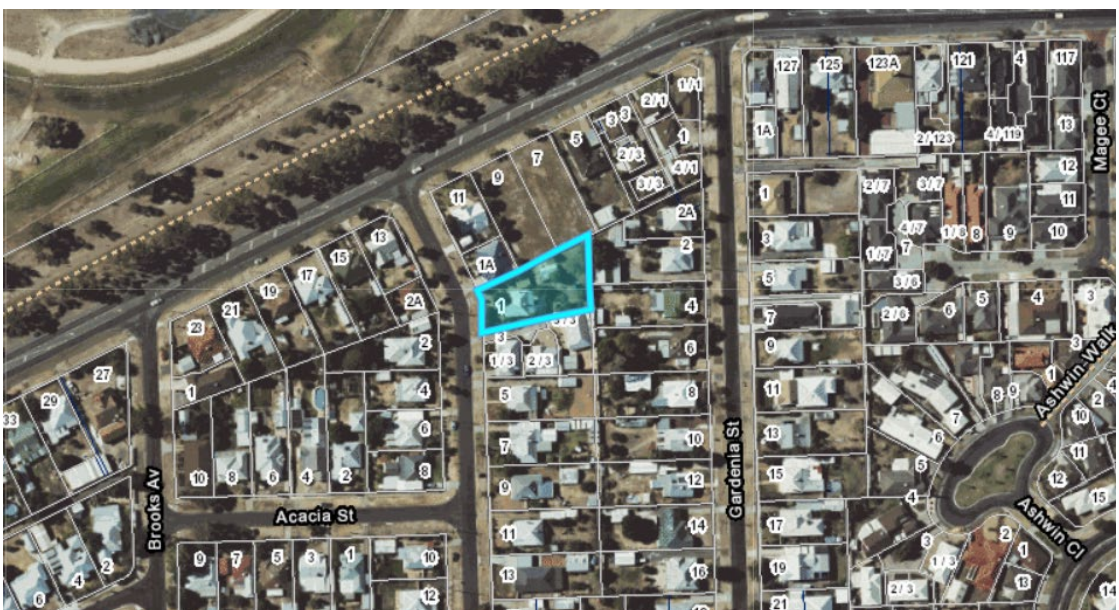


Figure 3: Aerial image of subject and surrounding land

## Further Information

Further information was not required.

## Notice

Public notice was given pursuant to Section 52 of the *Planning and Environment Act 1987* by way of letters to adjoining and surrounding property owners. The advertising was sent on 19/08/2020, declared on 20/08/2020 and concluded on 03/09/2020.

Two objections under Section 52 of the Act were received at the time of writing this report and are detailed below:

### Objection 1:

- *Removal of Established gardens will result in destroying habitat for the animals that already use them, we only have one planet to look after.*
- *Removal of the established trees will result in the damage to surrounding large established tree roots which could cause trees to die, these are very valuable to both the environment and worth a lot of money, forming part of an ecosystem that once destroyed cannot be replaced.*
- *New gardens take more water and air to establish and there is not enough space to develop new trees on the proposed blocks.*
- *Increased traffic on a road bend will cause accidents. As a frequent visitor to Rose Street too many cars fly off Natimuk Road and down the street disturbing the peace.*
- *Adding more homes to the start of the street will have increased levels of noise created from additional people and vehicles disturbing the quiet streets appeal.*
- *Building too close to existing homes will result in increased fire risk to damage or destroy surrounding timber homes which is what most houses are in Rose Street.*
- *Parking additional cars in the street on a bend impacting on road safety making it even harder for current road users to view oncoming traffic safely.*
- *Already there are drainage problems from the units at #3 Rose Street adding more I believe will result in further drainage and other waste water issues to surrounding homes and properties.*

## Objection 2:

- 1) **Traffic Impact** Increased Vehicle traffic on an already tight bend of the street. The street Corner is already used as a speed way by numerous vehicles to the river & adjoining streets, adding more in a mostly blind corner so close to a main road is a fatality waiting to happen.
- 2) **Traffic Impact** Parking of more vehicles on the corner would cause an accident possibly be fatal and I do not want that in my street with young children.
- 3) **Safety of Pedestrians** as this is used by numerous people & children. My Children with myself have been almost run over by car's reversing from the current driveway & I believe the Council will fail in its Duty Of Care to provide a safe footpath if adding 4 plus vehicles in one driveway on street bend that is already hard enough to see oncoming traffic.
- 4) **Fire Safety** is also a major issue as these dwellings would be very close if not joining to one another causing no access for Fire Brigades to attend, resulting in endangering surrounding properties such as my Timber house which is in close proximity to the Subdivision, if this was to occur no doubt legal proceedings would be sort.
- 5) **Environmental Effects.** Building to Close to Existing Sewerage & other services as the 3 units that I am located next too are not built as per plans. To Access Sewerage lines is on my property but when it was planned to be located on their property.
- 6) **Environmental Effects** The drainage problems these Units have caused to my property is an on going issue. I have water that runs off their property causing flooding along my boundary fence and along my driveway also into my old garage. I fear that by putting more Units on the other side of the Units located at Number 3 Rose Street will cause further drainage & damage to existing structures and further damage to my property.
- 7) **Environmental Effects** Use of BBQ or Fireplaces in new dwellings adding to the already polluted area. Almost all the Sheds around me & houses have wood heaters which cause a lot of smoke to be distributed in my backyard & surrounding properties, allowing more is polluting our Quality of country clean & fresh air. I have a medical condition with my lungs which is ongoing & smoke from these would cause me to loose the quiet enjoyment of my Backyard, endangering my life.
- 8) **Environmental Effects** Over population of the Area resulting in increased activity to the street and stopping the quiet enjoyment of ones own backyard & home. Already the turn over of tenants from Unit 3/3 Rose street has been numerous. Currently there is people that are not pleasant always causing trouble with neighboring people over the fence and throwing things at my pets.

- 9) **Land Use** A legal & usable dwelling already exists on 1 Rose Street that is continuously rented out, and used appropriately while 2 vacant blocks exist on Natimuk Road that could be developed instead.
- 10) **Overlooking** If buildings are built higher than one story this would cause shadows on my food producing Backyard. The Height would also take away any my private view of my backyard & home use.
- 11) **Land Use** The Site is too small for more than two, three bedroom dwellings for the area. So many units built take a long time to sell as well as existing ones this would be a misuse of the land and housing needed for Horsham district.
- 12) **Noise Disturbance** from 4 plus Vehicles in & out of the dwellings day and night as well as the noise created from numerous people living in the dwellings and the party or other activities they may par-take in. This is a quiet street we don't need or want any extra noise or traffic added to our homes.
- 13) **Environmental Effects** in our ever changing environment removal of the existing trees would have a negative impact on the soil and subsoil of the property causing more instability for any new foundations. No new provision for new landscaping could ever be enough to replace the Carbon stored by the current plantings of established trees that have been on the property more than 10 years

The objections will be discussed later in this report.

### Referral Authorities

Section 55(1) of the *Planning and Environment Act 1987* states that Council must give a copy of an application to every person or body that the Planning Scheme specifies as a referral authority.

The application was referred internally and externally via Section 55 of the Act to GWMWater, WCMA and Powercor.

Authority	Section 52 or 55	Date Sent	Response
WCMA	55	19/08/2020	<p>Received 21/08/2020 No objection subject to the following response:</p> <p><i>'We advise the allotment is unlikely to be subject to flooding during 1% Annual Exceedance Probability (AEP) event.</i></p> <p><i>Pursuant to Section 9 of the Subdivision Act 1988, Wimmera CMA does not object to the application and consents to the certification of the subdivision and issuing of a statement of compliance as submitted.</i></p>

			Please note: <i>The 1% AEP flood is not the maximum possible flood. There is always a possibility that a flood larger in height and extent, than the 1% AEP flood, may occur in the future.'</i>
GWMWater	55	19/08/2020	Received 02/09/2020 No objection subject to 8 conditions relating to sewer and water connection, easement creation for sewer and referral under Section 8 of the Act.
Powercor	55	19/08/2020	Received 19/08/2020 No objection subject to 5 conditions regarding electricity connection.

Internal Business Unit (Comment)	Date Sent	Response
Tech Services	19/08/2020	Received 20/08/2020 No objection subject to 3 conditions relating to new crossovers and existing service asset protection and 2 permit notes regarding dial before you dig and work on Council assets requires a road opening permit for the crossovers.

### Planning Scheme Provisions and Assessment

Zone	Comment
Clause 32.08 General Residential Zone – Schedule 1 (GRZ1)	<b>Subdivision:</b> Clause 32.08-3 – Permit is required to subdivide land.
<b>Overlay</b>	
Clause 43.02 Design and Development Overlay – Schedule 3 'Wider Airport Environs Area'	A permit is required for subdivision in accordance with Clause 43.02-3.
Design and Development Overlay – Schedule 9 'Stormwater Management Area'	



## Planning Policy Framework (“PPF”) and Local Planning Policy Framework (“LPPF”)

The purpose of the PPF and LPPF in planning schemes is to inform planning authorities and responsible authorities of those aspects of planning policy which they are to take into account and give effect to in planning and administering their respective areas.

### PPF

#### Clause 11.01-1S – Settlement

##### Objective

*‘To promote the sustainable growth and development of Victoria and deliver choice and opportunity for all Victorians through a network of settlements.’*

##### Strategies

- *Limit urban sprawl and direct growth into existing settlements.*
- *Promote and capitalise on opportunities for urban renewal and infill redevelopment.*
- *Develop compact urban areas that are based around existing or planned activity centres to maximise accessibility to facilities and services.*

The proposed subdivision will limit urban sprawl by providing growth within an existing residential subdivision that is able to make use of existing infrastructure.

#### Clause 11.01-1R – Settlement – Wimmera Southern Mallee

##### Applicable Strategy

- *Support the regional city role of Horsham as the key population and employment centre for the region.*
- *Provide an ongoing supply of infill and greenfield residential land, particularly in Horsham and district towns.*

The proposal provides further supply of infill residential land in Horsham.

#### Clause 16.01-3S – Housing Diversity

##### Objective

*‘To provide for a range of housing types to meet diverse needs.’*

##### Strategies

- *Ensure housing stock matches changing demand by widening housing choice.*
- *Facilitate diverse housing that offers choice and meets changing household needs through:*
  - *A mix of housing types.*
  - *Adaptable internal dwelling design.*
  - *Universal design.*
- *Support opportunities for a range of income groups to choose housing in well-serviced locations.*

- *Ensure planning for growth areas provides for a mix of housing types through a variety of lot sizes, including higher housing densities in and around activity centres.*

The proposal will provide diversity of housing choice.

## **LPPF**

### **Clause 21.07-1 – Housing Supply**

#### Objectives and Strategies

- Objective 3 To improve the diversity of housing options available within Horsham.
- Strategy 3.1 Support a range of lots sizes within new subdivisions to provide opportunities for dwellings of a variety of sizes.
- Strategy 3.2 Facilitate the development of strategic infill sites for medium density housing.

The proposal meets the above objective and strategies by providing an increase in housing choice of smaller lot sizes in the local area.

### **Clause 21.10-1 – Infrastructure Planning, Design and Construction**

*The design, management and delivery of infrastructure are key issues for Council. The efficient delivery of infrastructure is a fundamental element in providing affordable and diverse housing, generating economic growth and ultimately in managing the municipality in a sustainable manner.*

*Standardised infrastructure design guidelines provide the opportunity to improve the efficient assessment and development of infrastructure. The Infrastructure Design Manual prepared by the Local Government Infrastructure Design Association (IDM) has been adopted by Council to assist in this assessment.*

*The IDM includes guidelines for the design and construction of infrastructure within the municipality, including (among other things) roads, drainage, stormwater, car parking, landscaping, access, earthworks, public lighting and intersection infrastructure.*

*The IDM compliments the objectives and standards of Clause 56 for residential subdivision applications. The IDM will also be used to assess subdivision and development applications in all other zones and in the development and assessment of precinct structure plans and development plans.*

#### Objectives and Strategies

- Objective 1 *To provide clear and consistent guidelines for the planning, design and construction of infrastructure.*
- Strategy 1.1 *Encourage new subdivision and development that has regard to the objectives and requirements of the IDM or an approved precinct structure plan.*

Strategy 1.2      *Encourage a consistent approach to the design and construction of infrastructure across the municipality.*

Strategy 1.3      *Encourage an integrated approach to the planning and engineering assessment of new subdivision and development.*

#### Scheme Implementation

*'Apply the Infrastructure Design Manual in Horsham'.*

As stated earlier in this report, Council's Technical Services Department were referred the application and provided consent subject to the following conditions and notes:

#### Conditions:

1. Prior to Certification of the plan of subdivision, all stormwater must be conveyed to the legal point of discharge by underground pipe drains to the satisfaction of the responsible Authority. No effluent or polluted water of any type may be allowed to enter the Council's stormwater drainage system. Contact Council's Infrastructure Project Manager on 03 5382 9742 for discharge point details, before commencement of works.
2. Prior to Certification of the plan of subdivision, the discharge from the site shall be retarded on site to the satisfaction of the Relevant Authority, to ensure a maximum discharge rate off-site as specified in the Infrastructure Design Manual unless otherwise approved by the Responsible Authority
3. Prior to the commencement of works, any relocation or reconstruction of existing service assets or street trees in the road reserve must be approved by the Responsible Authority. All associated costs with relocating or reconstructing existing assets will be at the full cost of the developer.

#### Notes:

1. Prior to work on Council assets including work within road reserves or easements, the relevant road opening permit must be obtained by contacting Council's Infrastructure Project Manager on 03 5382 9742. A relevant fee will be charged for the permit at the time of application.
2. Prior to any excavation works the applicant and/or their contractors must undertake "Dial before you Dig" information for existing utility services locations. The phone number for this service is 1100.

#### **Clause 22.09 – Grampians Region Water Authority Policy**

This policy applies to land located within or near the Grampians Region Water Authority Urban and Water Districts.

#### Policy Basis

The Grampians Region Water Authority is the provider of water and sewerage services in and potentially around the designated Grampians Region Water Authority Urban Water and Sewerage Districts.

Objectives

*To ensure the co-ordination of the development approvals process and provision of water supply and sewerage infrastructure.*

Policy

It is policy that:

- *Council will seek the comments of Grampians Region Water Authority in regard to applications for commercial, industrial, and residential development (excluding single dwellings), and any other proposal which has the potential to create a demand for Grampians Water infrastructure, within the designated Grampians Urban Water and Sewerage Districts.*
- *Council may seek the comments of Grampians Region Water Authority in regard to any application for commercial, industrial, and residential development (excluding single dwellings) and any other proposal, which has the potential to create a demand for Grampians Water infrastructure or impact upon such infrastructure, which is located outside the Grampians Urban Water and Sewerage Districts.*

The application was referred to GWMWater under Section 55 of the Act (application was for a 4 lot subdivision) and provided consent subject to conditions regarding the construction and supply of reticulated water and sewer.

**Planning Policy Summary**

It is considered the proposal is consistent with the PPF and LPPF based on the assessment contained within this report.

**Zone**

**Clause 32.08 – General Residential Zone, Schedule 1 (GRZ1)**

Purpose:

- *To implement the Municipal Planning Strategy and the Planning Policy Framework.*
- *To encourage development that respects the neighbourhood character of the area.*
- *To encourage a diversity of housing types and housing growth particularly in locations offering good access to services and transport.*
- *To allow educational, recreational, religious, community and a limited range of other non-residential uses to serve local community needs in appropriate locations.*

Permit Trigger(s):

Clause 32.08-3 – A permit is required to subdivide land.

An application to subdivide land, other than an application to subdivide land into lots each containing an existing dwelling or car parking space, must meet the requirements of Clause 56 and:

- Must meet all of the objectives included in the clauses specified below.
- Should meet all of the standards included in the clauses specified below:
  - 3-15 lots
  - All except Clauses 56.02-1, 56.03-1 to 56.03-4, 56.05-2, 56.06-1, 56.06-3 and 56.06-6.

In addition to the above, an application to subdivide land that would create a vacant lot less than 400 square metres capable of development for a dwelling or residential building, must ensure that each vacant lot created less than 400 square metres contains at least 25 percent as garden area.

The proposal creates four (4) allotments below 400m<sup>2</sup> each and are all capable of containing 25% garden area. A condition would normally be placed on the permit requiring a notation to be placed on the Certified Plan requiring a minimum of 25% garden area.

Clause 32.08-11 – Application requirements:

The information (as appropriate) required to be submitted with the application in accordance with the above Clause has been met for this application.

Clause 32.08-13 – Decision guidelines

Before deciding on an application, in addition to the decision guidelines in Clause 65, the responsible authority must consider, as appropriate:

General:

- The Municipal Planning Strategy and the Planning Policy Framework.
  - See relevant policy discussion in this report.
- The purpose of this Zone.
  - The proposal is to subdivide the land into four (4) allotments for residential purposes meets the purpose of the Zone.
- The objectives set out in a schedule to this Zone.
  - There are no requirements set out in Schedule 1 to the Zone.
- Any other decision guidelines specified in a schedule to this zone.
  - There are no requirements set out in Schedule 1 to the Zone.

Subdivision:

- The pattern of subdivision and its effect on the spacing of buildings.
  - Each lot has been created in accordance with the orientation of the existing allotment and street layout.
  - The proposed pattern of the 4 lot subdivision is consistent with the character of the area for this type of infill residential development.
- For subdivision of land for residential development, the objectives and standards of Clause 56.
  - The proposal is consistent with Clause 56 and is detailed in this report.

It is considered the proposal does meet the purpose of the Zone and is consistent with residential policy.

### Overlays

#### **Clause 43.02 – Design and Development Overlay – Schedule 3 'Wider Airport Environs Area'**

A permit is required for subdivision in accordance with Clause 43.02-3 as there is no exemption in the Schedule.

It is considered the subdivision would not affect the wider airport environs in any way and should a dwelling/s be constructed on the land in the future, any development that requires a permit under the DDO3 will need to seek approval from the Responsible Authority.

#### **Clause 43.02 – Design and Development Overlay – Schedule 9 'Stormwater Management Area'**

A permit is required for subdivision in accordance with Clause 43.02-3 as there is no exemption in the Schedule.


In accordance with Section 3 of the Schedule, 'An application must be referred to the relevant floodplain management authority under section 55 of the Act unless in the opinion of the responsible authority, the proposal satisfies the requirements or conditions previously agreed in writing between the responsible authority and the floodplain management authority.

The application was referred to Wimmera Catchment Management Authority under Section 55 of the Act and the authority provided consent with no conditions but included a note regarding:

- *'The 1% AEP flood is not the maximum possible flood. There is always a possibility that a flood larger in height and extent, than the 1% AEP flood, may occur in the future.'*

It is considered the proposal is consistent with the Schedule to the Overlay.

## Clause 56 Assessment

Objective	Comments
<p><b>Clause 56.01-1</b>  <b>Subdivision site and context description</b></p>	<p><b>Complies</b> ✓</p> <p>The subject land is located within an existing residential precinct nearby the Horsham CAD which is only 200m to the north-east.</p> <p>The surrounding development is of a residential nature and some residential infill development has occurred as can be seen in the planning scheme map below.</p> <p>The proposal is not out of character with the surrounding area. The map below demonstrates the extent of residential infill development that has occurred over the years.</p>  <p>The application was supported by adequate information describing the site and the site context of the proposal.</p>
<p><b>Clause 56.01-2</b>  <b>Subdivision design response</b></p>	<p><b>Complies</b> ✓</p> <p>A subdivision design response was submitted with the application and was adequate to enable a decision to be made on the application.</p>
<p><b>Clause 56.03-5</b>  <b>Standard C6</b>  <b>Neighbourhood character objective</b>  To design subdivisions that respond to neighbourhood character.</p>	<p><b>Complies</b> ✓</p> <p>The neighbourhood is residential in character.</p> <p>The proposal is similar to other residential infill developments in the area.</p>

Objective	Comments
<p><b>Clause 56.04-1</b> <b>Standard C7</b> <b>Lot diversity and distribution Objectives</b></p> <p>To achieve housing densities that support compact and walkable neighbourhoods and the efficient provision of public transport services.</p> <p>To provide higher housing densities within walking distance of activity centres.</p> <p>To achieve increased housing densities in designated growth areas.</p> <p>To provide a range of lot sizes to suit a variety of dwelling and household types.</p>	<p><b>Complies</b> ✓</p> <p>The proposal complies with this Clause by providing lot diversity in the local residential area.</p> <p>The land is within walking distance to the Horsham Activity Centre being only 200m (approx.) to the north-east.</p>
<p><b>Clause 56.04-2</b> <b>Standard C8</b> <b>Lot area and building envelopes objective</b></p> <p>To provide lots with areas and dimensions that enable the appropriate siting and construction of a dwelling, solar access, private open space, vehicle access and parking, water management, easements and the retention of significant vegetation and site features.</p>	<p><b>Complies</b> ✓</p> <p>The lot area of each lot is less than 400m<sup>2</sup> and capable of containing a building envelope of 10m x 15m.</p>
<p><b>Clause 56.04-3</b> <b>Standard C9</b> <b>Solar orientation of lots objective</b></p> <p>To provide good solar orientation of lots and solar access for future dwellings.</p>	<p><b>Complies</b> ✓</p> <p>Any future dwelling on any new lot will have adequate solar access given the size and dimensions of the proposed lot. Residential infill development is often constrained by the existing orientation of the land.</p> <p>Any future dwelling on any lot of the proposed subdivision will be required to obtain a planning permit and will be subject to a Clause 54 assessment and must contain a minimum of 25% garden area as required by the GRZ1.</p>
<p><b>Clause 56.04-4</b> <b>Standard C10</b> <b>Street orientation objective</b></p> <p>To provide a lot layout that contributes to community social interaction, personal safety and property security.</p>	<p><b>Complies</b> ✓</p> <p>Proposed lot 1 will have frontage to Rose Street. Lots 2-4 will have frontage to the common property. This is considered normal for this type of subdivision.</p>



Objective	Comments
<p><b>Clause 56.04-5</b> <b>Standard C11</b> <b>Common area objectives</b> To identify common areas and the purpose for which the area is commonly held.</p> <p>To ensure the provision of common area is appropriate and that necessary management arrangements are in place.</p> <p>To maintain direct public access throughout the neighbourhood street network.</p>	<p><b>Complies</b> ✓ There is a 4.39m wide common property access driveway to the proposed allotments. This will maintain public access to all lots in the subdivision.</p>
<p><b>Clause 56.05-1</b> <b>Standard C12</b> <b>Integrated urban landscape objectives</b> To provide attractive and continuous landscaping in streets and public open spaces that contribute to the character and identity of new neighbourhoods and urban places or to existing or preferred neighbourhood character in existing urban areas.</p> <p>To incorporate natural and cultural features in the design of streets and public open space where appropriate.</p> <p>To protect and enhance native habitat and discourage the planting and spread of noxious weeds.</p> <p>To provide for integrated water management systems and contribute to drinking water conservation.</p>	<p><b>Complies</b> ✓ The proposal will not create a new road. The existing road network will be utilised for the subdivision.</p> <p>The proposal will in no way affect the urban landscape and the generation of new lots will result in new dwellings in the future which will value add to the urban landscape.</p>
<p><b>Clause 56.06-2</b> <b>Standard C15</b> <b>Walking and cycling network objectives</b> To contribute to community health and wellbeing by encouraging walking and cycling as part of the daily lives of residents, employees and visitors.</p> <p>To provide safe and direct movement through and between neighbourhoods by pedestrians and cyclists.</p> <p>To reduce car use, greenhouse gas emissions and air pollution.</p>	<p><b>Complies</b> ✓ The proposal does not create any new road. The existing road network will be utilised which is connected to the existing movement networks and the Horsham CAD.</p>

Objective	Comments
<p><b>Clause 56.06-4</b>  <b>Standard C17</b>  <b>Neighbourhood street network objective</b>            To provide for direct, safe and easy movement through and between neighbourhoods for pedestrians, cyclists, public transport and other motor vehicles using the neighbourhood street network.</p>	<p>Complies ✓</p>
<p><b>Clause 56.06-5</b>  <b>Standard C18</b>  <b>Walking and cycling network detail objectives</b>            To design and construct footpaths, shared path and cycle path networks that are safe, comfortable, well constructed and accessible for people with disabilities.</p> <p>To design footpaths to accommodate wheelchairs, prams, scooters and other footpath bound vehicles.</p>	<p>Complies ✓</p> <p>No new road is being created.</p>
<p><b>Clause 56.06-7</b>  <b>Standard C20</b>  <b>Neighbourhood street network detail objective</b>            To design and construct street carriageways and verges so that the street geometry and traffic speeds provide an accessible and safe neighbourhood street system for all users.</p>	<p>Complies ✓</p> <p>No new road is being created.</p>
<p><b>Clause 56.06-8</b>  <b>Standard C21</b>  <b>Lot access objective</b>            To provide for safe vehicle access between roads and lots.</p>	<p>Complies ✓</p> <p>The site is currently serviced by Rose Street which is a sealed road. A common property access driveway will be provided for all lots in the subdivision to maintain access to the public road for vehicles and pedestrian movements.</p>
<p><b>Clause 56.07-1</b>  <b>Standard C22</b>  <b>Drinking water supply objective</b>            To reduce the use of drinking water.</p> <p>To provide an adequate, cost-effective supply of drinking water.</p>	<p>Complies ✓</p> <p>Town water will be supplied through the existing water main.</p>
<p><b>Clause 56.07-2</b>  <b>Standard C23</b>  <b>Reused and recycled water objective</b>            To provide for the substitution of drinking water for non-drinking purposes with reused and recycled water.</p>	<p>Complies ✓</p> <p>Not required as part of subdivision but may be considered as part of building permit process.</p>

Objective	Comments
<p><b>Clause 56.07-3</b>  <b>Standard C24</b>  <b>Waste water management objective</b>            To provide a waste water system that is adequate for the maintenance of public health and the management of effluent in an environmentally friendly manner.</p>	<p><b>Complies</b> ✓            The site is sewerred and must be connected to the existing sewer system.</p>
<p><b>Clause 56.07-4</b>  <b>Standard C25</b>  <b>Urban run-off management objectives</b>            To minimise damage to properties and inconvenience to residents from urban run-off.</p> <p>To ensure that the street operates adequately during major storm events and provides for public safety.</p> <p>To minimise increases in stormwater run-off and protect the environmental values and physical characteristics of receiving waters from degradation by urban run-off.</p>	<p><b>Complies</b> ✓            Each allotment will be required to connect to the existing urban stormwater system to the satisfaction of Council.</p>
<p><b>Clause 56.08-1</b>  <b>Standard C26</b>  <b>Site management objectives</b>            To protect drainage infrastructure and receiving waters from sedimentation and contamination.</p> <p>To protect the site and surrounding area from environmental degradation or nuisance prior to and during construction of subdivision works.</p> <p>To encourage the re-use of materials from the site and recycled materials in the construction of subdivisions where practicable.</p>	<p><b>Complies</b> ✓            A condition will be placed on the permit to ensure there is no sediment or contamination discharged to the drainage infrastructure during any works.</p>
<p><b>Clause 56.09-1</b>  <b>Standard C27</b>  <b>Shared trenching objectives</b>            To maximise the opportunities for shared trenching.</p> <p>To minimise constraints on landscaping within street reserves.</p>	<p><b>Complies</b> ✓            Shared trenching will be utilised when available.</p>

Objective	Comments
<p><b>Clause 56.09-2</b>  <b>Standard C28</b>  <b>Electricity, telecommunications and gas objectives</b>            To provide public utilities to each lot in a timely, efficient and cost effective manner.</p> <p>To reduce greenhouse gas emissions by supporting generation and use of electricity from renewable sources.</p>	<p><b>Complies</b> ✓            Public utilities (water, sewer and electricity) are available to the site and must be connected prior to Statement of Compliance.</p>
<p><b>Clause 56.09-3</b>  <b>Standard C29</b>  <b>Fire hydrants objective</b>            To provide fire hydrants and fire plugs in positions that enable fire fighters to access water safely, effectively and efficiently.</p>	<p><b>Complies</b> ✓            The subdivision is residential infill and existing services are available for firefighting purposes.</p>
<p><b>Clause 56.09-4</b>  <b>Standard C30</b>  <b>Public lighting objective</b>            To provide public lighting to ensure the safety of pedestrians, cyclists and vehicles.</p> <p>To provide pedestrians with a sense of personal safety at night.</p> <p>To contribute to reducing greenhouse gas emissions and to saving energy.</p>	<p><b>Complies</b> ✓            The subdivision is residential infill and there is existing lighting in the streets subject to this proposal.</p>

## Objections discussion

Two objections were received as part of the public notification of the application.

The objections were outlined earlier in this report. In response to the objections raised, the following comments are made:

1. Any clearance of vegetation from the site does not require a planning permit.
2. It is considered an additional three (3) dwellings will not cause traffic congestion and/or cause accidents. The increase in traffic in the street is negligible.
3. Any new dwelling to be constructed on the land will require a planning permit in the future and will be subject to Clause 54 of the Horsham Planning Scheme. This will ensure there is no negative impact on the surrounding land uses/development.
4. The proposal is subject to providing drainage to the satisfaction of the Responsible Authority.
5. The proposal does not increase the risk of fire as the proposal is for subdivision only and does not include any residential development.
6. All services are required to be approved by the relevant authority.
7. The proposal will not over-populate the local area and the increase in population is negligible.
8. The land is zoned for residential purposes and meets the proposal meets the purpose of the zone.
9. Standard residential noise is expected from the proposal in the future when dwellings are constructed on the land.

It is considered the objections raise some valid points in regard to future development of the land, this is not part of the application before Council. The application before Council is for subdivision only and any future development of the land will need to accord with the Horsham Planning Scheme to ensure the amenity and local environment is managed appropriately.

Public advertising of any new dwelling may be applicable in the future subject to the determination of Council.

## Decision guidelines

### Clause 65.01 – Approval of an application or plan

Before deciding on an application or approval of a plan, the responsible authority must consider, as appropriate:

- *The matters set out in section 60 of the Act.*
  - Considered in the processing of the application.
- *The Municipal Planning Strategy and the Planning Policy Framework.*
  - Considered in the assessment of the application as per this report.
- *The purpose of the zone, overlay or other provision.*
  - Considered in the assessment of the application as per this report.
- *Any matter required to be considered in the zone, overlay or other provision.*
  - Considered in the assessment of the application as per this report.
- *The orderly planning of the area.*

- The proposal is considered to be orderly planning of the site and increases residential infill development in an existing residential area creating housing diversity.
- *The proximity of the land to any public land.*
  - The Horsham Racecourse and Recreation Reserve is approximately 120m to the north of the subject lot. The recreation land can be utilised by the owners/occupiers of the subject land for recreation purposes. The proposal will not cause detriment in any way to the public land.
- *Factors likely to cause or contribute to land degradation, salinity or reduce water quality.*
  - There are no known factors.
- *Whether the proposed development is designed to maintain or improve the quality of stormwater within and exiting the site.*
  - All stormwater will be required to connect to Council's existing drainage infrastructure.
- *The extent and character of native vegetation and the likelihood of its destruction. Whether native vegetation is to be or can be protected, planted or allowed to regenerate.*
  - No native vegetation will be affected by the proposal.
- *The degree of flood, erosion or fire hazard associated with the location of the land and the use, development or management of the land so as to minimise any such hazard.*
  - There are no known hazards.

## **Conclusion**

The proposal as submitted is considered an appropriate planning outcome that supports further residential infill development in the township of Horsham. The subdivision provides diversity in housing supply.

It is recommended that a Notice of decision to Grant a Planning Permit be issued subject to conditions.

## **Decision**

That Council, being the Responsible Authority under the Horsham Planning Scheme and the Planning and Environment Act 1987 and having considered the application, and referral responses, and the relevant provisions of the Horsham Planning Scheme, issue a Notice of decision to Grant a Planning Permit for the Subdivision of Land (4 lot subdivision) at 1 Rose Street, Horsham (Lot 2 on Plan of Subdivision 014215) subject to the following conditions:

## **Conditions**

### **Plans**

1. The subdivision as shown on the endorsed plans must not be altered unless with the prior written consent of the Responsible Authority.

**Garden Area Plan Restriction**

2. The plan of subdivision submitted for certification under the Subdivision Act 1988 must include a restriction that each lot of the subdivision must include a minimum of 25 percent as garden area (or as required by the Horsham Planning Scheme) to the satisfaction of the Responsible Authority.

**Removal of Existing Buildings**

3. Prior to the Responsible Authority issuing a Statement of Compliance for the subdivision the existing dwelling, carport and shed must be removed.

**Certification of Plan**

4. The plan of subdivision submitted for certification under the Subdivision Act 1988 must be referred to the relevant authority in accordance with Section 8 of that Act.

**Statement of Compliance**

5. Prior to the Responsible Authority issuing a Statement of Compliance for the subdivision, all planning conditions and all other requirements of the Responsible Authority and the relevant referral authorities must be completed or satisfactorily provided for, to the satisfaction of the Responsible Authority and the relevant referral authorities.

**Services**

6. The owner of the land must enter into agreements with the relevant authorities for the provision of water supply, drainage, sewerage facilities, electricity, gas and telecommunication services to each lot shown on the endorsed plan in accordance with the authorities' requirements and relevant legislation at the time.

**Easements**

7. All existing and proposed easements and sites for existing or required utility services and roads on the land must be set aside in the plan of subdivision submitted for certification in favour of the relevant authority for which the easement or site is to be created.

**Telecommunications Mandatory Conditions**

8. The owner of the land must enter into an agreement with:
  - a) a telecommunications network or service provider for the provision of telecommunication services to each lot shown on the endorsed plan in accordance with the provider's requirements and relevant legislation at the time; and

- b) a suitably qualified person for the provision of fibre ready telecommunication facilities to each lot shown on the endorsed plan in accordance with any industry specifications or any standards set by the Australian Communications and Media Authority, unless the applicant can demonstrate that the land is in an area where the National Broadband Network will not be provided by optical fibre.
9. Before the issue of a Statement of Compliance for any stage of the subdivision under the Subdivision Act 1988, the owner of the land must provide written confirmation from:
- a) a telecommunications network or service provider that all lots are connected to or are ready for connection to telecommunications services in accordance with the provider's requirements and relevant legislation at the time; and
  - b) a suitably qualified person that fibre ready telecommunication facilities have been provided in accordance with any industry specifications or any standards set by the Australian Communications and Media Authority, unless the applicant can demonstrate that the land is in an area where the National Broadband Network will not be provided by optical fibre.

**Council's Technical Services Department**

10. Prior to Certification of the plan of subdivision, all stormwater must be conveyed to the legal point of discharge by underground pipe drains to the satisfaction of the responsible Authority. No effluent or polluted water of any type may be allowed to enter the Council's stormwater drainage system. Contact Council's Infrastructure Project Manager on 03 5382 9742 for discharge point details, before commencement of works.
11. Prior to Certification of the plan of subdivision, the discharge from the site shall be retarded on site to the satisfaction of the Relevant Authority, to ensure a maximum discharge rate off-site as specified in the Infrastructure Design Manual unless otherwise approved by the Responsible Authority

Vehicle crossing

12. A Prior to the issue of Statement of Compliance, a new vehicle crossing must be provided in accordance with Councils Standard Drawing Number STD 3 (Urban / Residential) to the satisfaction of the Responsible Authority.
13. Prior to the issue of Statement of Compliance, all disused or redundant vehicle crossings must be removed and reinstated (kerb and channel) to the satisfaction of the responsible authority.

Service assets and street trees

14. Prior to the commencement of works, any relocation or reconstruction of existing service assets or street trees in the road reserve must be approved by the



responsible authority. All associated costs with relocating or reconstructing existing assets will be at the full cost of the developer.

Construction Waste

15. All construction activities, including the storage of materials and the parking of construction vehicles, are to be undertaken from within the site. The storage of building goods and associated items shall be wholly upon the subject site and not on adjacent Council owned land or road reserves unless approved in writing by the Responsible Authority.

**Powercor Conditions**

16. The plan of subdivision submitted for certification under the Subdivision Act 1988 shall be referred to the Distributor in accordance with Section 8 of that Act.

17. The applicant shall provide an electricity supply to all lots in the subdivision in accordance with the Distributor’s requirements and standards.

Notes: Extension, augmentation or rearrangement of the Distributor’s electrical assets may be required to make such supplies available, with the cost of such works generally borne by the applicant.

18. The applicant shall ensure that existing and proposed buildings and electrical installations on the subject land are compliant with the Victorian Service and Installation Rules (VSIR).

Notes: Where electrical works are required to achieve VSIR compliance, a registered electrical contractor must be engaged to undertake such works.

19. The applicant shall, when required by the Distributor, set aside areas with the subdivision for the purposes of establishing a substation or substations.

Notes: Areas set aside for substations will be formalised to the Distributor’s requirements under one of the following arrangements:

- RESERVES established by the applicant in favour of the Distributor.
- SUBSTATION LEASE at nominal rental for a period of 30 years with rights to extend the lease for a further 30 years. The Distributor will register such leases on title by way of a caveat prior to the registration of the plan of subdivision.

20. The applicant shall establish easements on the subdivision, for all existing Distributor electric lines where easements have not been otherwise provided on the land and for any new powerlines to service the lots or adjust the positioning existing easements. Notes:

- Existing easements may need to be amended to meet the Distributor’s requirements
- Easements required by the Distributor shall be specified on the subdivision and show the Purpose, Origin and the In Favour of party as follows:

Easement Reference	Purpose	Width (Metres)	Origin	Land Benefited / In Favour Of
	Power Line		Section 88 - Electricity Industry Act 2000	Powercor Australia Ltd

**GMMWater Conditions**

21. The owner/applicant must provide individual water services to each lot in accordance with GMMWater's requirements.
22. The owner/applicant must provide individual sewer services to each lot in accordance with GMMWater's requirements.
23. The owner/applicant is responsible for verifying the condition of any existing sewer connection point/s to determine their suitability for use.
24. The owner/applicant must provide plans and estimates of all proposed sewerage works prior to commencement for GMMWater's approval.
25. The owner/applicant must provide three metre wide easements in favour of GMMWater over all existing and proposed sewers located within private land.
26. The owner/applicant must provide written notification of commencement of the works to enable GMMWater to organise inspections and coordinate with its staff.
27. The owner/applicant must provide GMMWater with an updated drainage plan for all lots submitted by a qualified plumber.
28. The plan of subdivision submitted for certification must be referred to GMMWater in accordance with Section 8 of the Subdivision Act.

**Permit Expiry**

29. This permit will expire if one of the following circumstances applies:
  - a) The plan of subdivision is not certified within two (2) years of the date of this permit
  - b) The plan of subdivision is not registered at Land Registry within five (5) years of the certification of the subdivision.

In accordance with section 69 of the *Planning and Environment Act 1987*, an application may be submitted to the Responsible Authority for an extension of the periods referred to in this condition.

**Permit Notes:**

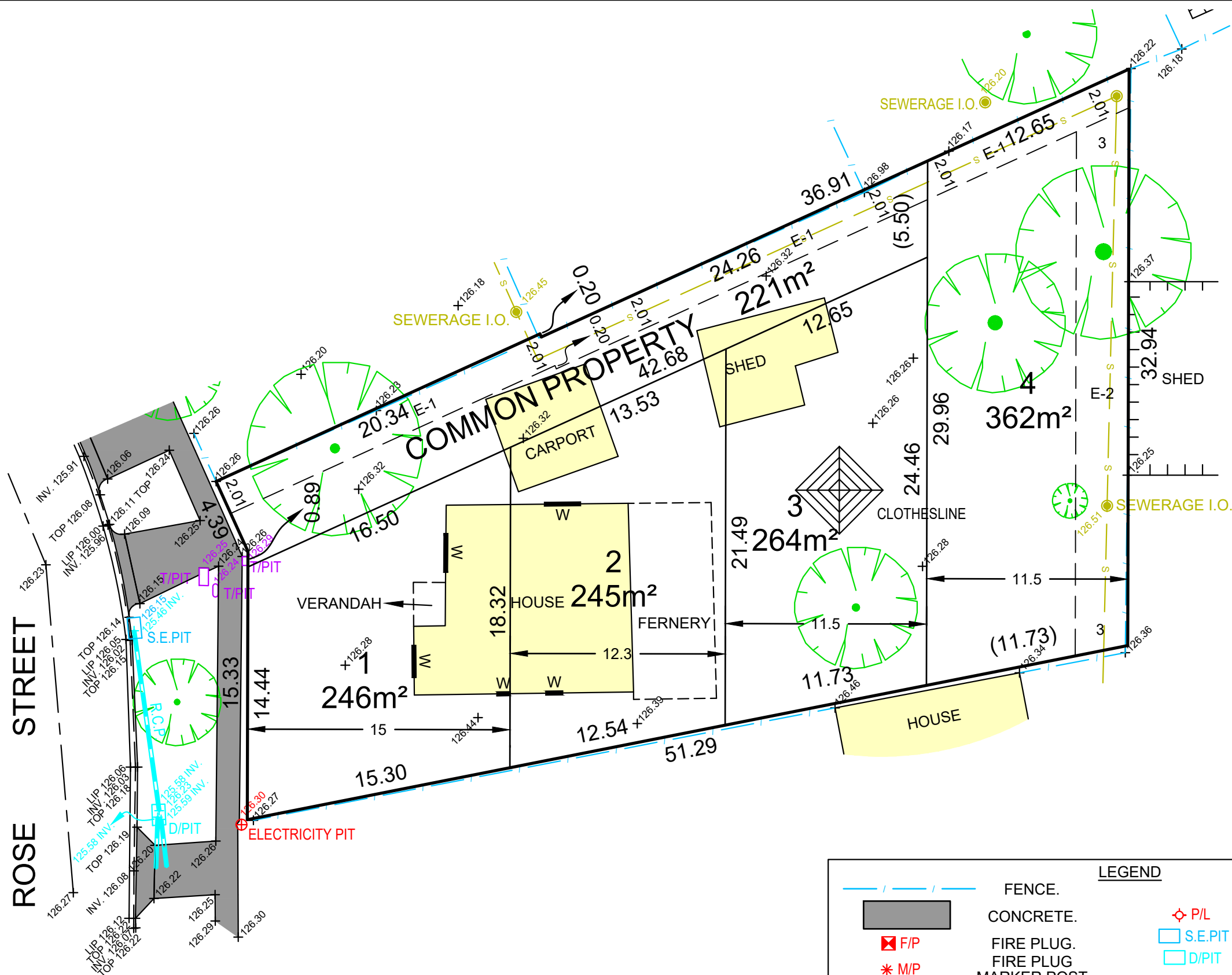
**Horsham Rural City Council Notes:**

- a) Prior to work on Council assets including work within road reserves or easements, the relevant road opening permit must be obtained by contacting Council's Contracts and Assets Services Officer on 03 5382 9742. A relevant fee will be charged for the permit at the time of application.

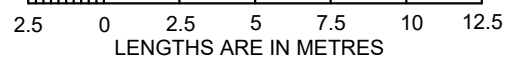
- b) Prior to any excavation works the applicant and/or their contractors must undertake “Dial before you Dig” information for existing utility services locations. The phone number for this service is 1100.

**Wimmera Catchment Management Authority Note:**

- c) The 1% AEP flood is not the maximum possible flood. There is always a possibility that a flood larger in height and extent, than the 1% AEP flood, may occur in the future.



SCALE 1:250



E-1 = EXISTING DRAINAGE AND SEWERAGE EASEMENT  
E-2 = PROPOSED SEWERAGE EASEMENT

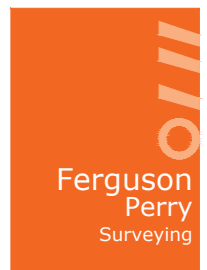
LEGEND			
	FENCE.		POLE & LIGHT.
	CONCRETE.		SIDE ENTRY PIT.
	FIRE PLUG.		DRAINAGE PIT.
	FIRE PLUG MARKER POST.		SEWERAGE INSPECTION OPENING.
	STOP VALVE.		WINDOW/DOOR.
	TELSTRA PIT.		
	TELSTRA PILLAR.		

Ferguson Perry Surveying Pty Ltd  
62 McLachlan Street Horsham,  
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ABN 76126 194 483

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A member of Alexander Symonds Group

+ Property + Land Development +  
+ Construction + Mining +  
+ Spatial Information Management +



**NOTATIONS**

LEVELS SHOWN THUS + ARE IN METRES TO AUSTRALIAN HEIGHT DATUM BASED ON HORSHAM PM 147 (RL - 125.858)

THE POSITIONS OF UNDERGROUND SERVICES HAVE BEEN LOCATED WHERE POSSIBLE BY FIELD SURVEY. SOME SERVICE POSITIONS HAVE BEEN PLOTTED FROM THE RECORDS OF THE RELEVANT AUTHORITIES WHERE AVAILABLE.

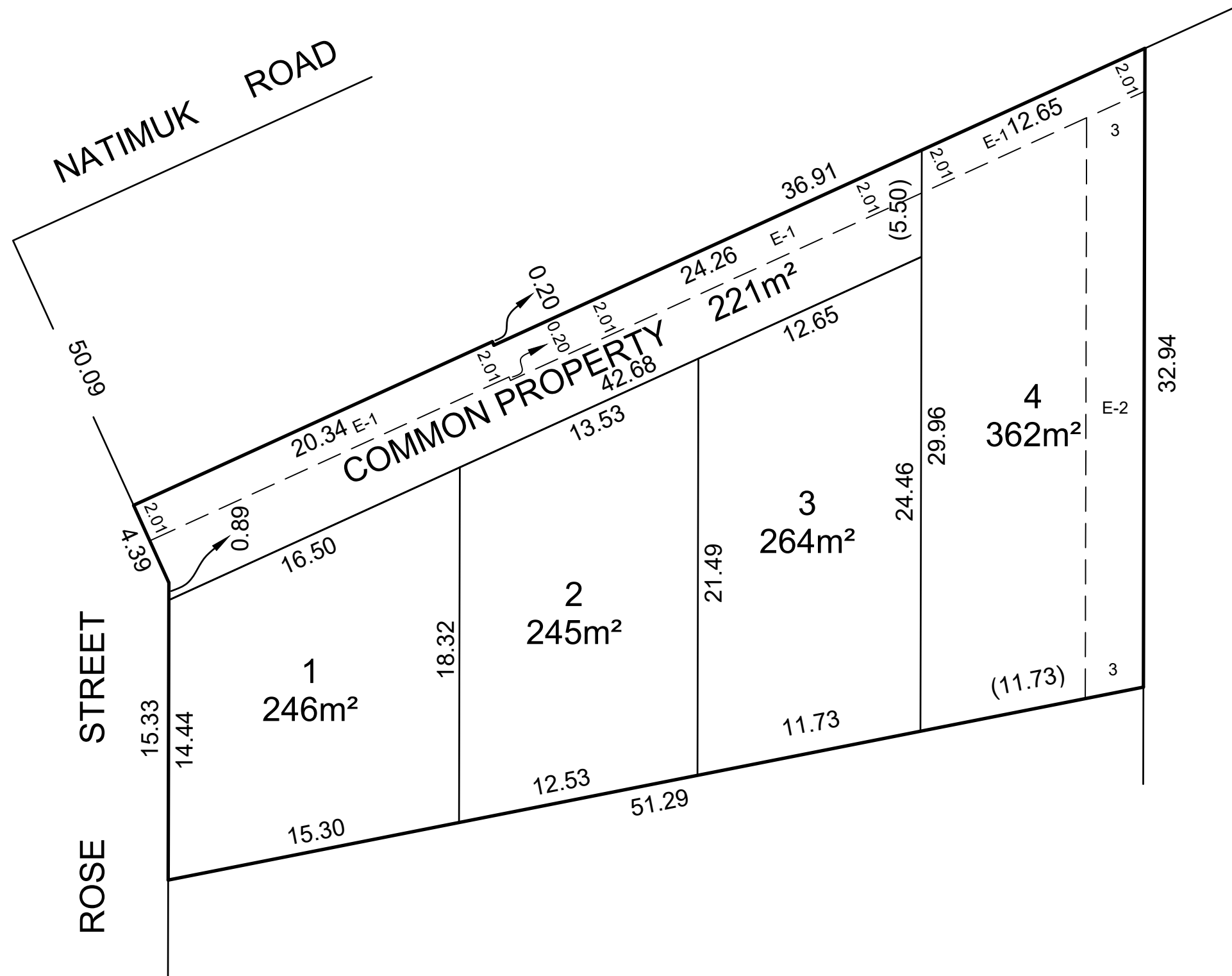
PRIOR TO EXCAVATION OR CONSTRUCTION ON THE SITE THE RELEVANT AUTHORITY SHOULD BE CONTACTED FOR POSSIBLE LOCATION OF FURTHER UNDERGROUND SERVICES AND DETAILED LOCATIONS OF ALL SERVICES.

THIS NOTE IS AN INTEGRAL PART OF THIS PLAN.

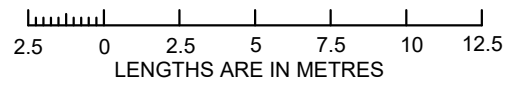
SCALE: 1:250 (A3)  
DRAWN: M.H. 03-08-20

**PLAN OF PROPOSED SUBDIVISION  
SHOWING FEATURES AND LEVELS  
1 ROSE STREET, HORSHAM**

SHEET 1 OF 1      DRAWING N°. H014420



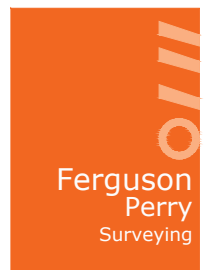
SCALE 1:250



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**NOTATIONS**  
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E-2 = PROPOSED SEWERAGE EASEMENT

SCALE: 1:250 (A3)  
DRAWN: M.H. 03-08-20

**PLAN OF PROPOSED SUBDIVISION  
1 ROSE STREET, HORSHAM**

# Delegate Report

## Application Details

Application is for:	Serviced Apartments (Residential Hotel)
Applicant's/Owner's Name:	TM Design Group (aust) P/L
Date Received:	16/12/2019
Application Number:	PA1900124
Planner:	Joel Hastings – Coordinator Statutory Planning and Building
Land/Address:	153 Baillie St Horsham - Lots 1 and 2 on Title Plan 915640X
Zoning:	Commercial 1 Zone (C2Z)
Overlays:	DDO3
Vic Smart Application	No – value of works above \$500 thousand dollars
Under what clause(s) is a permit required?	Commercial Zone – Use and Building
Restrictive covenants on the title.	Section 173 Agreement –past subdivision requirements no longer applicable
Current use and development:	Vacant and Car parking for RSL
Cultural Heritage	n/a – not in area of cultural sensitivity

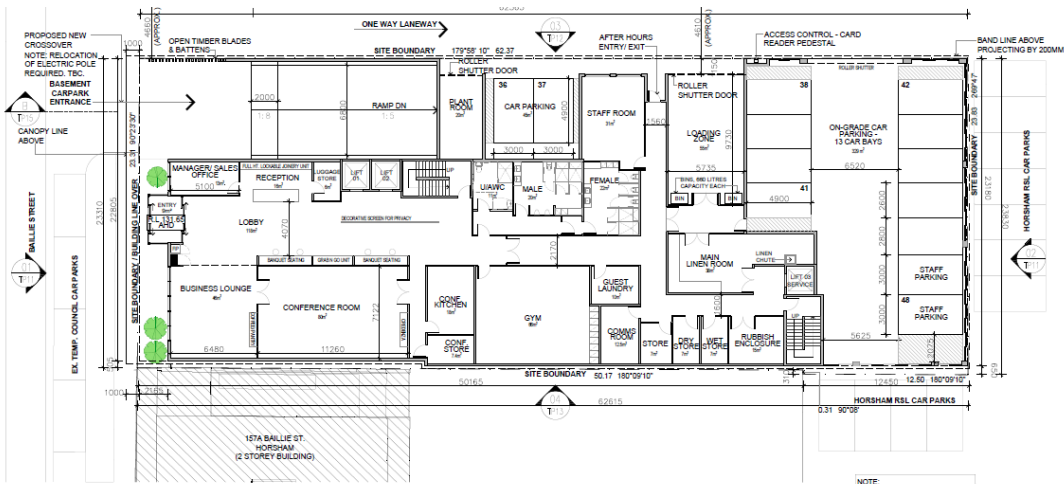
## Proposal

The proposed development is for a large Serviced Apartment complex containing 44 apartments and total gross floor area of 6718m<sup>2</sup>. The proposed use is for short-term accommodation to capitalise on the visitation and overnight stay market for Horsham and the wider region.

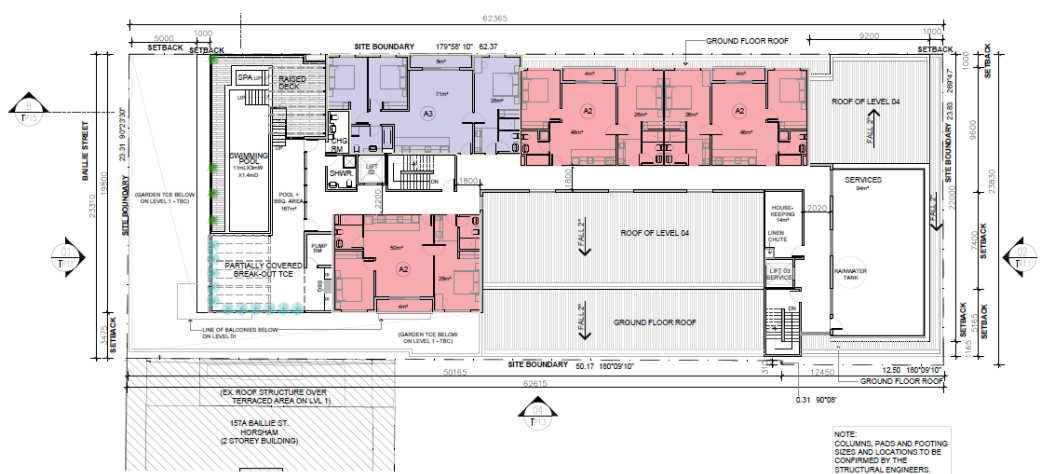
The proposed building is approximately 23m in overall height and contains six levels and a car park on a basement level. The building is rectangular in form with setbacks at upper floors and is of modern architectural design using a mix of materials.



01 EAST VIEW



05 PROPOSED GROUND FLOOR PLAN  
1:100 @A1



08 PROPOSED LEVEL 05 PLAN  
1:100 @A1



02 WEST VIEW

The application has been submitted with following documentation that provides a more detailed description of the project:

- Planning Report, *by Roberts Day;*
- Architectural Plans, *prepared by TMDG Design Group;*
- Car Parking Demand Assessment, *prepared by Cardno;*
- Infrastructure Assessment Report, *prepared by CardnoTGM Group;*
- Sustainable Management Plan Report, *prepared by ADP Consulting; and*
- Economic Benefit Statement, *prepared by Deep End Services.*

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## Subject site & locality

The site is located on Baillie Street, which in on northern edge of Horsham’s city centre forms part of the Western Highway route. The land is currently vacant and forms part of large property holding which includes the RSL to the south and is 1467m2 in size.

The surrounds is mix of commercial uses located along Baillie St which is an eclectic street made up of a number of modern and historic buildings which line the street including the Anglican church to the north, retail and office space, a new medical centre and accommodation to the east.






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## Permit Application Process

The permit application was lodged 16<sup>th</sup> December 2019 following pre-application discussion.

**Date Lodged:** 16<sup>th</sup> December 2019

**Request for Further Information:** 13<sup>th</sup> January 2020

Urban Character, Design Response, Car Parking, Access, Amenity, Infrastructure

**Applicants Response:** 13<sup>th</sup> July 2020

Roberts Day appointed as Planning consultant, amended Architectural plans submitted – Basement Car Park, Setback from Street, Access from Bailie St, Design articulation.

**Notification and Referral:** 8<sup>th</sup> August 2020

**Applicants Response:** 6<sup>th</sup> October 2020

**Planning Assessment:** 28<sup>th</sup> November 2020

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## Public Notification

The application has been advertised pursuant to Section 52 of the *Planning and Environment Act 1987*, by:

- Sending notices to the owners and occupiers of adjoining land.
- Placing a sign on site
- Notice in the Wimmera Mail Times and Weekly Advertiser

The notification has been completed and four objections and one submission were received raising the following issues:

Building Height and Horsham's urban character  
 Car Parking and traffic congestion;  
 Overlooking and impact on adjoining property  
 Lack of Public Art  
 Building aesthetics  
 Construction impact  
 Submission on height of underground water table

An offer of mediation was made to all parties, but no response was received until just prior to the preparation of the report.

The grounds of objection will be addressed throughout the discussion on the key issues relating to the proposal.

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## Referrals

External Referrals/Notices Required by the Planning Scheme:

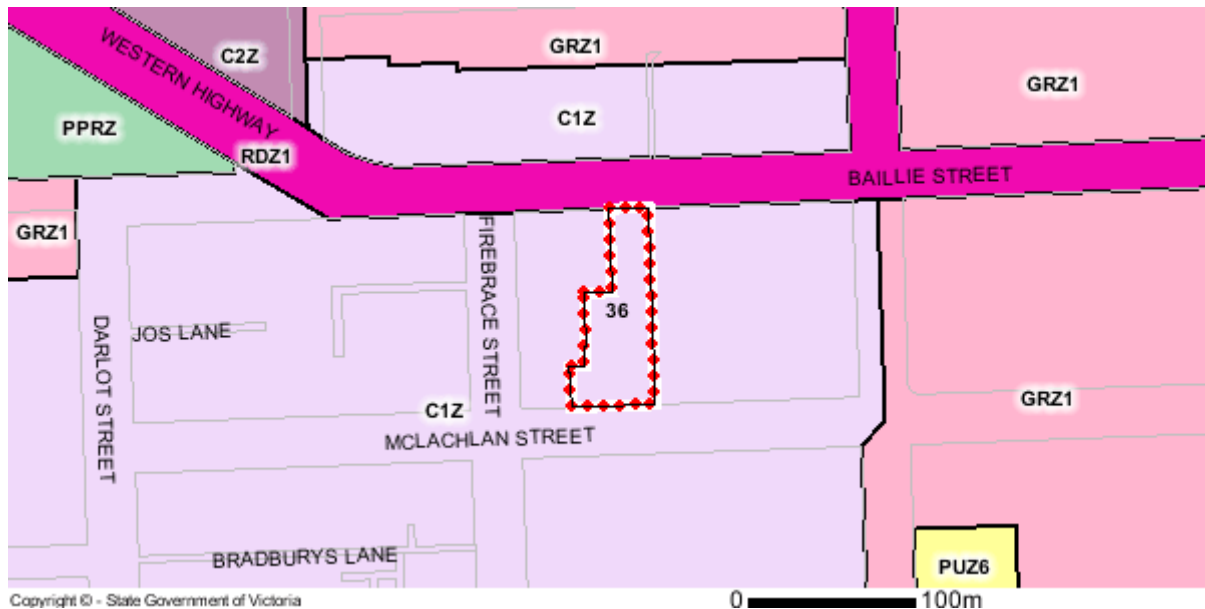
Referrals/Notice	Advice/Response/Conditions
Section 55 Referrals	Department of Transport – referred for Access from RDZ1 (no response)
Section 52 notices	GMMWater – referred regarding connection to sewer and capacity of current system. (no response) Infrastructure report indicates adequate capacity.

Internal Council Referrals	Advice/Response/Conditions
Building	Building Permit will be required – legislations can have significant impact on the form of the development which is the developer's responsibility.
Engineering Services	Standard Conditions required regarding access, construction management and stormwater management.
Investment Attraction & Growth	Significant development for Horsham and Economic Development report highlights demand and benefit of investment'
Environmental Health	Referred regarding Prescribed Accommodation legislation (no response)

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## Assessment

The zoning of the land and any relevant overlay provisions



The site is within the Commercial 1 Zone and the Design and Development Overlay - schedule 3 applies. The use of the site for serviced apartments is consistent with the purpose of the zone. As the height of the proposed building is less than 30m, it would also comply with the DDO3.

## The Permit Trigger

Under the Commercial 1 zone provisions, a permit is required for the Use and Building and Works associated and under 52.29 for Land Adjacent to a Road Zone Category 1.

- *Clause 32.04-2 – use as serviced apartments (residential hotel)*
- *Clause 32.04-8 – buildings and works associated with a Section 2 use*
- *Clause 52.06-3 – to reduce the statutory car-parking requirement*

The site is also subject to the Design Development Overlay -3 for the Horsham Aerodrome however no permit is required for building and works lower than 30m.

## Policy, Zone, Overlay provisions Relevant Particular Provisions

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### Planning Policy

#### State Planning Policy

- *Clause 11.01-1S*            *Settlement*
- *Clause 11.01-1R*            *Settlement – Wimmera Southern Mallee*
- *Clause 11.03-1S*            *Activity Centres*
- *Clause 15.01-1S*            *Urban design*
- *Clause 15.01-2S*            *Building design*
- *Clause 15.01-6S*            *Design for rural areas*
- *Clause 15.02-1S*            *Energy and resource efficiency*
- *Clause 17.01-1S*            *Diversified economy*
- *Clause 17.01-1R*            *Diversified economy – Wimmera Southern Mallee*
- *Clause 17.04-1S*            *Facilitating tourism*
- *Clause 17.04-1R*            *Tourism – Wimmera Southern Mallee*
- *Clause 18.01-1S*            *Land use and transport planning*
- *Clause 18.02-1S*            *Sustainable personal transport*
- *Clause 19.03-2S*            *Infrastructure design and provision*
- *Clause 19.03-03S*          *Integrated water management*

There is a range of state planning policy that is relevant to the assessment particularly the 17.01-1R Diversified Economy to ‘*Capitalise on economic development opportunities through building on the region’s assets, particularly agriculture, energy, mining and tourism.*’ as the proposal will significantly increase the ability for the region to capitalise on tourism.

The state policy regarding Urban Design highlights the need for ‘*development to respond to its context in terms of character, cultural identity, natural features, surrounding landscape and climate*’ and the Urban Design Guidelines for Victoria 2017 is considered a relevant consideration.

The policy and guidelines are aimed at ensuring new development respects the character and adds positively to place; particularly to ensure the building scale and form supports the context and preferred future character and it is noted that the proposal will have significant impact on the city centre of Horsham.

## Local Planning Policy

The Local Planning Policy Framework contains the following clauses relevant to this application:

- *Clause 21.02 Settlement*
- *Clause 21.06 Built Environment and Heritage*
- *Clause 21.08 Economic Development*
- *Clause 21.10 Infrastructure*

The Local Planning Policy provides direction for the future of Horsham however it does not provide specific planning controls to manage urban form or mixed use however the following policy is relevant to the development of the Horsham CAD

- *Objective 2 To maintain a compact and integrated CAD*
- *Strategy 1.4 Encourage the development of strategic infill sites identified in the Horsham CAD Strategy*

The proposal is consistent with the preference for a compact CAD and makes use of an existing site on the northern edge of the city centre. The site is not identified as a strategic infill site in the Horsham CAD Strategy, however it has long been vacant and being approximately 1500m<sup>2</sup> in size is clearly a desirable site for infill development.

The Local Planning Policy also make reference to Built Heritage and it is noted that the site and surrounding properties are not in Heritage Overlay or identified in recently completed Horsham Heritage Study 2014 which would provide protection for Firebrace St but is not a relevant document to this application.

The Economic Development local policy is heavily focused on industrial land development and traditional tourism assets around the Grampians. However the proposal is a significant development that may facilitate tourism associated with visitors to region particular taking advantage of assets like the Wimmera River, Horsham Art Gallery and Town Hall, the Silo Art Trail and the range of events that occur within the city.

## Other Strategic Planning Considerations

Horsham Central Activities District Strategy (2013)

The Horsham CAD Strategy was adopted in October 2013 and provides a framework for the future development of Horsham's city centre. It includes a current and future analysis of the demand for retail and commercial floor space in the CBD.

The Strategy discusses the demand for short term visitor accommodation within the Horsham CAD, and as visitors to the region increase, that there may be more opportunities for such development within the city, as existing stock ages and becomes less appealing to visitors.

It also anticipates the type of development that should be encouraged stating the following:

*Multi-level development (including residential and mixed use) of between 2 and 5 levels should be encouraged throughout the CAD, provided such development is sympathetic with existing facades and streetscapes, and design to a high standard that contributes to the overall attractiveness of the city. Development of this form and type will help activate the streets, enable provision of parking out of view, and provide housing options and other employment-creating activities. Pg. 82 Horsham Central Activities District Strategy (2013)*

### **Zone and Overlay Provisions**

The purpose of the Commercial 1 Zone is:

- *To implement the Municipal Planning Strategy and the Planning Policy Framework.*
- *To create vibrant mixed use commercial centres for retail, office, business, entertainment and community uses.*
- *To provide for residential uses at densities complementary to the role and scale of the commercial centre.*

Under Clause 34.01-1 a Residential Hotel or Accommodation is a section 2 use is consistent with the purpose of the Commercial 1 Zone to allow vibrant mix of uses and there are number of examples of accommodation and serviced apartments across the city centre.

### **Particular Provisions**

#### **Clause 52.06 – Car Parking**

Pursuant to Clause 52.06-1 applies to:

- a new use

The particular provision requires car parking for a motel at a rate of 1 space for each unit and 50% of any ancillary use, however a 'serviced apartment' is undefined and a Car Parking Demand Assessment has been required.

The development proposes 44 serviced apartments and a small meeting space and is required to be assessed against the car parking provisions of 52.06 however as outlined in the applicants demand assessment by Cardno a number of apartments have dual access and the maximum number of rooms has been calculated to be 76 rooms.

The applicant has requested a waiver of the full car parking requirements on the basis of modelling of the ratio of 70% under this dual access scenario. The applicant also provides for additional motor

cycle and bicycle parking and is located in the city centre with good access to public transport and substantial parking available within walking distance from the site.

It is anticipated that the meeting space will be primarily utilised by the customers of the serviced apartments and no food or drink premises is proposed and no additional ancillary spaces are anticipated.

The application included a Car Parking Demand Assessment as outlined above and including the occupancy, public transport and availability of on street parking and generally meets the decision guidelines contained in 52.06 -7.

### **Clause 52.29 – Land Adjacent to a Road Zone, Category 1, or a Public Acquisition Overlay for a Category 1 Road**

Pursuant to Clause 52.29-2, a permit is required to:

- Create or alter access to:

A road in a Road Zone, Category 1.

As mentioned above the proposed access is from Baillie St which forms part of the Western Hwy route through Horsham and it very wide road with multiple lanes. It is noted that access from the street for lane ways and car parking is common along this section of the road no safety or traffic issues are anticipated.

### **Clause 52.34 – Bicycle Facilities**

The required bicycle parking rate for a 'Motel' is a rate of 1 space per 40 rooms for staff / residents, and Cardno advises that 2 spaces are required, however the development proposes a total of 8 space located undercover and within the basement carpark.

### **Clause 53.18 – Stormwater Management in Urban Development**

This Clause encourages new urban development to implement stormwater management measures which can mitigate the impacts of stormwater on the environment, property and public safety and to provide cooling, local habitat and amenity benefits.

A Sustainable Management Plan Report, prepared by ADP Consulting, forms part of the planning application. A section of the document addresses the issue of 'Stormwater' and outlines how the proposal seeks to minimise stormwater runoff through harvesting rainwater and using it for toilet flushing and irrigating the proposed on-site landscaping.

## Key Issues

### Car Parking and Traffic

The site is located in a highly accessible location within the city centre of Horsham with direct access from Baillie St. The development proposes 44 serviced apartments and a small meeting space and is required to be assessed against the car parking provisions of 52.06. The applicant has requested a waiver of the full car parking requirements on the basis of projected maximum ratio of 70% under a dual access scenario and the provision additional motor cycle and bicycle parking and the location of the building in the city centre with good access to public transport and substantial parking available within walking distance from the site.

It should be noted that there is sometimes a need to balance the provision of parking and encouraging good urban development that is not dominated by car parking and it is no uncommon to waive full car parking requirements where the demand can be adequately managed.

The reduction of the car parking spaces is supported on the basis of Demand Assessment and the objectives the Transport policy (Clause 18) which supports the integration of land use and transport in the form of increased development in proximity of public transport and promotion of sustainable personal transport, walking, cycling and car share services which all offer an alternative to personal vehicle use.

### Character

The proposal is a major development for Horsham and the proposed six storey height will certainly be a landmark building at this location as the majority of the built form within the CAD is two storey with a number of buildings at three storey and only the State Government Office being five storey and the proposal will change the character of the city.

The proposed building is a substantial one covering 1467m<sup>2</sup> of the site and approximately 23m in height with a setback from Baillie St and articulation at the upper levels. The building is a modern architectural design with facades articulated by the use of balconies and setback to help break up the upper levels and soften the visual bulk whilst maintaining street activation.

As part of the planning process a request for further information was required for the design to respond to the character and context of Horsham and to be consistent with the objectives of the *Urban Design guidelines for Victorian* which resulted in substantial changes to the development.

Whilst there is no specific planning controls within the Horsham Planning Scheme that sets height limits or building form there is policy support with the Horsham CAD Strategy for multi-level development.

*Multi-level development (including residential and mixed use) of between 2 and 5 levels should be encouraged throughout the CAD, provided such development is sympathetic with existing facades and streetscapes, and design to a high standard that contributes to the overall attractiveness of the city.*



This policy and the proposal is clearly aimed at activating the city centre and the proposed development is well designed and responds to the site and position on Baillie St and whilst the building is 6 levels in height the rooftop integrates outdoor space and services and is considered consistent with the strategy. It is asserted by the applicant that the development will contribute positively to city and become a landmark building on Horsham's skyline, complementing the Horsham Clock Tower, St John the Divine Church, and the Department of Health and Human Services building,

### Amenity

The building will impact on the adjoining properties and the application has included shadow diagrams and some view lines to the adjoining apartment to the west of the site. Substantial consideration has been given to 157a Ballie St with a setback of 4-6m allowing for natural light and reduction in any overlooking.



It is also noted that there is potential for significant construction period and potential for impact on the amenity and in addition to the legislation that manages construction a permit condition for the preparation of a Construction Management Plan to manage any offsite impacts is recommended.

### Infrastructure

There was concern that the development may place pressure on the existing infrastructure with the city centre and the applicant has provided an Infrastructure Assessment Report, prepared by CardnoTGM Group. The report outlines details of existing services and discussions with relevant authorities which indicate the site is very well serviced with no impediments to development and conditions regarding stormwater and council infrastructure are proposed as conditions.

### Objections

As part of the assessment it is a requirement of Section 60 of the *Planning and Environment Act* to consider all objections or submissions. Four objections and one submission were received raising the following issues:

#### *Building Height and Horsham's urban character*

A number of objections raised the scale of the proposed building and the existing character of two storey development of the CAD. A number of objections refer to neighbourhood character which is the standard typically used in residential neighbourhoods and the emphasis should be placed on the Urban Design standards regarding character rather than those applied to a domestic location. It is noted that the building at approximately 23m will be one of Horsham's taller buildings but is noted that there is support for an increase in building heights in the CAD strategy and this new building is well designed and may become positive landmark with the city.

#### *Car Parking and traffic congestion*

The provision of car parking and existing capacity has been raised highlighting the perception of insufficient car parking. The development proposes to provide 48 car spaces, 8 motorbike spaces and 16 cycling spaces based on a demand assessment which anticipates a 0.7 ratio occupancy for the 76 rooms available at peak capacity. It is also noted the CAD in Horsham has significant on street and public car parking within walking distance from the site that could accommodate peak occupancy.

#### *Overlooking and impact on adjoining property*

The owner and occupier of 157a Baillie Street have raised the issue of overlooking and privacy to the adjacent office and apartment, however they have also acknowledged the setback and balcony screens provide some protection and it is noted the development meets the most relevant residential standard of protecting 50% or private open space with 9m of any view.

#### *Lack of Public Art*

The development does not propose any Public Art and whilst it is noted that the local committee may have discussed this as a requirement for development there is no development contributions plan for public art in the Horsham Planning Scheme. It is noted the building is a well-designed architectural building that includes significant landscaping at street and roof top level that will contribute to the public realm.

#### *Building form and aesthetics*

One submission raised the aesthetics of the building noting a 'glass box' will be out of character with Horsham's future character. It is noted that the urban character and quality of the design is a high quality architectural form of modern design that will fit very well with Horsham's eclectic mix of heritage and modern buildings.

#### *Construction impact*

The impact of construction has been raised and there is no question that construction can have impact in any city or neighbourhood and there is a range of legislation that protects adjoining owners from noise and hours of operations and any future builders will need to comply with this legislation. It also noted that infrastructure have required conditions to protect public assets and conditions will be placed on the permit on this basis together with a requirement for a Construction Management Plan.

#### *Height of underground water table*

One submission raised the issue of historical underground water levels at the site for the developer's information. A future study of groundwater table has been undertaken by Golders Associates that models the height of the groundwater table at 10m and confirms the ability to construct the basement and foundations without likely impact.

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## Conclusion

The proposed development is a major development for Horsham and provides an opportunity to further capitalise on its role as a regional city and the economic benefits of visitation for agriculture, health, business, tourism and events. There is strong support in both state and local policy for the proposal and the key issues for consideration have been Urban Character, Car Parking, Amenity and Infrastructure. The proposal has been well designed and responds to the site and locations and is consistent with policy to support a compact CAD and encourage multi-level development and meets the requirements of the Horsham Planning Scheme.

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## Recommendation

That Council, being the Responsible Authority under the Horsham Planning Scheme and the Planning and Environment Act 1987 and having considered the application, and referral responses, and the relevant provisions of the Horsham Planning Scheme, issue a **Notice of Decision to Grant a Planning Permit** for the **Use and Development of Serviced Apartments (Residential Hotel)** on land known as **153 Baillie Street, Horsham (Lots 1 and 2 on Title Plan 915640X)** subject to the following conditions:

## Conditions

### 1. Plans Required

**Before the development starts, plans to the satisfaction of the Responsible Authority must be submitted to and approved by the Responsible Authority. When approved, the plans will be endorsed and will form part of the permit. The plans must be drawn to scale with dimensions and three copies must be provided. The plans must be generally in accordance with the plans submitted but modified to show:**

- a) **Landscape Plans prepared by suitability qualified consultant**
- b) **External Lighting Plan**
- c) **Details of Roof Top Services or Fire services.**

**Unless otherwise approved in writing by the Responsible Authority, all buildings and works are to be constructed and or undertaken in accordance with the endorsed plans to the satisfaction of the Responsible Authority prior to the commencement of the use.**

### 2. Buildings and works

The use and/or development as shown on the endorsed plans must not be altered without the written consent of the Responsible Authority. All buildings and works must be constructed and/or undertaken in accordance with the endorsed plans to the satisfaction of the Responsible Authority prior to the commencement of the use. All buildings and works must be located clear of any easements or water and sewer mains unless written approval is provided by the relevant authority.

### **3. Materials & Colour Details**

Before the development starts, a schedule of construction materials, external finishes and colours must be submitted to and approved by the Responsible Authority. When approved, the schedule will be approved to form part of the permit.

### **4. Plant/Equipment or Features on Roof**

No plant, equipment or related services other than those shown on the approved plans are permitted above the roof level of the building hereby approved without the further written consent of the Responsible Authority.

### **5. Concealment of Pipes, etc.**

All pipes, fixtures, fittings and vents servicing any building on the site must be concealed in service ducts or otherwise hidden from view to the satisfaction of the Responsible Authority.

### **6. Lighting**

Prior to the occupation of the development external lighting must be installed to the satisfaction of the Responsible Authority. The lighting system must operate automatically between dusk and dawn and must be designed, baffled and located so as to prevent any adverse effect on adjoining land to the satisfaction of the Responsible Authority.

### **7. Completion and Maintenance of Landscaping Works**

Prior to the use of the site or occupation of the buildings commencing all landscape works forming part of the approved Landscape Plans must be completed to the satisfaction of the Responsible Authority. The landscaping shown on the approved landscape plan must be maintained to the satisfaction of the Responsible Authority for 18 months from the practical completion of the landscaping. During this period, any dead, diseased or damaged plants or landscaped areas are to be repaired or replaced during the period of maintenance and must not be deferred until the completion of the maintenance period

### **8. Conference Management Plan**

Before use starts, a Conference Management Plan to the satisfaction of the Responsible Authority must be submitted to and approved by the Responsible Authority. When approved, the plan will be endorsed and will form part of the permit. Three copies of the plan must be submitted. The plan must include but is not limited to:

- a) Details on capacity
- b) Policy on bookings and external use
- c) Hours of Operation
- d) Any other measures or requirements.

The Conference Management Plan must be implemented to the satisfaction of the Responsible Authority. The patron management plan must not be modified unless with the further written consent of the Responsible Authority.

#### **9. Noise Emissions**

No sound shall be emitted from any device or from any source or activity so as to become a nuisance to occupiers of adjoining properties or impair or impinge upon the amenity of occupiers of properties within the near vicinity to the satisfaction of the Responsible Authority.

#### **10. Vehicle Crossovers**

Before the use begins and/or the building(s) is/are occupied, a new vehicle crossing must be provided to each lot in accordance with Council's Standard Drawing No. STD 3 (Urban – Residential) to the satisfaction of the responsible authority.

Before the use begins and/or the building(s) is/are occupied, all disused or redundant vehicle crossings must be removed and reinstated (kerb and channel) to the satisfaction of the responsible authority.

#### **11. Stormwater**

Before the use begins and/or the building(s) is/are occupied, the discharge from the site shall be retarded on site to the satisfaction of the Relevant Authority, to ensure a maximum discharge rate off-site as specified in the Infrastructure Design Manual unless otherwise approved by the Responsible Authority.

#### **12. Assets**

Prior to the commencement of works, any relocation or reconstruction of existing service assets or street trees in the road reserve must approved by the responsible authority. All associated costs with relocating or reconstructing existing assets will be at the full cost of the developer.

#### **13. Contamination Assessment**

Prior to works commencing on site and the issue of a Building Permit, a Preliminary Site Investigation Report prepared in accordance with AS4482.1-2005 shall be submitted to the Responsible Authority.

Should the Preliminary Site Investigation Report indicate that contaminating activities took place on the site or that contaminants are present, a Detailed Site Investigation in accordance with AS4482.1-2005 shall be undertaken. The Detailed Site Investigation report shall include any recommended remediation works.

If the report is accepted by the Responsible Authority, the remediation works shall be completed by the applicant to the satisfaction of the Responsible Authority prior to the use hereby permitted commencing.

If there are concerns about the nature and extent of the contamination found in the Preliminary and Detailed Site Investigation reports, the Responsible Authority reserves the right to require a statutory environmental audit to be undertaken. In this case either:

- a) A certificate of environmental audit shall be issued for the land in accordance with Part IXD of the Environment Protection Act 1970 prior to the issue of the Statement of Compliance; OR
- b) An environmental auditor appointed under the Environmental Protection Act 1970 must make a statement in accordance with Part IXD of that Act that the environmental conditions of the land are suitable for the intended use prior to the use hereby permitted commencing on the site.
- c) Where a Statement of Environmental Audit is issued for the land, the development including subdivision hereby approved must comply with all the directions and conditions contained within the Statement.
- d) Where a Statement of Environmental Audit is issued for the land, prior to the issue of a Statement of Compliance for each stage, a letter prepared by an Environmental Auditor appointed under Section 53S of the Environment Protection Act 1970 or such other qualified person to the satisfaction of the Responsible Authority must be submitted to the Responsible Authority to verify that the directions and conditions contained within the statement have been satisfied.
- e) Unless otherwise approved in writing by the Responsible Authority, where a Statement of Environmental Audit is issued for the land, and any condition of that Statement requires any maintenance or monitoring of an ongoing nature, prior to the issue of a Statement of Compliance for any stage of the subdivision authorised by this permit, the permit holder must enter into an Agreement with the Responsible Authority pursuant to Section 173 of the Planning and Environment Act 1987. All costs associated with setting up the Agreement must be borne by the owner. The Agreement must be registered on Title and run with the land, and must provide to the satisfaction of the Responsible Authority:

- That the registered proprietor will undertake all required maintenance and/or monitoring in accordance with the statement.
- Prior to the development commencing, application must be made to the Registrar of Titles to Register the Section 173 Agreement on the title to the land under Section 181 of the Planning and Environment Act 1987.

#### **14. Construction Management Plan**

Prior to the commencement of works, a Construction Management Plan must be prepared to the satisfaction of the Responsible Authority and endorsed as part of this permit. The Plan must detail:

- a) Hours of demolition and construction to accord with Local Laws;
- b) Management of Baillie St and Laneway to ensure that the street is kept free of parked or standing vehicles or any other obstruction, including building materials, equipment, etc. to maintain free vehicle passage to abutting benefitting properties at all times, unless with the written consent of the Responsible Authority;
- c) Methods to contain dust, dirt and mud within the site and the method and frequency of clean up procedures, including the management of on-site storage waste construction bins and vehicle washing;
- d) Management of parking of construction machinery and workers vehicles to prevent adverse impact on nearby properties;
- e) Management of staging of heavy vehicles, site deliveries and unloading and lifting points with expected frequency, and traffic management in the vicinity, ensuring routes to and from the site minimise disruption to residential properties;
- f) Minimising disruption to pedestrian access along footpaths;
- g) Measures to minimise noise and other amenity impacts from mechanical equipment, including idling trucks, and demolition/construction activities, especially outside of daytime hours;
- h) The provision of adequate environmental awareness training for all on-site contractors and sub-contractors;
- i) A liaison officer for contact by the public and the Responsible Authority in the event of relevant queries or problems experienced; and
- j) A communication strategy to specify how the developer and site manager will liaise with the surrounding community. This should include contact details of the developers and relevant site manager, agreed methods of communication (i.e. notices, letter drop, email etc.), who will be notified, time frames for notification and a method for dealing with concerns raised.

All works on the land must be undertaken in accordance with the endorsed Construction Management Plan to the satisfaction of the Responsible Authority.

**15. Infrastructure and Services**

Any modification to existing infrastructure and services within the road reserve (including but not limited to electricity supply, telecommunications services, gas supply, water supply, sewerage services and stormwater drainage) necessary to provide the required access to the site must be undertaken by the applicant/developer to the satisfaction of the relevant servicing authority. All cost associated with any such modification must be borne by the applicant/developer.

**16. Permit Expiry**

This permit expires if one of the following circumstances applies:

- a) The development or any stage of it does not start within two (2) years of the date of this permit; or
- b) The development or any stage of it is not completed within four (4) years of the date of this permit; or
- c) The use, including the sale and consumption of liquor, does not start within two (2) years after the completion of the development; or
- d) The use is discontinued for a period of two years.

The Responsible Authority may extend the periods referred to if a request is made in writing before the permit expires or within six months afterwards (for a request to extend the time to commence the development) or twelve months after the permit expires (for a request to extend the time to complete the development).

**Notes**

*Prior to work on Council assets including work within road reserves or easements, the relevant road opening permit must be obtained by contacting Council's Infrastructure Project Manager on 03 5382 9742. A relevant fee will be charged for the permit at the time of application.*

*Prior to any excavation works the applicant and/or their contractors must undertake "Dial before you Dig" information for existing utility services locations. The phone number for this service is 1100.*





BUSINESS AND COMMUNITY  
COVID-19 SUPPORT GRANTS

**FUNDING GUIDELINES**



**Horsham Rural City  
Council** urban rural balance

Together  
we are  
stronger

# BUSINESS AND COMMUNITY

## COVID-19 SUPPORT GRANTS

*“Support through the tough times and to develop a brighter future”*

### OBJECTIVE

Council is offering grants for individuals, businesses and community organisations to help prepare, respond and build resilience to face the challenging situations that have arisen during the COVID-19 pandemic.

Restrictions have had significant economic impact on local Arts, Events, Recreation, Hospitality, Tourism, Retail and Community groups. This Grants program will provide support to affected people and groups located in the Horsham municipality through the following streams:

- **Stronger Business**
- **Recreation and Community Recovery**
- **Arts and Events Activation**



### ELIGIBILITY

To be eligible for funding the applicant must:

- have an Australian Business Number (ABN) or be auspiced by an incorporated organization with an ABN;
- be located within the Horsham Rural City municipality;
- demonstrate how the grant will help support business or community respond to the impact of COVID-19;
- if successful, claim the grant and complete the project or activity by June 30th 2021 (noting that exemptions may be granted for larger projects/events);
- wherever possible use suppliers within the Horsham Rural City municipality;
- NOT be employed by Horsham Rural City Council;
- NOT have received funding for the same activity through Council's Community Grants Program in 2020/2021;
- NOT apply for any retrospective purchases or projects that commenced prior to 3 August 2020.

# THREE FUNDING STREAMS

## STRONGER BUSINESS

## RECREATION AND COMMUNITY RECOVERY

## ARTS AND EVENTS ACTIVATION

### OBJECTIVE

Business assistance grants program to support innovation, operational improvements, marketing strategies, and business growth in response to the challenges of COVID-19

Funding for clubs and groups to:

- support financial loss or membership/volunteer decline;
- respond to COVID-19 hygiene requirements
- support initiatives to reactivate participation in a COVID-19 safe manner

Strengthen community resilience and support innovation for groups and individuals in response to COVID-19

### EXAMPLES OF WHAT WILL BE FUNDED

- Skills development
- Business mentoring
- Improved online presence
- Infrastructure / equipment upgrades
- Improved financial recording
  - Business planning
- Marketing plans/strategies

- Support to cover utilities, insurance and other fixed costs
- Mini competition or 'round robin' to keep club members and volunteers connected
- Social event at a hall to connect with local community
- Purchase of sanitizing materials i.e. hand wash and surface cleaner
  - Minor equipment (<\$500)

- Digital Presence
  - Marketing
- Arts/Creative Practitioner Fees
  - Production Costs
- Minor Equipment Purchases

### ORGANISATION TYPE

Businesses operating in hospitality, Retail, Tourism, Services, etc.

All not-for-profit sport/active recreation and community groups

Events, Arts organizations and individuals

### TOTAL FUNDING AVAILABLE (\$234,000)

\$84,000  
(subject to change in response to demand)

\$75,000  
(subject to change in response to demand)

\$75,000  
(subject to change in response to demand)

### FUNDING LIMITS

\$1000 – \$5,000

\$200- \$2000  
 <10 member \$200  
 <20 members \$500  
 <50 members \$1000  
 50+ members \$1500  
 Support new initiatives – additional \$500

\$500- \$5000

FUNDING STREAM INFORMATION CONTINUED >>>

## SUPPORTING DOCUMENTATION REQUIRED

- Quotations for expenditure items >\$1,000

NIL

- Project budget (template provided)
- Project Plan (template provided)
- Quotations for expenditure items >\$1,000
- 'Statement by Supplier' form if you do not have an ABN.  
(Form available from the ATO <http://www.ato.gov.au/>)

## ASSESSMENT CRITERIA

- Your business has been negatively impacted as a result of the COVID-19 Pandemic
- Your project will lead to business improvements
  - Use of local contractors

- Not-for-profit status
  - Incorporated
- Financial loss or hardship and/or membership decline due to COVID-19
  - Have additional COVID related expenditure
- Initiative to create community or club connections

- Demonstrate that the project will help to strengthen the community, community relationships, reduce isolation and encourage active participation in the community
- Capacity & experience to deliver Project
  - Extent of project planning
  - Participation outcomes
  - Use of local contractors

## COUNCIL CONTACT

**Chris McClure**  
Business support  
0428 357 220  
[business@hrcc.vic.gov.au](mailto:business@hrcc.vic.gov.au)

**Mandy Kirsopp**  
Recreating Planning Officer  
0408 826 727  
[active@hrcc.vic.gov.au](mailto:active@hrcc.vic.gov.au)

**Shana Miatke**  
Co-ordinator Performance & Events  
0419 008 433  
[artsevents@hrcc.vic.gov.au](mailto:artsevents@hrcc.vic.gov.au)

## TIMEFRAME

The grants open on 4 August 2020 and applications can be made until 31 March 2021 (or until total funding has been allocated for each stream). Applications will be assessed and approved monthly throughout this period.

**Grants open**  
4 August 2020

**Applications assessed and announced**  
monthly

**Applications close**  
31 March 2021

**Projects completed**  
30 June 2021

It is expected that the grant will be claimed and any proposed activity will be completed within the financial year ended 30 June 2021. Where events/projects cannot be scheduled before this due to COVID-19, an exemption to this requirement may be granted.

## HOW TO APPLY

To apply, visit Council's website

[hrcc.vic.gov.au](https://hrcc.vic.gov.au)

Please read the Guidelines carefully prior to making an application. For any questions about these grants, please call Council on **(03) 5382 9777** or make contact directly to coordinators for the individual funding streams (as above).

**Applications can be submitted at any time until 31 March 2021  
(or until funding streams are fully allocated)**

Applications will be assessed and approved monthly.

**On-line applications are preferred** however a paper or WORD copy of the application form can be obtained:

- by email [council@hrcc.vic.gov.au](mailto:council@hrcc.vic.gov.au)
- at Council reception

Paper/WORD applications can be:

- scanned and emailed to [council@hrcc.vic.gov.au](mailto:council@hrcc.vic.gov.au)
- posted to
  - Business and Community COVID-19 Support Grants Program
  - Horsham Rural City Council
  - PO Box 511
  - Horsham, VIC 3402
- hand delivered to the Civic Centre (marked Business and Community COVID-19 Support Grants Program)

Applications are kept confidential and the application details will not be disclosed to any person outside the application and assessment process, however a short summary of the application activity will be utilised in briefings to Council and the list of successful applicants will be published on the Council's website. All funding decisions will be final.



## ASSESSMENT

Applications will be assessed by an internal assessment panel against the assessment criteria for each funding stream (refer above) and applicants will be notified of the outcome monthly.

## OTHER INFORMATION

- Any permits and 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 (if applicable)
- Council may only allocate part funding for a project

## PAYMENT OF GRANT FUNDING

To claim the grant allocation, the organisation must provide Council with:

- An invoice from the organisation requesting payment of the grant

### • A Completion Report

This documentation can be completed on-line at [hrcc.vic.gov.au](http://hrcc.vic.gov.au) or emailed to [council@hrcc.vic.gov.au](mailto:council@hrcc.vic.gov.au)

## APPLY NOW LINKS

**STRONGER  
BUSINESS**

**RECREATION  
AND COMMUNITY  
RECOVERY**

**ARTS AND EVENTS  
ACTIVATION**

*Together  
we are  
stronger*

Business and Community Support Package												
Recovery Strategy	Project	Description	Project Budget	Project Benefits	Project Owner	Timeframe	Notes	September	October	November	overall comms plan and project framework being developed	
Rural and Regional Travel	Discover your own backyard	Educate the locals for a Visiting Friends and Relatives (VFR) Campaign/ Self-drive routes and attractions	\$25,000	Reinvigorate the local economy and tourism businesses immediately	Business and Tourism - CM	0-6 months	Hybrid version that GT has presented. GT to lead a primary campaign and Horsham has the ability to personalise.	VFFR concepts developed and in discussion with GT	VFFR campaign developed profiling local people and places. Filming to occur 12th October and Launch 9th November	A4 flyers and passports going to print. Roll out expected 18th November 2020 CM 22.10.20		
Rural and Regional Travel	Horsham Accommodation	Promotion of short stay and profile of Horsham city accommodation to travellers. Partnership fund with industry	\$10,000	Visitor servicing for Horsham	Business and Tourism - GM	3-9months	Confirm with industry.	Currently on hold due to change in restrictions	Contact made with accommodation businesses to establish impact of regional travel	On hold/working until Jan 2021 (advertisement /GT). Small reprint of OVG (official visitor guides) required while waiting for the Love your Community marketing material to be developed (see#10)		
Rural and Regional Travel	Wimmera Lakes	Investment in facilities and promotion of Wimmera Lakes and Parks	TBC	Important asset for driving tourism growth	WDA/Grampians Tourism - CM	6-12months	WDA to investigate.			Create images to promote (WDA/GT) CM had made contact with WDA and potential draft projects are likely to be announced in coming weeks CM 1.11.2020		
Rural and Regional Travel	Grampians Way	Cooperative destination marketing. Encourage dispersal of potential visitors \$12,000 existing funding	\$12,000	Bring visitors back and disperse across the region	Grampians Tourism - CM	3-9months	Liaise with GT about budget road trips	Currently on Hold due restrictions	Marketing to regional Victoria currently underway and further campaigns to be developed	Awaiting re-opening and Strategy development by Grampians Tourism in consultation.		
Digital and Online	Digital Horsham	Training and Mentoring- Basic Marketing by Facebook. LinkedIn, Instagram, Online Store	\$20,000	Adaption for new business environment	Business Engagement - RH	3-12months	Series of Workshops	Rolling ASBAS training and small business festival webinar.	Promotion of training available still occurring for digital adaption	Two business applications being assessed for support. Approx \$6,000 in total. CM 1.11.2020 - will value add to already existing programs. EG: Facebook workshops - can offer one-to-one sessions to work directly on individual business facebook pages.		
Digital and Online	Virtual Main Street	Online platform for Horsham products and shopping. Localised/Wimmera Online Market	\$20,000		Business Engagement - RH + WDA	6-12months	Feedback from Business Horsham and producers. Vic Farmers Market	Need for joint meeting with WDA and consideration of Localised or Wimmera Online	Manager Investment Attraction and Growth to discuss with WDA.	Gloria, Chris, Rachel to develop a project brief to produce an advertising video of shops/markets/etc which can be used for advertising longer term (by end Nov) - The content produced for Love our Community can be used for this project too(see # 10)		
Digital and Online	Stronger Business	Business Innovation and sustainability. Business assistance grants program to support innovation and change.	\$84,000	Capitalizes on existing business assistance program with flexibility for direct grants	Investment Attraction and Growth - CM	0-6months	Needs criteria. Set Limits. Digital Strategies, Website, Financial	1st round of grants assessed and to be announced.	August and Sept grants assessed, \$40,793 allocated to date	Total of 30 successful total spend \$60,000, 21 unsuccessful to 1st November 2020		
City Centre revitalization	Love your Community	Marketing Campaign, Business Toolkit– music/art/pop up media and stay safe. banners \$8,000	\$90,000	Encourage people back into the City	Business and Tourism - SM (CS)	0-12months	Need to consider out of Horsham. Need for person to work with businesses.	Initial ideas developed around branding and activation. Campaign to profile local people and places and banners in street (CS)	Photography of the people of Horsham, Natiumuk, Wartook, etc. in progress and banners and campaign scheduled for 23rd October	Going to work with the new videographer in relation to highlighting the boutique shopping, eateries, activity (waterskiing, fishing, etc) Contact made with several small town revitalisation consultants through rural aid. This will replace the current Horsham OVG.		
City Centre revitalization	Shopfronts	Fund for shopfront improvements. Lighting/ Heritage upgrades. Grants program to be developed \$30,000 Existing Budget	\$30,000	Investment in city	Business and Tourism - CM	3-12months	Heritage or vibrant shopfronts	Budget allocated to Painting of Heritage Buildings including Cinema, Arapiles, etc.	Potential to extend project with additional funds from Outdoor Activation Project. High Infrastructure costs and property owner engagement required.	Report being prepared for EMT to identify current projects and strategy which identify improvements towards shop front: i.e village well. Seeking input from Real Estate Agents. Reseach has identified a shopfront and facade improvement grant. Guidelines uploaded to files. CM 29.10.2020		
City Centre revitalization	City Centre Activation	Public Space Activation for City Centre upgrades and improvements (Short term wins, Street Furniture/ Pop up/ Minor Works) \$60,00 existing budget	\$60,000	Build on previous strategic planning and update city design. (Village Well)	Investment Attraction and Growth - DB + project support	6-12months	Met with Dianna Blake for briefing on street activation and laneway project in Capital Works	Range of projects proposed for pop up and laneways as part of village well. Activation and Consultation will be role for Business Support. Need for project management and integration with Outdoor dining funding	Potential to extend project with additional funds from Outdoor Activation funding. Roberts Avenue Pop Up seating and landscaping developed. Engagement with business and ideas for activation required prior to further investment	Parket to be installed in Roberts Ave by end November. Information is to be captured to gauge community's response and identify other areas to develop parklets/permanent settings to inform the implementation of the CAD.	individual comms plan required	
Event innovation and development	Conferences	Events and Conference Attraction. Promotional Material. Business Events Victoria	\$20,000	Promotion of Horsham as safe destination for events and address loss over past six months.	Events - SM (GM,CS)	3-12months	Background data required. Short report and promotional plan. Professional conference organisers	On hold due to restrictions. Consultation with accommodation businesses required.	On hold due to restrictions. Consultation with accommodation businesses required.	Business Events Victoria Virtual Roadshow 3rd December 2020. Development of marketing material for this and the future. CM 6.11.2020	individual comms plan required	
Event innovation and development	Covid Safe	Covid safe adaption. Support program and grants support for events meeting Covid safe requires or provision of hygiene material and equipment	\$20,000	Event resilience	Events - GM	0-9months	Hospitality zoom session. Dependent upon restrictions	Awaiting Roadmap	Engagement with event organisers to support Covidsafe events currently underway	i.e Markets Awaiting State Government Roadmap for events. Still some way away. CM 6.11.2020		
Business and Community Support Package												
Recovery Strategy	Project	Description	Project Budget	Project Benefits	Project Owner	Timeframe	Notes	September	October	November		
Event innovation and development	Forum	Event's organizer support. \$5,000 existing budget	\$5,000	Training and Support	Events - GM	0-6months	Zoom or in person?	Awaiting Roadmap	Forum proposed for November with event organisers	Awaiting State Government Roadmap for open for events. CM 6.11.2020		
Liveability	Grampians Resident Attraction Strategy /Live the Grampians Ways	Resident Attraction and Retention Strategy and Marketing. Roll out of marketing plan and development of Welcome Packs and Images of Horsham. \$30,000 Existing funding	\$30,000	Capitalize on opportunity and need to attract skilled staff.	Investment Attraction and Growth - FG/CM	3-12months	PCG meeting with timeframes established. JH to circulated initial strategy.	Draft strategy and website prepared for discussion with councils. Roll out proposed October 2020	Website currently in development and PR campaign proposed for late 2020.	Website going live in November, Topline information with images. These can be changed at any time. Consider a review early in 2021. CM 5.11.2020		

Liveability	Business Sustainability	Business Horsham (BH) and Industry Networking support grants program.	\$20,000	Business Resilience	Business Engagement -RH	3-9months	BH Horsham enthusiastic. Criteria Required - Strategic Plan, Membership, Staffing.	In discussion with BH	Submission received to support membership and strategic planning received from BH.	Letter received advising application was successful. BH to develop a strategic plan and provide shop local gift cards to renewed and new memberships. Remplan identified a 1.3 multiplier effect.		
Community	Arts and Events Activation	Grants Program targeting community groups, events, clubs, arts organization, etc.	\$75,000	Strengthening existing community groups	Arts - SM	0-6months	Community resilience through innovation and participation	Grants implemented	No applications received for August/ Sept. Six received for October. \$23,700 allocated to date.	No applications received for November at this stage		
Community	Community Health and Wellbeing	Program to support community connections and resilience.	\$30,000	Community health and wellbeing	Community - MS	0-9months	Rural Outreach or similar	Grants provided to rural outreach	Funds provide to Rural Outreach Program	Two applications total \$4,000 have come through Stronger Business that may support Health and Wellbeing. It is suggested that they be funded out of this budget line. CM 5.11.2020.		
Community	Recreation and Community Recovery	Grants Program for clubs and groups facing financial challenges, covid adaptions and	\$75,000	Direct financial assistance to clubs and organizations	Arts and Recreation - MK	0- 6months	Substantial funding for recreation and clubs	One application received	August and Sept grants assessed, October also assessed. \$64,200	11 Applications received, full amount \$60,000, 2 referred to other streams.		
		Total projects costs	\$626,000									
		Existing budgets	-137,000									
			\$489,000									
<p><b>Outdoor Eating and Entertainment \$500K</b></p> <p><b>Council \$35K</b></p>												
Recovery Strategy	Project	Description	Project Budget	Project Benefits	Project Owner	Timeframe	Notes	September	October	November		
City Centre revitalization	Councillors' project as a result of allowances not used	Councillors who retired opted not to receive their Council allowance and requested that it be used to support small businesses (\$35K)	\$35,000	Capitalizes on existing business assistance program with flexibility for direct grants	Investment Attraction and Growth - CM	0-6months	A report will be prented to EMT in November in regards to a Stronger Business Grants Stream review. This review will recommend expanding the current eligibility criteria and changes to the grants guidelines. these funds could support further businesses who have missed out on being funded through the current grant allocations.			A report will be prented to EMT in November in regards to a Stronger Business Grants Stream review. This review will recommend expanding the current eligibility criteria and changes to the grants guidelines. these funds could support further businesses who have missed out on being funded through the current grant allocations.		
City Centre revitalization	Outdoor Dining	Coordination of footpath trading and outdoor dining opportunities for business. Software to roll-out footpath permits purchased	\$6,000	Revitalisation of Hospitality	Luke Mitton	3-12months	Contact of key hospitality business and coordination of support letters	In progress	Luke Mitton has been coordinating regulatory requirements. Business team to promote grants and liaise with businesses to identify their needs.	No further action referred to Business Support Team.		
City Centre revitalization	Needs Assessment	Data based developed of local businesses so needs can be monitored and communicated.	TBA	Revitalisation of Hospitality	Chris McC					Needs Assessment developed to communicate and articulate individual business requirements and support provided by Council. i.e number of visits/contacts.  An assessment group to meet and determine guidelines for businesses receiving support for permanent outdoor dining structures/furniture (by end November)		
City Centre revitalization	City Centre Activation	Public Space Activation for City Centre upgrades and improvements (Short term wins, Street Furniture/ Pop up/ Minor Works)	\$52,000	Build on previous strategic planning and update city design. (Village Well)	Investment Attraction and Growth - DB + project support	6-12months	Met with Dianna Blake for briefing on street activation and laneway project in Capital Works \$60,000 existing budget (see # 12 above)	Range of projects proposed for pop up and laneways as part of village well. Activation and Consultation will be role for Business Support. Need for project management and integration with Outdoor dining funding	Potential to extend project with additional funds from Outdoor Activation funding. Roberts Avenue Pop Up seating and landscaping developed. Engagement with business and ideas for activation required prior to further investment	Parklet to be installed in Roberts Ave by end November. Information is to be captured to gauge community's response and identify other areas to develop parklets/perminent settings to inform the implementation of the CAD.		
<b>Total project cost</b>			<b>93,000</b>									



**FINANCIAL CONTRIBUTIONS**

Work order	Project	Council	Grant	Total
W7555.999.603	Business and Community Support Packa	\$484,000	-	\$484,000
	Local Council's Outdoor Eating and Enter-	-	\$500,000	\$500,000

## Communications

	October	November
Business Newsletter	<ul style="list-style-type: none"> <li>· Banner Launch – <b>Action Share</b></li> <li>· Grants for Outdoor Dining – <b>Action Gloria</b></li> <li>· Positive stories – <b>Action Everyone</b> to focus on what the positive stories are so we can inform Council/community</li> </ul>	

Good News Stories

Project
Discover your own backyard
Horsham Accommodation
Wimmera Lakes
Grampians Way
Digital Horsham
Virtual Main Street
Stronger Business
Love your Community
Shopfronts
City Centre Activation
Conferences
Covid Safe
Forum
Grampians Resident Attraction Strategy
Business Sustainability
Arts and Events Activation
Community Health and Wellbeing
Recreation and Community Recovery

Project
Councillors' project as a result of allowances not used
Outdoor Dining
Needs Assessment
Parklets



# Horsham Rural City Council Social Infrastructure Framework



Horsham Rural City Council  
Social Infrastructure Framework  
May 2020





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## Background Information (Separate Documents)

- Document 1. Policy Context Review
- Document 2. Community Profile
- Document 3. Engagement Summary
- Document 4. Facilities Audit and Maps
- Document 5. Social Infrastructure Needs Assessment

# Foreword

Horsham Rural City Council plays a key role in promoting the health and wellbeing of the community, by providing facilities and services that are accessible, sustainable and relevant to our needs.

Social Infrastructure is a broad term that describes these facilities that accommodate and deliver services for the community such as libraries, community halls, arts and cultural facilities, parks and sportsgrounds, aquatic centres and public toilets. It improves the general liveability of our municipality and promotes social connection opportunities.

The Social Infrastructure Framework identifies and assesses existing social infrastructure provision focusing predominantly on Council owned facilities.

The Framework is underpinned by principles and provides structure and guidelines for Council's future planning and decision making about the city's community assets.

The Social Infrastructure Framework will assist us to evaluate what we have now, understand what will be the future needs of our municipality and develop a considered and evidence-based response to match needs with provision.



# 1.0 Introduction



## 1.1 Importance of Planning Social Infrastructure

This Social Infrastructure Framework is Horsham Rural City Council's first strategic document for delivering social infrastructure.

The purpose of this document is to provide the framework and vision for social infrastructure, in line with Council and community needs and in line with Council's guiding principles and practices for the project.

This document will be used in conjunction with the HRCC Asset Management Tool to inform long term planning and asset prioritisation.

### What is Social Infrastructure?

Social Infrastructure refers to the community facilities, services and networks which help individuals, families, groups and communities meet their social needs, maximise their potential for development and enhance community wellbeing.

Services and networks are also critical in developing and supporting strong, well resourced, and connected communities. This document primarily focuses on the 'built infrastructure' that enables members of our community to meet and reach their potential.

### Why does our Municipality Need a Social Infrastructure Framework?

The Social Infrastructure Framework provides a framework and hierarchy to assist in prioritisation for the planning and development of social infrastructure over the next 20 years. It will help to inform key decision making by Council along with other strategic documents and other tools such as the HRCC Asset Management Tool.

Together these strategies will help support Horsham now and into the future as a fair and welcoming place for residents and visitors, enhance our quality of life and support a competitive, diverse and responsive economy for business and investment.

## 1.2 Social Infrastructure Principles

The Social Infrastructure Framework is guided by a set of principles that guide decision-making and investment in social infrastructure. These principles include:

**Flexible / Multi-Purpose:** Where appropriate, social infrastructure should deliver multi-purpose spaces encouraging use for a range of activities and by a range of user groups within the same building. Multi-purpose spaces may bring together diverse groups and may increase social capital. For vulnerable or marginalised groups, a mix of either multi-purpose and dedicated facilities, or spaces within facilities, may be required to encourage use.

**Accessible:** Social infrastructure should be highly accessible for all members of the community.. Facilities should be centrally located to ensure maximum access is available through public transport, should provide affordable parking (where appropriate), and be inclusive and welcoming for all by designing for universal access.

**Contribute to Placemaking:** Social infrastructure can contribute to place making and the activation of public space, and planning for social infrastructure should be undertaken strategically as part of precinct or centre planning. This place-based planning approach for social infrastructure relies on having a good understanding of the local and regional social infrastructure needs, and then identifying opportunities for required facilities to be provided within the precinct and working through how these may be able to be delivered with the stakeholders involved. Place-based planning has the potential to significantly enhance social value and social interaction.

**Co-Location / Community Hubs:** Social infrastructure should be co-located with other facilities and services where possible, either within the same building, or within close proximity of each other. Co-location helps to facilitate enhanced and integrated service delivery, while improving accessibility. When co-located with other facilities and services, social infrastructure can contribute to developing a vibrant community heart and sense of community identity.

**Perform as a Network:** The provision of social infrastructure across an area should be considered holistically and recognise that multiple facilities may work together to meet the needs of the whole community. A mix of facilities should be provided, with each facility having a specific role and function which responds to the needs of the population within its catchment, as well as providing a comprehensive mix of complementary facilities across the network without unnecessary duplication.

**Integrate Technology:** The integration of technology with social infrastructure provision can maximise efficiencies and allow flexibility and multiple uses. Technology may allow 24/7 access to a facility and reduce operational expenses involved in managing facilities (bookings and arranging access). Technology can also change a generic space into a space suitable for a range of activities, such as by providing high speed internet and screens, a space may be able to support studying, business meetings, health delivery, etc.

**Financially Sustainable:** The delivery of social infrastructure must be financially sustainable for stakeholders including Council, ratepayers and users. This includes construction and operational costs and maintaining buildings to a standard that achieves accessibility and flexibility. This does not mean that facilities should be operated for profit, but that facilities can be upgraded, maintained and operated sustainably within Council's budget. This may mean that a smaller number of higher order facilities are provided, and smaller, older facilities are sold off to reduce the cost of maintaining and upgrading these facilities. Commercial use of parts of facilities may also offer alternative revenue streams requiring formal agreements.

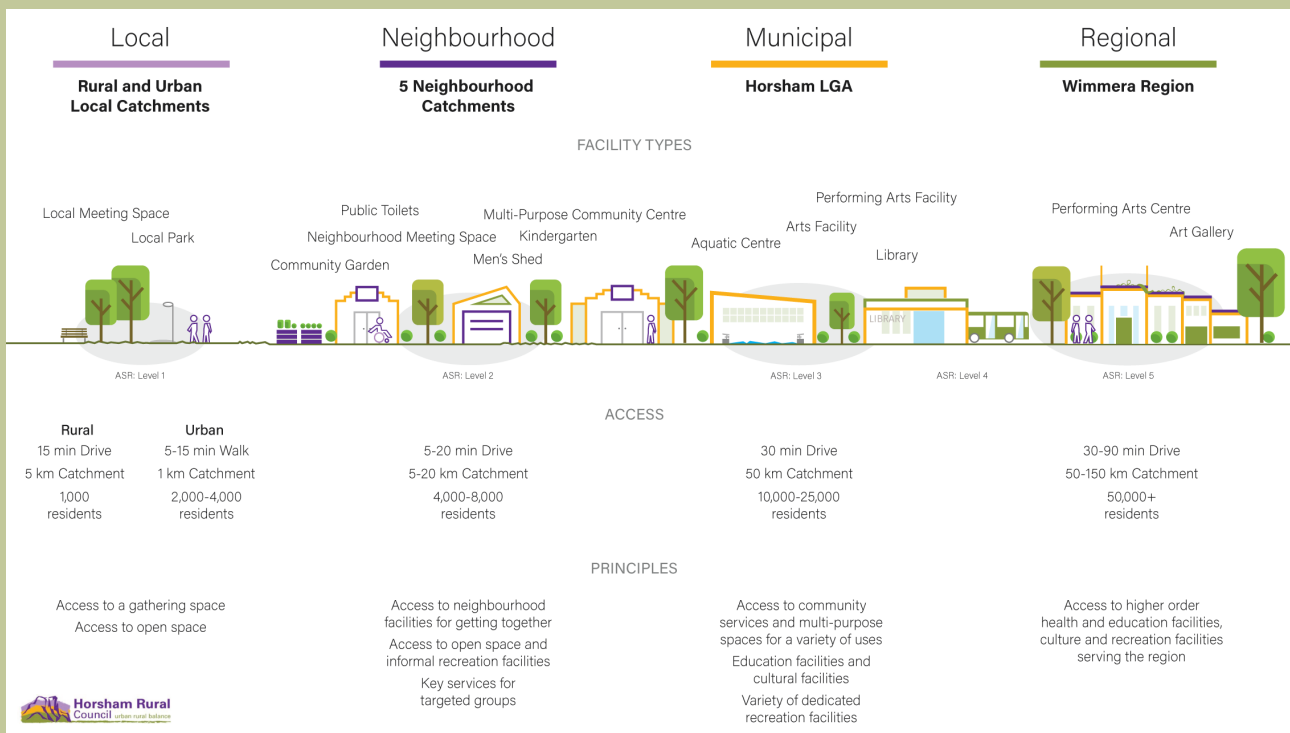
**Delivered through Partnerships and Formal Agreements:** Social infrastructure is increasingly being delivered through partnerships and formal agreements to help reduce construction and operational costs. Having formal agreements between partners ensures clear frameworks for investment. These types of arrangements also include agreements to share common spaces such as meeting rooms within schools and school use of public parks.



### 1.3 Social Infrastructure Hierarchy

A social infrastructure hierarchy was developed for categorising and considering community need for particular social infrastructure types. The hierarchy has four levels, each with a goal or principle of access and associated rates of provision based on travel time, distance and population triggers (see Figure 1). For example, regional facilities are provided to serve the whole Wimmera Region with higher order health and education facilities and specialist facilities. These regional scale facilities should generally serve a 50-100km catchment with more than 50,000 residents and be accessible by a 30-90 minute drive. The same Social Infrastructure Hierarchy is also referenced in the Open Plan Strategy. The goals and rates of provision are general only and may change based on the facility type being considered. They are indicative only.

Figure 1. Social infrastructure hierarchy framework



The four levels of hierarchy identified are:

- » **Local:** Local facilities are limited to facilities that should be accessible close to home such as a local meeting space and a local park. The access benchmarks are different for rural and urban areas. Rural areas of around 1,000 residents may require a local facility, however a similar facility in an urban area can serve a larger population (between 2,000 to 4,000 residents). In the rural area, local facilities may need to be accessed by car (approximately 15 minute drive), but in the urban area, they should be accessible by walking.
- » **Neighbourhood:** Neighbourhood facilities are a broader range of facilities, including neighbourhood meeting spaces, community gardens and kindergartens. Multiple neighbourhood facilities may be provided across the municipality including some in rural areas.
- » **Municipality:** Municipal facilities are higher order facilities such as a children's and community hub, aquatic centre, and library. Generally, one municipal facility is provided to serve the whole Horsham Municipality. As the centre of the Horsham Municipality, these facilities should all be located in Horsham City.
- » **Regional:** Regional facilities are significant facilities that serve the whole Wimmera Region. Regional facilities include regional arts and cultural facilities. As the regional centre, these facilities tend to be located in Horsham City.

## 1.4 Type of Facilities Considered

The social infrastructure considered in this study includes a broad range of education, community, health, emergency, arts and culture, and recreation and open space facilities. The full list of facilities considered is shown below. The Framework has focussed on the facilities that Council owns, leases or has an interest in.

Table 1 details the facilities that were identified for consideration in this study and definitions of each facility type. Indicative rates of provision for facilities were developed for this study to guide the provision of facilities in the region. These provision rates focus on population, although geographic spread and access guidelines are also considered to align with the level of the hierarchy the facility belongs to. Population, geographic spread and access guidelines are considered in more detail in the needs assessment when the need for facilities is analysed for each facility type individually.

**Table 1. Facilities considered**

Facility Category	Facility Type	Definition
<b>Local</b>		
Community Spaces	Community Meeting Space - Local	A local community meeting space is a local space that is readily accessible to the general community that would accommodate 20-50 people (seated). It may not have any other associated facilities. This type of facility may be provided by council, non council managed (public) or private organisations, e.g. CFA shed.
Community Spaces	Public Toilet Facility	A public toilet facility is a toilet facility that is accessible to the general public without a fee, without entering another facility and that is open most of the day.
Recreation and Open Space	Local Playground	Primarily cater for local residents and people living and working within walking distance. These spaces are less developed with limited play equipment. Should provide at least one seat/setting; pathways for accessibility; minimal formal play equipment and/or nature play design; and natural shade for at least part of the area. May provide public toilets (of a local standard).
<b>Neighbourhood</b>		
Community Spaces	Community Meeting Space – Neighbourhood	A neighbourhood community meeting space is a community meeting space with capacity for 50-100 people (seated) and offers full kitchen facilities and/or a stage. This type of facility is generally, but not always, provided by council.
Community Spaces	Community Space - Community Centre	A community centre is a larger multi-functional facility that provides community meetings spaces and delivers programs or services. This type of facility may include dedicated or specialised multipurpose spaces for early years, youth, arts, or older people activities.
Community Spaces	Community Shed	A community shed (including men's shed or women's shed) is a place for working on projects together that assist the community. These facilities may have a range of wood and metal working tools and equipment, or tools and equipment for other pursuits such as working with electronics, fabric, etc.
Community Spaces	Community Garden	A community garden is a parcel of land made available to community members to grow food crops and undertake associated activities. Community gardens may be located on council owned land or other land and may operate under a range of structures and levels of formality.
Age Specific Support	Play Group	Play group is a group for babies, toddlers and preschoolers and their parent or carers. Play groups are run at community venues such as children's hubs, maternal and child health centres, kindergartens, halls, community centres, primary schools and aged care facilities. Standard play group may between 10-20 children with accompanying parent or guardian.
Age Specific Support	Child Care	Child care is a centre-based long day care, which comprises services aimed primarily at 0-5 years old that are provided in a purpose-built building. Child care centres can provide a kindergarten program. Standard provision may be a 90-120 place centre.

Facility Category	Facility Type	Definition
Age Specific Support	Kindergarten	A kindergarten focuses on early learning for children 3-4 years of age (3 years of age from 2022). Kindertartens can be stand-alone facilities or a kindergarten programs can be provided by child care centres. The terms kindergarten and preschool are sometimes used interchangeably in Victoria.  Standard provision is a two standard room kindergarten, each with 30 places catering for 75 children per week.
Age Specific Support	Outside of Hours Care	Outside school hours care comprises services provided for school-aged children (5-12-year-olds) outside school hours during term and vacations. Care may also be provided on student-free days and when school finishes early.
Age Specific Support	Youth Space – Neighbourhood	A neighbourhood youth space is a community space specialising in meeting the needs of young people. Youth spaces may be accommodated within multi-purpose facilities; however, they require a specific focus.
Age Specific Support	Seniors' Space – Neighbourhood	A neighbourhood seniors' space is a community space specialising in meeting the needs of older people. Seniors' spaces may be accommodated within multi-purpose facilities, however, require a specific focus.
Age Specific Support	Aged Care Facility	A residential aged care facility provides a home for older people with a disability or requiring care. This type of facility provides different levels of care to meet the requirements of each patient.
Age Specific Support	Respite Facility	A respite facility provides short-term care for older people with a disability or requiring support, or people with a disability, in order to allow their carer to rest or undertake other activities. Often care is provided during the day or can be provided overnight. Often a small number of respite beds are provided in an aged car facility.
Recreation and Open Space	Neighbourhood Playground	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.  Should provide at least two seats/settings; natural shade for at least part of the area; and pathways for accessibility.  May provide landscaping and irrigation; and public toilets (of a neighbourhood standard).
Recreation and Open Space	Club Room / Pavilion	A club room / pavilion may include basic change rooms, function rooms and bar facilities. A club room / pavilion should be a minimum of 400 sqm of gross floor area, including change rooms, etc.
<b>Municipal</b>		
Community Spaces	Visitor Centre	A visitor centre provides information to visitors and tourists to an area as well as residents. They are generally managed by tourist associations or councils and may be operated by paid staff or volunteers.
Age Specific Support	Maternal and Child Health	Maternal and child health is a free service provided to all Victorian families from 0-6 years. The service includes support information and advice regarding parenting, child health, development and maternal health and wellbeing and family planning.  Standard provision is for two MCH consulting rooms, an interview room and waiting / program room (total of 90-100 sqm).
Age Specific Support	Youth Space – Municipal	A municipal youth space is a dedicated youth facility that provides a base for a youth worker or program coordinator to deliver on-site and outreach youth programs and services. Services may include advocacy, legal advice, counselling, information and referral, recreation and health services.
Age Specific Support	Seniors' Space – Municipal	A municipal seniors' space is a dedicated seniors' space offering specific facilities for older people. It may operate as a separate senior citizens' centre or integrated with a community meeting place.
Arts and Culture	Library	A library offers access to both text and online resources for learning and can also incorporate meeting spaces and study areas.  Standard provision may be a 1,000-1,500 sqm GFA, up to 2,000-2,500 sqm GFA for a facility that serves as a municipality's most significant library and offers additional services.
Arts and Culture	Arts Facility	A municipal arts facility provides exhibition space for art and cultural productions (including basic gallery lighting, capacity to control natural light and suitable security) and workshop spaces for hire.

Facility Category	Facility Type	Definition
Arts and Culture	Performing Arts Facility	A municipal performing arts facility provides a theatre space with appropriate seating (150-300 seats), foyer space, stage area, backstage area, and technical systems such as sound and lighting that are simple to use for non-technical experts.
Arts and Culture	Cinema	A cinema provides spaces for viewing films on a large screen. Depending on their scale and level in the hierarchy, cinemas may provide multiple viewing spaces, reception areas, and other ancillary facilities, and may show local, independent, historical or global new release films.
Recreation and Open Space	Municipal Playground	At a minimum, services the whole municipality. Residents will come from other localities and regions. Should have numerous picnic settings; public toilets (of municipal standard); shade; shelters, BBQ's, and bubblers; and pathways for accessibility. May have sport and recreation facilities for unstructured sport; landscaping; and limited irrigated grass.
Recreation and Open Space	Aquatic Centre	An aquatic centre may have one or multiple pools used for recreation, learn to swim and swimming squad activities, as well as associated facilities such as change rooms, and shop. Aquatic centres may include allied health services, gyms and other co-located facilities.
Recreation and Open Space	Indoor Sports Facility	An indoor sports facility provides multi-use indoor courts, multi-purpose rooms, storage areas, change facilities and might also include gym and treatment rooms. At this level of the hierarchy, this facility would contain two indoor courts.
Recreation and Open Space	Sound Shell	A sound shell is a covered stage to allow parks or open space areas to be used for performances and other activities. At this level of the hierarchy, sound shells should offer a venue suitable for at least 200 people to view an event.
Recreation and Open Space	Botanic Garden	A botanic garden is dedicated to the preservation and display of a wide range of plant species. They also provide open space functions.
<b>Regional</b>		
Arts and Culture	Regional Arts Facility	A regional arts facility provides a space for professional and community visual arts as a prominent community/civic/commercial hub, and may include exhibition spaces, function rooms, studio space and administration spaces. Technical fit-out is more complex and professional.
Arts and Culture	Regional Performing Arts Facility	A regional performing arts facility provides a space for professional and community performing arts as a prominent community/civic/commercial hub, and may include a large theatre with space for high audience numbers, functions rooms, rehearsal areas and administration spaces and where the technical fit-out is more complex.
Arts and Culture	Exhibition / Convention Centre	An exhibition / convention centre provides a large multi-purpose building suitable for public and private business and social events. As well as a main exhibition hall, the facility may include other smaller meeting rooms, associated catering facilities and circulation spaces.
Recreation and Open Space	Regional Playground	Large, high quality destinations that have broad appeal and attract visitors and local community members. Visitors may stay for a number of hours. Should have diverse opportunities for play for a range of ages; public toilets (of municipal standard); picnic tables and seating; shade and shelter with shade over play space equipment; pathways for accessibility; landscaping, irrigated areas; and off-road car parking.
Recreation and Open Space	Sports Stadium	A sports stadium provides a multi-use field surrounded by spectator seating, multi-purpose rooms, storage areas, change rooms and associated food and beverage outlets.
<b>All Hierarchy Levels</b>		
Recreation and Open Space	Recreation Space	A recreation space provides either active or passive recreation spaces, and may include parks with social areas, gardens, playgrounds, walking tracks, fitness equipment, and dog exercise areas.

## 1.5 Study Areas

The study areas, or catchments, considered in the Social Infrastructure Framework align with the four levels of the hierarchy:

- » **Local study areas:** 23 local catchments were identified, including 11 localities in Horsham City and 12 localities in Horsham Region. Although 23 local catchments were used to consider the spatial distribution of facilities, not all local catchments meet the population levels to trigger the need for all types of local level facilities.
- » **Neighbourhood study areas:** Five neighbourhood catchments were identified. Three in Horsham City and two in Horsham Region. Although five neighbourhood catchments were used to consider the spatial distribution of facilities, not all neighbourhood catchments require the provision of neighbourhood level facilities.
- » **Municipal study area:** The Horsham Municipality.
- » **Regional study area:** The Wimmera Region including Horsham Rural City, Hindmarsh Shire, Northern Grampians Shire, West Wimmera Shire and Yarriambiack Shire.

The local and neighbourhood study areas are shown in the maps below (Figure 2 and 3).



Figure 2. Map of study areas - Local catchments

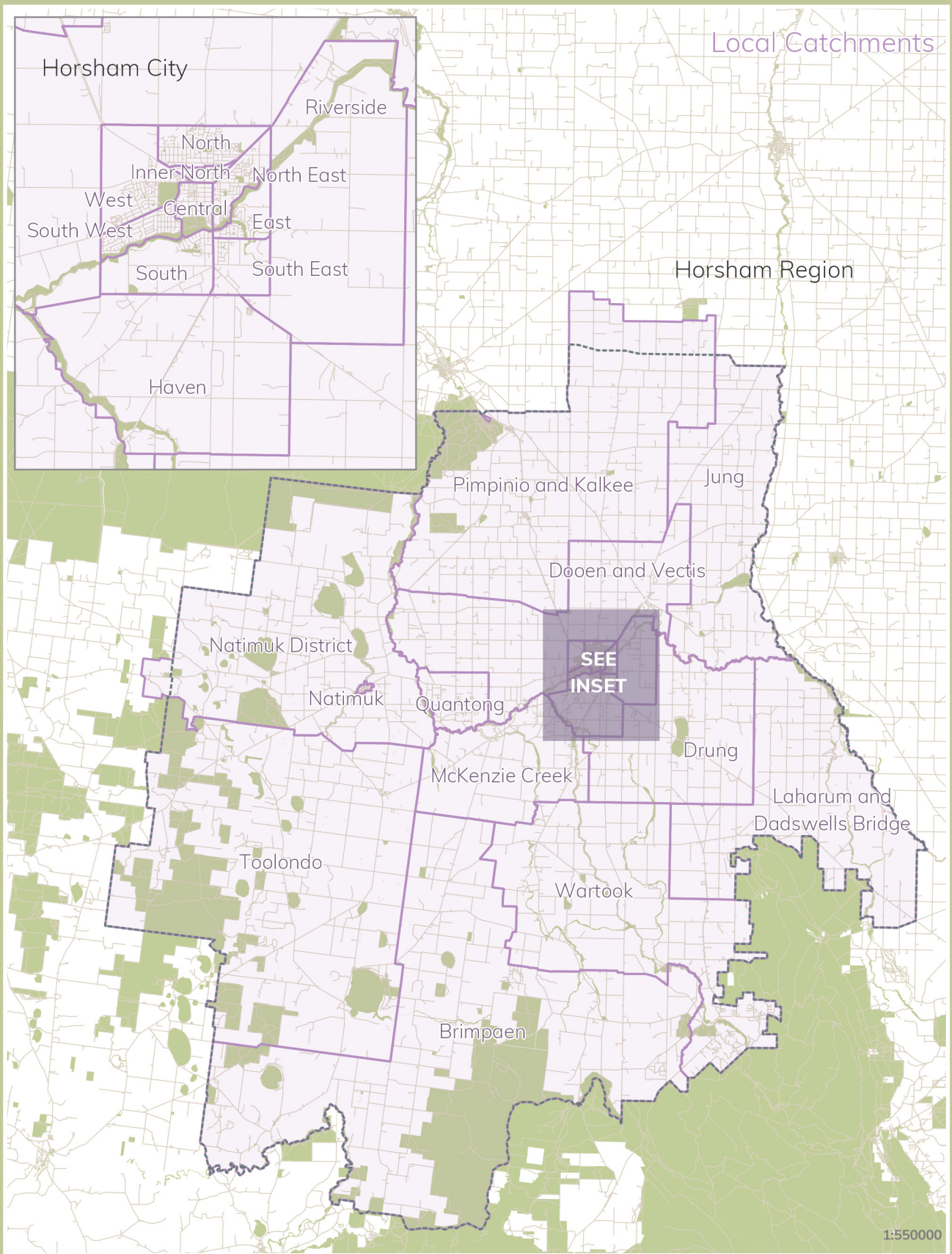
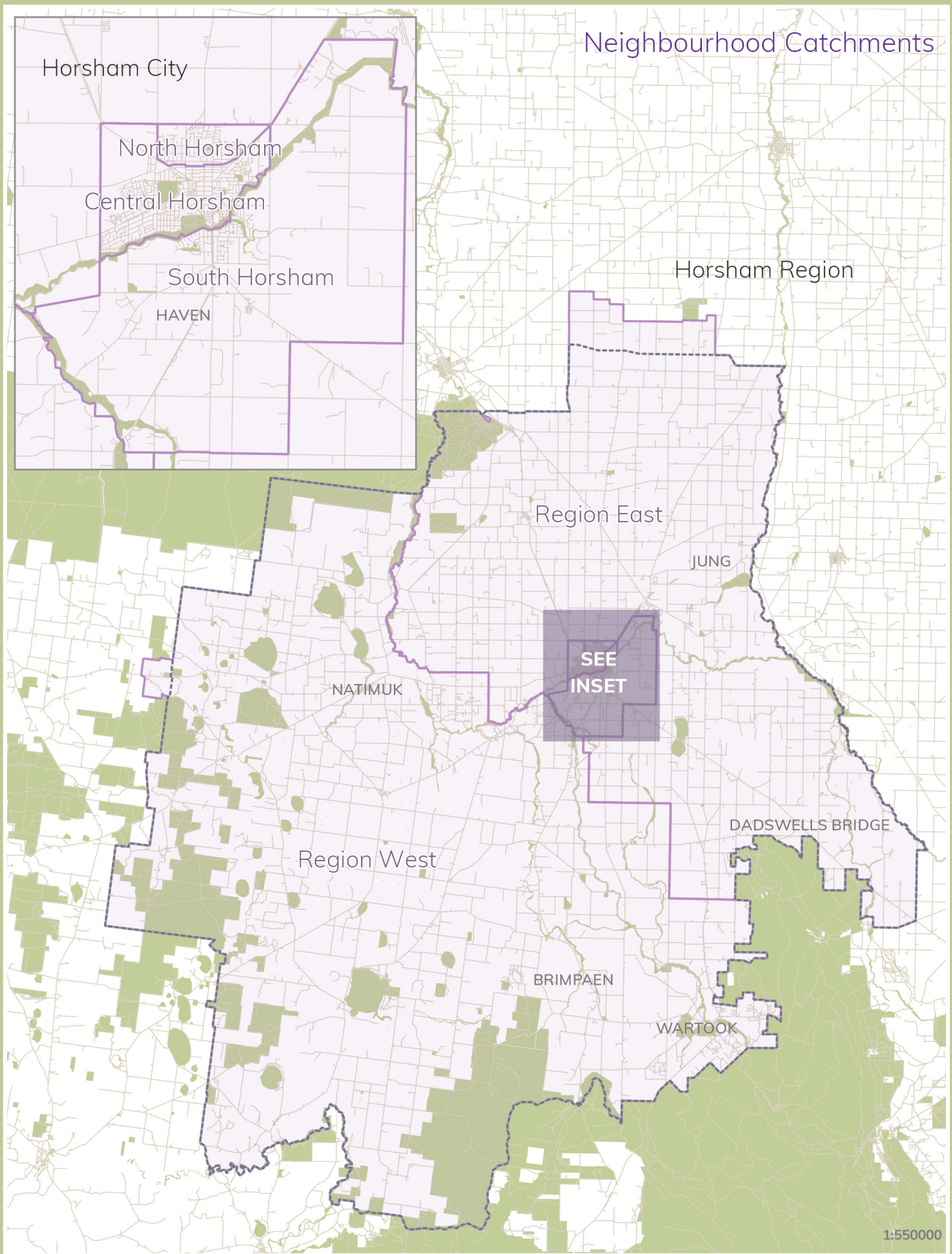


Figure 3. Map of study areas - Neighbourhood catchments



# 2.0 Policy Context and Directions



## 2.1 Review Undertaken

A review of state, regional and local policies was undertaken to understand the strategic directions of social infrastructure provision in the local context.

In addition to a large number of other documents, the review included the following key documents:

### State Strategies:

- » Victoria's 30 Year Infrastructure Strategy
- » Victorian Infrastructure Plan 2017

### Regional Strategies:

- » Wimmera Southern Mallee Regional Growth Plan 2014

### Local Strategies:

- » Council Plan 2019-23
- » Municipal Strategic Statement
- » Economic Development Strategy 2017-21
- » Health and Wellbeing Plan 2017-21
- » Disability Access and Action Plan 2013-16 (now superseded by draft 2019 Community Inclusion Plan)
- » Early Years Plan 2019-23
- » Horsham Youth Strategy 2018
- » Age Friendly Communities Implementation Plan 2019-23
- » Arts and Cultural Plan 2014-18
- » Open Space Strategy 2019
- » Horsham Sport Facilities Demand Assessment 2019.

## 2.2 Findings

The policy review identified the following key trends and directions of relevance to social infrastructure provision:

**The population is ageing with people moving from rural areas to urban areas:** The population of Horsham Municipality is ageing with the baby boomers looking for a place to retire that meets their needs. The population is expected to decrease in rural areas of the municipality and increase in urban areas which is largely due to older generations moving into town and not being replaced by younger rural families. Facilities should be developed to meet the needs of this aging population.

### Enviably lifestyle important for retaining and attracting population:

The population of the Wimmera Southern Mallee region is expected to decline slightly to 45,000 people in 2046. The population of the Horsham Municipality is expected to remain steady overall. Quality services and cultural activities are needed in order to retain and attract population, including:

- » Education facilities (early years to lifelong learning opportunities)
- » Health facilities, including mental health facilities, and residential aged care
- » Purpose built art and cultural venues
- » Sport, recreation and active living facilities.



**Local economy based on agriculture and regional services:** Horsham is the major centre within the Wimmera Southern Mallee region. It is home to regional health services, tertiary education and government agencies that support the broader region. Cropping and grazing and nature-based tourism are the key activities driving the regional economy. The Horsham Municipality economy is also primarily driven by agriculture, but employment is also high in manufacturing, construction, public sector services and retail and other commercial services. Over time, the Horsham economy is likely to include more of a focus on regional service employment, with farming properties consolidating into larger entities reducing overall agricultural employment. Industries of employment are likely to continue to change, requiring an adaptable workforce and local education and training options.

**Population becoming more diverse:** Although the large majority of residents are still born in Australia, the population is becoming more diverse with people from varied cultures moving to the region. Facilities and programs that welcome and attract people from a range of backgrounds are needed, including cultural facilities and programs.

**Car dominated and limited public transport:** There is limited public transport making it difficult for some residents to get around. This is particularly important for older residents and results in a lack of access to services and facilities especially for rural areas and in the evening and on weekends. Without public transport, relying on a car and a licence is essential for mobility within the municipality. This means that the location and geographic dispersal of facilities is important to facilitate access, as is the availability of adequate free parking.

**Some poor health and safety outcomes:** The Horsham Municipality has higher rates of some lifestyle diseases, higher rates of drug use, and harmful alcohol use compared to other areas in Victoria. The municipality also has higher levels of family violence and youth crime. Improving social outcomes should be the focus of multiple strategies, including the Social Infrastructure Framework.

**Youth spaces and opportunities:** Activities for young people and education and training opportunities are needed for young people to keep them involved and connected with the community. Community spaces should be youth-friendly, and dedicated youth spaces should be provided at certain times of the day.

**Vulnerabilities to climate:** The region is potentially vulnerable to natural hazards, and warmer, drier weather is likely to impact agricultural production. There are risks to threatened flora and fauna, including through fragmentation of habitats. Flexibility and resilience are important community characteristics to respond to environmental changes.

## 3.0 Community Profile and Social Trends



The findings of the community profile study are:

**Low population growth:** The population of the Horsham Municipality increased slightly between 2011 and 2016 (by around 340 people) and is projected to grow at a slightly slower rate by 2036 (with a total increase between 2016 and 2036 of 715 people). The population of Horsham Region is expected to decline by around 500 people between 2016 and 2036, and the population of Horsham City is expected to increase by 1,200 people during this period. However, it is worth noting that there may be some population increase attributed to new economic activities such as mining which is currently undergoing feasibility studies in the region. The Social Infrastructure Framework will therefore need to plan for only a small growth in population overall, and this population will be further concentrated in Horsham City.

**Ageing population:** The population over 65 years of age is expected to increase by 1,494 people between 2016 and 2036 in the Horsham Municipality, and this group will make up 20.6 per cent of the total population in 2036 (from 13.8 per cent in 2016). The needs of older residents will therefore need to be considered when planning for future social infrastructure and how facilities are accessed.

**Higher proportion of lone person households:** Horsham Municipality had a slightly higher proportion of lone person households, at 31.4 per cent compared to 29.0 per cent for Regional Victoria. Social infrastructure should provide opportunities for community interaction and places for activities and intergenerational interaction.

**Agricultural production a key industry:** The Horsham Region relies considerably on agricultural activity as the main industry of employment. The agriculture, forestry and fishing industry employs 29.2 per cent of workers in Horsham Region.

**Health care and social assistance hub:** In Horsham City, health care and social assistance is the main industry of employment for workers. The health care and social assistance industry employs 17.5 per cent of workers in Horsham City, and is also the second most common industry of employment in Horsham Region, employing 12.8 per cent of workers.

**Low cultural diversity:** Most residents living in Horsham Municipality were born in Australia (87.6 per cent). The population has become more culturally diverse over time, and around 1,185 residents in 2016 were born overseas, including around 725 residents who were born in non-English speaking countries. These residents may feel isolated in a regional community dominated by Australian born residents and the Framework should consider creating opportunities to activate spaces for community interaction.

**Concentrated areas of socio-economic disadvantage:** There were particular areas of socio-economic disadvantage in North Horsham in 2016. There were some 1,500 residents living in neighbourhoods in North Horsham that were considered within the bottom five per cent of most disadvantaged neighbourhoods in the whole of Australia. These areas should have good access to the social infrastructure facilities that they need.

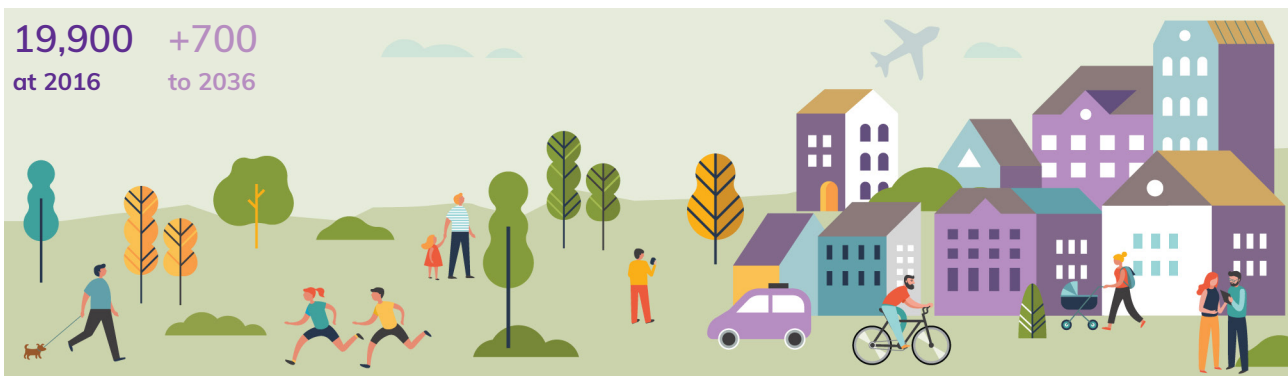
### 3.1 Summary of Population and Demographic Characteristics

The Horsham Municipality had a population of around 19,900 people in 2016. Horsham City had a population of around 16,450 people, while the rural area surrounding the city, Horsham Region, had a population of 3,450 people. Of the eleven localities within Horsham City, Horsham North was the largest with a population of around 3,300 people, followed by Horsham South West with around 2,900 people. All of the Horsham Region localities had similar populations.

Between 2016 and 2036, the population of Horsham Municipality is expected to grow from 19,900 to 20,600 people, an increase of around 700 people and representing a growth rate of 0.2 per cent per year. This was a similar growth rate to the past growth rate of 0.3 per cent between 2011 and 2016. However, it is worth noting that there may be some population increase attributed to new economic activities such as mining which is currently undergoing feasibility studies in the region.

Within the Horsham Municipality, Horsham City is expected to grow by around 1,200 people, and Horsham Region is expected to decline by around 500 people, between 2016 and 2036.

#### Population Growth - Horsham Municipality



#### Horsham Municipality

Horsham Municipality had a similar age structure to Regional Victoria, with slightly lower proportions of older people aged around 60 to 74 years and middle-aged people around 35 to 49 years. Horsham Municipality had slightly higher proportions of people older than 80 years, young children from 0 to 9 years, as well as some young adult age groups from around 20 to 34 years, when compared to Regional Victoria.

Horsham Municipality had a slightly higher proportion of lone person households, at 31.4 per cent compared to 29.0 per cent for Regional Victoria. Conversely, it had slightly lower proportions of most other household types.

There were 298 people in the Horsham Municipality who identified as being Aboriginal and/or Torres Strait Islander people in 2016. This group represented 1.5 per cent of the total population, which was a similar proportion to Regional Victoria at 1.6 per cent.

Horsham Municipality was less culturally diverse than Regional Victoria, with 87.6 per cent of the Horsham Municipality population born in Australia, which was a higher proportion than for Regional Victoria at 80.7 per cent.

The Horsham Municipality had a higher rate of hospitalisations due to endocrine, nutritional and metabolic diseases, eye and adnexa diseases, cancers, digestive system diseases, ear and mastoid process diseases and infectious and parasitic diseases, compared to Australia. The rate of hospitalisations due to pregnancy was also higher than the Australian average due to higher rates of pregnancy. Overall, the rate of profound or severe disability was similar in Horsham Municipality compared to Regional Victoria.

## Horsham City

Horsham City had a population of around 16,450 people in 2016. The population increased by around 360 between 2011 and 2016 and is projected to increase by around 1,100 people between 2016 and 2036.

Horsham City had slightly lower proportions of middle aged to older adults from around 35 to 74 years, compared to Regional Victoria. Horsham City had higher proportions of young children from 0 to 9 years, young adults from 20 to 34 years, and older people above around 75 years of age.

The population of Horsham City is projected to age, with the proportion of people from 65 years of age and older increasing strongly (from 14.5 per cent of the population in 2016 to 21.2 per cent in 2036). Conversely, the number and proportion of children 0 to 19 years of age is projected to decrease (by around 400 children in total, and a decrease from 25.3 per cent in 2016 to 21.3 per cent in 2036).

A higher proportion of Horsham City households were lone person household at 33.3 per cent, compared to 29.0 per cent for Regional Victoria. Horsham City had lower proportions of couples with children at 23.9 per cent, compared to 27.2 per cent for Regional Victoria.

There were around 260 people in Horsham City who identified as being Aboriginal and/or Torres Strait Islander people in 2016. Many of these Aboriginal and/or Torres Strait Islander people lived in Horsham North.

The population of Horsham City was less culturally diverse than Regional Victoria, with 87.3 per cent of the population born in Australia compared to 80.7 per cent for Regional Victoria. Around 1,030 residents of Horsham City were born overseas, including 660 residents who were born in mainly non-English speaking countries.

Health care and social assistance was the largest industry of employment for residents of Horsham City at 17.5 per cent, followed by the retail trade at 13.0 per cent and construction at 9.3 per cent.

There were particular areas of socio-economic disadvantage in North Horsham in 2016. There were some 1,500 residents living in neighbourhoods in North Horsham that were considered within the bottom five per cent of most disadvantaged neighbourhoods in the whole of Australia.

## Horsham Region

Horsham Region had a population of 3,450 people in 2016. The population of the Horsham Region declined slightly between 2011 and 2016 and is projected to continue to decline to 2036. Around 470 residents of the Horsham Region are expected to leave the area between 2016 and 2036.

Horsham Region had significantly higher proportions of older adults from around 40 to 59 years, particularly males in these age groups, as well as children up to 19 years. Horsham Region also had lower proportions of young adults from 20 to 39 years, and older people from around 70 years of age.

The population of Horsham Region is expected to age between 2016 and 2036. The ageing of the large baby boomer generation will mean that the population over 65 years of age will increase by around 145 people and the proportion from 10.5 per cent of the population in 2016 to 17.0 per cent in 2036. Related to the ageing of the baby boomers, the number of 45 to 64 year old people is expected to decrease by almost 500 people, and the proportion from 31.6 per cent of the population in 2016 to 19.9 per cent in 2036. The projections suggest that the number and proportion of young adults aged 20 to 39 years will increase in Horsham Region and the proportion of children will remain constant, however it is unclear what the catalyst for this change could be.

The Horsham Region had higher proportions of couples with children (34.4 per cent, compared to 27.2 per cent for Regional Victoria) and couples without children (33.2 per cent, compared to 29.1 per cent for Regional Victoria). Conversely, the proportions of one parent households, lone person households and group households were lower.

There were just 17 people who identified as being Aboriginal and/or Torres Strait Islander people in the Horsham Region in 2016 (making up just 0.5 per cent of the population). Natimuk District was the least culturally diverse locality in Horsham Region (94.6 per cent of the population born in Australia).

The main industry of employment for the residents of Horsham Region was the agriculture, forestry and fishing industry, employing 29.2 per cent of the population, followed by health care and social assistance, at 12.8 per cent.

The Horsham Region had a high proportion of older people (aged 85 years and older) requiring assistance.

# 4.0 Engagement Findings



Engagement was undertaken in September and November 2019 to gather community input to the Social Infrastructure Framework. The purpose of engagement was to gather information from all stakeholders about existing community social infrastructure needs and the capacity and limitations of existing facilities.

This input assisted with development of the needs assessment and findings.

Engagement included:

- » Online community survey with 107 respondents
- » Online survey for community organisations and facility managers (these findings were integrated into the facilities audit)
- » Discussions with major community organisations and facility managers
- » Discussion with key Council officers, including those from infrastructure, Recreation and Planning.

## 4.1 Community Survey

The community survey was open for responses between 16 September and 14 October 2019 and during this period was completed by 107 respondents.

### Survey respondents:

Of these 107 respondents, 58 respondents were located in Horsham City (54.2 per cent). An additional 27 respondents were located in other parts of the Horsham Municipality (25.2 per cent), including 6 respondents from Natimuk (5.6 per cent) and 4 respondents from Haven (3.7 per cent). A further 20 respondents did not state their location (18.7 per cent).

The majority of respondents were female (60 respondents, 56.1 per cent). There were also 36 male respondents (24.3 per cent), while 21 respondents did not state their gender (19.6 per cent).

A good mix of age groups were represented in the respondents, with around 20 per cent of respondents being in each of the 35 to 44 years and 45 to 54 years age groups, and with a further 10 per cent of respondents being in each of the 25 to 34 years, 55 to 64 years and 65 to 74 years age groups. There were only 3 respondents aged under 25 years, and only 1 respondent aged 70 years or older.

### Importance of facility types:

Respondents were asked to rate the importance of facility types from “not at all important” to “extremely important”. Of the 23 facility types considered, 98 respondents rated public toilets as either very important or extremely important (92.5 per cent), making them the most important facility type overall. Public toilets were followed by three types of sport and recreation facilities, being recreation spaces (87.7 per cent), sports grounds and courts (86.8 per cent) and aquatic centres (84.0 per cent) in terms of their level of importance. The next highest rated facilities in terms of their level of importance were residential aged care and respite facilities (82.7 per cent), maternal and child health services (77.4 per cent), child care and kindergarten (75.7 per cent), playgrounds (75.5 per cent) and cinemas (73.8 per cent).

### Rating of current provision:

Respondents were then asked to rate the current provision of each facility type overall in Horsham Municipality from “very poor” to “very good”. Of the 23 facility types, performing arts centres were the highest rated facility type with 88.8 per cent of respondents rating these facilities as good or very good. Other highly rated infrastructure types were aquatic centres (86.6 per cent), art galleries (83.9 per cent), libraries (80.9 per cent), recreation spaces (80.2 per cent), child care and kindergartens (75.6 per cent) and playgrounds (75.0 per cent).

The lowest rated facilities were the youth centre (23.3 per cent), sports stadium (36.6 per cent), indoor sports facility (44.9 per cent), residential aged care and respite facilities (47.5 per cent), and senior citizens' centre (50.0 per cent). Some of these facilities are not provided in the Horsham Municipality however and respondents may have rated them poorly given this (even though there was an option to mark these facilities as “not provided”).

### Travel and access to facilities:

Respondents were also asked to identify an appropriate travel time to each of the facility types. Facilities that respondents expected to be able to access close to their home, work and leisure activities included public toilets (7 min), playgrounds (11 min), recreation spaces (12 min), community gardens (13 min), libraries (14 min), senior citizens' centres (15 min), youth centres (15 min), community spaces (16 min) and child care and kindergartens (16 min).

Facilities that respondents thought could appropriately be located further away included aquatic centres (17 min), cinemas (18 min), indoor sports facilities (19 min), sports stadiums (21 min), art galleries (21 min), performing arts centre (21 min) and exhibition and convention centres (23 min).



## 4.2 Stakeholder Discussions

### Current Challenges and Needs

Stakeholders identified the following key challenges and needs in the workshop discussions:

#### Need for newer purpose built, multi-purpose, flexible community meeting spaces:

It was noted that many existing facilities (mainly relating to general community spaces, such as halls, pavilions, and libraries) were built for specific functions many years ago, and these functions have changed over time. The facilities have been retrofitted and upgraded over time, but still facility layouts and functionality do not fit their contemporary uses. This made use of facilities by multiple groups difficult, because appropriate storage is not provided and spaces were not designed to be closed off or opened up for different groups.

Many stakeholders noted that there was a need for general community spaces to be more flexible and adaptable, and the model for delivery should deliver a range of higher-order, multi-purpose flexible spaces that could be utilised by a range of groups.

The affordability of renting spaces in new community facilities was raised. For example, new facilities can be more expensive to lease, and this makes use of these facilities more difficult. There is still a need for low cost facilities. It was suggested that integrating commercial uses in larger hubs may help to offset some of the costs to offset costs for community groups.

#### May be more community meeting spaces than needed overall, but existing stock needs upgrading:

It was suggested that some meeting places have low utilisation, for example, may only be utilised once a month, and that current facilities may not be meeting the requirements of a meeting place for communities. In some cases it was considered that a new facility may have been built to address contemporary needs, however the former building is retained by Council and therefore still requires maintenance.

Most stakeholders thought that there was perhaps even an oversupply of general community meeting spaces, in terms of the overall quantum and floor area / site area of facilities. However they noted that these community meeting spaces were generally aged and not keeping up with contemporary standards.

It was suggested that closing some facilities, and reinvesting funds into upgrading and providing new higher order facilities was appropriate. However, it was acknowledged that this may be difficult as many communities have strong connections to their facilities – including strong emotional and historical connections. It was noted that halls in the rural areas meet local needs for meeting places.

#### Many facilities not meeting accessibility / universal design standards:

Most stakeholders noted that many facilities are not meeting accessibility / universal design standards. Some facilities had been retrofitted multiple times in order to meet accessibility standards, but these standards keep being updated. It was noted that retrofitting building to meet accessibility standards can be expensive.

#### Need to extend utilisation of spaces, and activate surroundings:

There were a number of suggestions around extending utilisation of existing facilities with simple upgrades. This included opening up the library for extended hours, utilising technology such as wi-fi to encourage use, and providing charging points to allow, for example, charging of laptops and phones, and charging of mobility scooters and therefore enabling extended use. Other suggestions included activating public outside spaces as public meeting spaces such as outside the library and in the central activity district.

**Legacy ownership issues make change difficult:**

In some cases, stakeholders noted that general community meeting spaces should be shared more, allowing multiple use by different community groups and using the existing stock of facilities more efficiently. However, it was noted that legacy ownership and management issues make changing the status quo difficult. In some instances, for example, community groups have raised funds for upgrades of the facility that they utilise. In other instances, there are not clear arrangements around use.

It was noted by some community groups that this needed to be worked through by Council to make responsibilities clearer and to allow sharing of facilities. Council stakeholders acknowledged the need to work through these issues in an appropriately organised way, to provide clear arrangements around use, ownership, etc.

**Access to facilities is an important consideration:**

Some stakeholders noted the difficulty some residents have coming into Horsham to access facilities and services because of a lack of public transport or community transport. This was mainly a consideration for residents living outside of Horsham where the population is declining slightly and there is limited scope to provide additional facilities in these areas.

Ensuring parking availability was also a consideration for ensuring facilities were accessible.

**Perception of some geographic areas missing out on facilities, and rural areas feeling neglected:**

Some stakeholders noted that there were limited facilities in some areas of Horsham City, for example, that social infrastructure was lacking in the south and west of the urban area.

It was also noted that communities in rural areas of the municipality sometimes feel neglected.

**Opportunities**

The following opportunities were identified in the workshop discussions:

**Efficient use of existing facilities:**

Stakeholders identified opportunities for sharing of existing facilities. This included identifying opportunities to share facilities that are provided by the private sector and other levels of government. For example, state government facilities such as primary school facilities could be utilised for after school hours care, while private sector facilities such as meeting rooms and training rooms could be utilised for community learning activities.

**Multi-purpose and multi-partnership infrastructure provision:**

There may be opportunities to progress multi-purpose and multi-partner approaches to infrastructure provision. It was also suggested that the community is willing to support projects, and this could be a source of funds for community infrastructure provision if appropriate ownership and management arrangements were agreed.

**Primary school precinct in North Horsham:**

The relocation of Horsham North Primary School may be considered by the State Government and could present opportunities for co-location of service and facilities related to children, youth and families in North Horsham.

**Better use of grouping of Council facilities in Roberts Avenue:**

There was general discussion of the opportunity to better utilise the facilities adjacent to Council offices in Roberts Avenue (Wesley Performing Arts Centre to the former kindergarten site, and through to the Nexus youth centre site). This was mentioned by a number of stakeholders as an opportunity.

**Need for coordination and information sharing:**

There was discussion of an opportunity for better information sharing between some of the community organisations that attended the workshop. Information sharing may assist organisations to refer residents making enquiries to other relevant services in Horsham, share learnings about past programs, and to reduce duplication of some programs or events (or coordinate delivery).



## 5.0 Existing Infrastructure Provision



An audit of facilities has been compiled for the HRCC area and Wimmera Region (for regional facilities) based on data provided by Council, desktop searches and survey information. The facilities in the audit were not individually inspected.

### Overall Indication of Current and Future Provision (based on quantity)

A comparison of the current provision of social infrastructure and the standards of service developed for the project are shown in the table below (Table 2). A 'traffic light' system is used to show where the quantity of provision is above or below benchmarks.

The indication of need is based on population benchmarks only, however, the full needs assessment (included as background information to this Social Infrastructure Framework) considered a broad range of factors in determining need, including demographic information, engagement findings and the condition of facilities (where available).

This quantitative analysis suggests that there may be an overprovision of local and neighbourhood community meeting spaces in the Horsham Municipality, and there may be an under-provision of outside of school hours care places, youth spaces and residential aged care places. With the introduction of kindergarten for 3-year-old children, there may also be a need for additional kindergarten places from around 2026.

### Age and Condition

An analysis of the physical condition of individual social infrastructure facilities was also undertaken as part of the audit using data provided by Council. The assessment considered only the physical condition of the building, not whether the facility was fit-for-purpose or providing appropriate disability access.

This analysis suggested that the physical condition of some facilities was relatively poor. The assessment also noted that many of the facilities in Horsham Municipality were ageing with 25 of the 69 facilities considered in the assessment having an estimated remaining useful life of less than 20 years.

Many of the community meeting spaces in the condition assessment were considered to be in relatively poor condition (scoring around a three on the overall condition assessment), and four facilities were estimated to only have five years of useful life remaining. Half of the community meeting spaces were built in 1950 or before. Unless major upgrades have taken place, these facilities are unlikely to be accessible for people with a mobility issue and are unlikely to be flexible spaces for multiple users. Although a smaller proportion of public toilets had poor condition ratings and public toilets were newer on average, still around 10 facilities (of the 24 total) had a relatively poor overall condition rating and 10 facilities were more than 50 years old. All of the club rooms and pavilions were built in the 1970s and 1980s, or earlier, suggesting that they may need mid-life upgrades to last another 40 years.

The condition assessment findings for these facilities have been considered in the separate need assessment.

### Distribution

The following maps show the location of the social infrastructure identified in the audit (Figure 4 to 7). The purpose of these maps is to show the gaps in the geographic spread of facilities, rather than to pinpoint every facility.

The maps show a concentration of facilities within Horsham Central as expected, and the immediate surrounding areas (into Horsham Inner North and North East). There are fewer facilities in the west and south of Horsham City, likely due to these being more newly developed areas.

Outside of Horsham City, Natimuk provides a range of facilities that serve the township as well as the surrounding rural areas in the western part of Horsham Region. In the south, north and east of Horsham Region, there are no similar townships providing a base for facilities, so facilities are more geographically dispersed, with some areas having some facility types but not others.

The spatial distribution of facilities and how the spatial distribution relates to population densities in these areas is considered in more detail in the needs assessment. Figures showing the location of education and training facilities; health, safety and emergency facilities; and community services are also included in the background documents.

**Table 2. Summary of facilities audit and current and future need (based on quantity only)**

Facility Category	Facility Type	Indicative Quantitative Benchmarks	Current Provision (Indicative)	Future Provision (2036) (Indicative)
<b>Local</b>				
Community Spaces	Community Meeting Space - Local (ASRR <sup>1</sup> : Level 1-2)	Horsham Region: 1 facility per 1,000 population Horsham City: 1 facility per 2,500 population	●	●
Community Spaces	Public Toilet Facility	1 facility per 1,000 population (indicative only see discussion)	●	●
Recreation and Open Space	Local Playground	1 facility per 2,000 population	●	●
<b>Neighbourhood</b>				
Community Spaces	Community Meeting Space – Neighbourhood (ASRR: Level 3)	1 facility per 4,000 population	●	●
Community Spaces	Community Space - Community Centre (ASRR: Level 3)	1 facility per 8,000 population	●	●
Community Spaces	Community Shed	1 facility per 10,000 population (indicative only, see discussion)	●	●
Community Spaces	Community Garden	1 facility per 10,000 population (indicative only, see discussion)	●	●
Age Specific Support	Play Group (ASRR: Level 1 or 2)	1 group per 475 children aged 0-5 years	●	●
Age Specific Support	Child Care (ASRR: Level 1)	1 place per 6.6 children aged 0-5 years	●	●

**Table Legend:**

- Potential overprovision according to application of population benchmarks
- Supply meeting needs according to application of population benchmarks
- Potential undersupply according to application of population benchmarks.

Please refer to **Background Information - Document 5: Social Infrastructure Needs Assessment** for the full analysis of current and future need.

1. Australian Social and Recreation Research, 2009

Facility Category	Facility Type	Indicative Quantitative Benchmarks	Current Provision (Indicative)	Future Provision (2036) (Indicative)
Age Specific Support	Kindergarten (ASRR: Level 1 or 2)	1 room per 75 children aged 3-4 years (3-year-old children incrementally considered as service is implemented) OR 1 kindergarten place per 1.65 children aged 3-4 years (with kindergarten places in long day child care counting as 0.6 places)	●	●
Age Specific Support	Outside of Hours Care	1 place per 10.0 children aged 5-12 years	●	●
Age Specific Support	Youth Space – Neighbourhood (ASRR: Level 1)	1 facility per 8,000 population (indicative only, see discussion)	●	●
Age Specific Support	Seniors' Space – Neighbourhood (ASRR: Level 1 or 2)	1 facility per 10,000 population (indicative only, see discussion)	●	●
Age Specific Support	Aged Care Facility	78 beds per 1,000 people 70 years and over equates to 1 bed per 12.8 people 70 years and over	●	●
Age Specific Support	Respite Facility	1 facility per 10,000 population (indicative only, see discussion)	●	●
Recreation and Open Space	Neighbourhood Playground	1 facility per 8,000 population	●	●
Recreation and Open Space	Club Room / Pavilion (ASRR: Level 1 or 2)	1 facility per 6,000 population (indicative only)	●	●
<b>Municipal</b>				
Community Spaces	Visitor Centre	1 facility per major tourism activity centre	NA	NA
Age Specific Support	Maternal and Child Health (ASRR: Level 2)	1 consulting room per 100 children aged 0-12 months	●	●
Age Specific Support	Youth Space – Municipal (ASRR: Level 3 or 4)	1 facility per 60,000 population	●	●
Age Specific Support	Seniors' Space – Municipal (ASRR: Level 3 or 4)	1 facility per 60,000 population	●	●
Arts and Culture	Library (ASRR: Level 3 or 4)	1 facility per 30,000 population	●	●

Facility Category	Facility Type	Indicative Quantitative Benchmarks	Current Provision (Indicative)	Future Provision (2036) (Indicative)
Arts and Culture	Arts Facility (ASRR: Level 2 or 3)	1 facility per 30,000 population	●	●
Arts and Culture	Performing Arts Facility (ASRR: Level 2 or 3)	1 facility per 30,000 population	●	●
Arts and Culture	Cinema	1 facility per 50,000 population (indicative only, see discussion)	●	●
Recreation and Open Space	Municipal Playground	1 facility per 25,000 population (indicative only)	●	●
Recreation and Open Space	Aquatic Centre (ASRR: Level 3)	1 facility per 40,000 population	●	●
Recreation and Open Space	Indoor Sports Facility (ASRR: Level 2)	1 facility per 50,000 population (indicative only)	●	●
Recreation and Open Space	Sound Shell	No population benchmark utilised.	NA	NA
Recreation and Open Space	Botanic Garden	No population benchmark utilised.	NA	NA
<b>Regional</b>				
Arts and Culture	Regional Arts Facility (ASRR: Level 4 or 5)	1 facility per 60,000 population	●	●
Arts and Culture	Regional Performing Arts Facility (ASRR: Level 4 or 5)	1 facility per 60,000 population	●	●
Arts and Culture	Exhibition / Convention Centre	1 facility per 80,000 population	●	●
Recreation and Open Space	Regional Playground	1 facility per 50,000 population (indicative only )	●	●
Recreation and Open Space	Sports Stadium	No population benchmark utilised.	NA	NA
<b>All Hierarchy Levels</b>				
Recreation and Open Space	Recreation Space	Various benchmarks (see Open Space Strategy)	NA	NA
Recreation and Open Space	Sports Ground and Court	Various benchmarks (see Sport Facilities Demand Study)	NA	NA

Figure 4. Location of social infrastructure - Community Space and Age Specific Support - Horsham Region

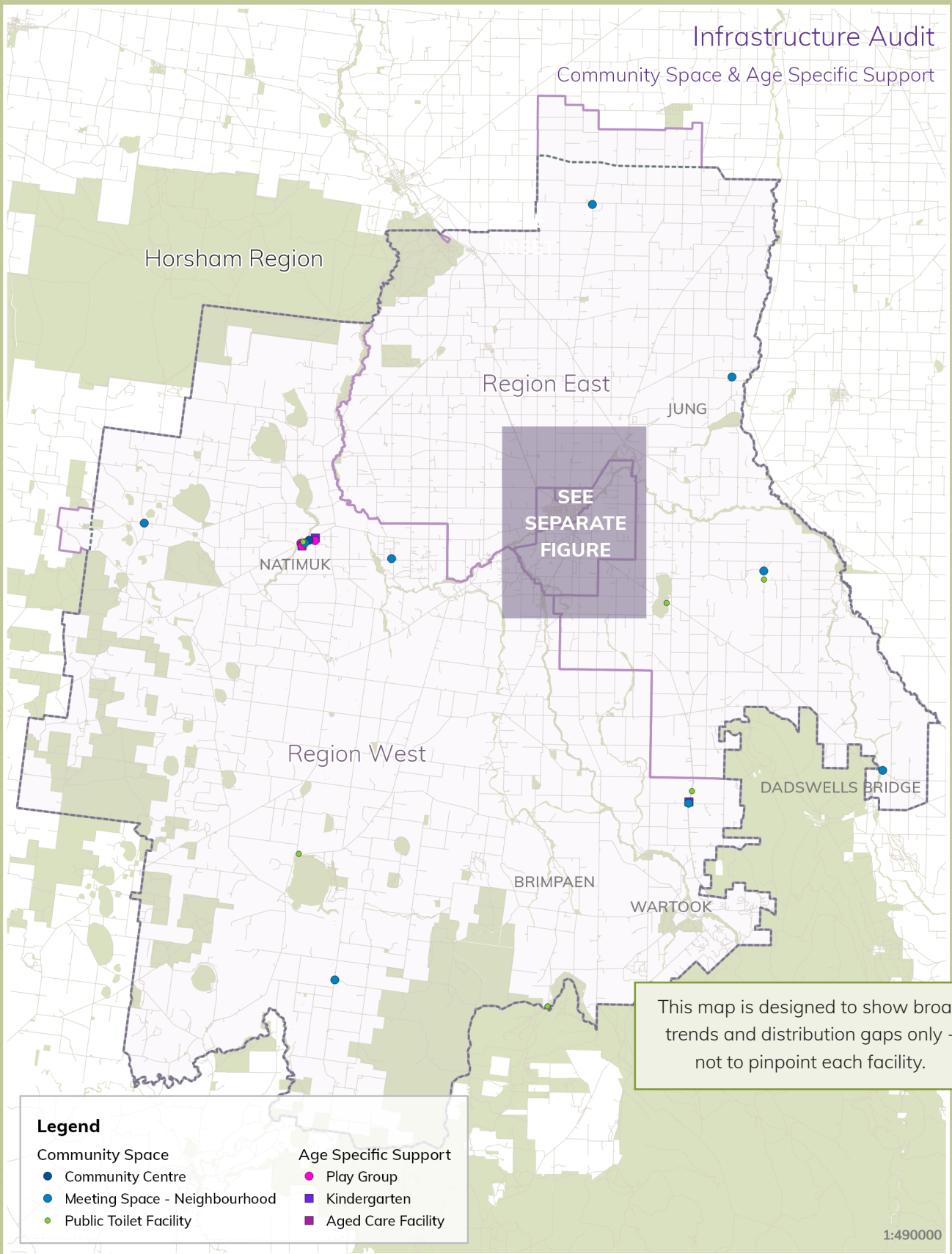


Figure 5. Location of social infrastructure - Community Space and Age Specific Support - Horsham City

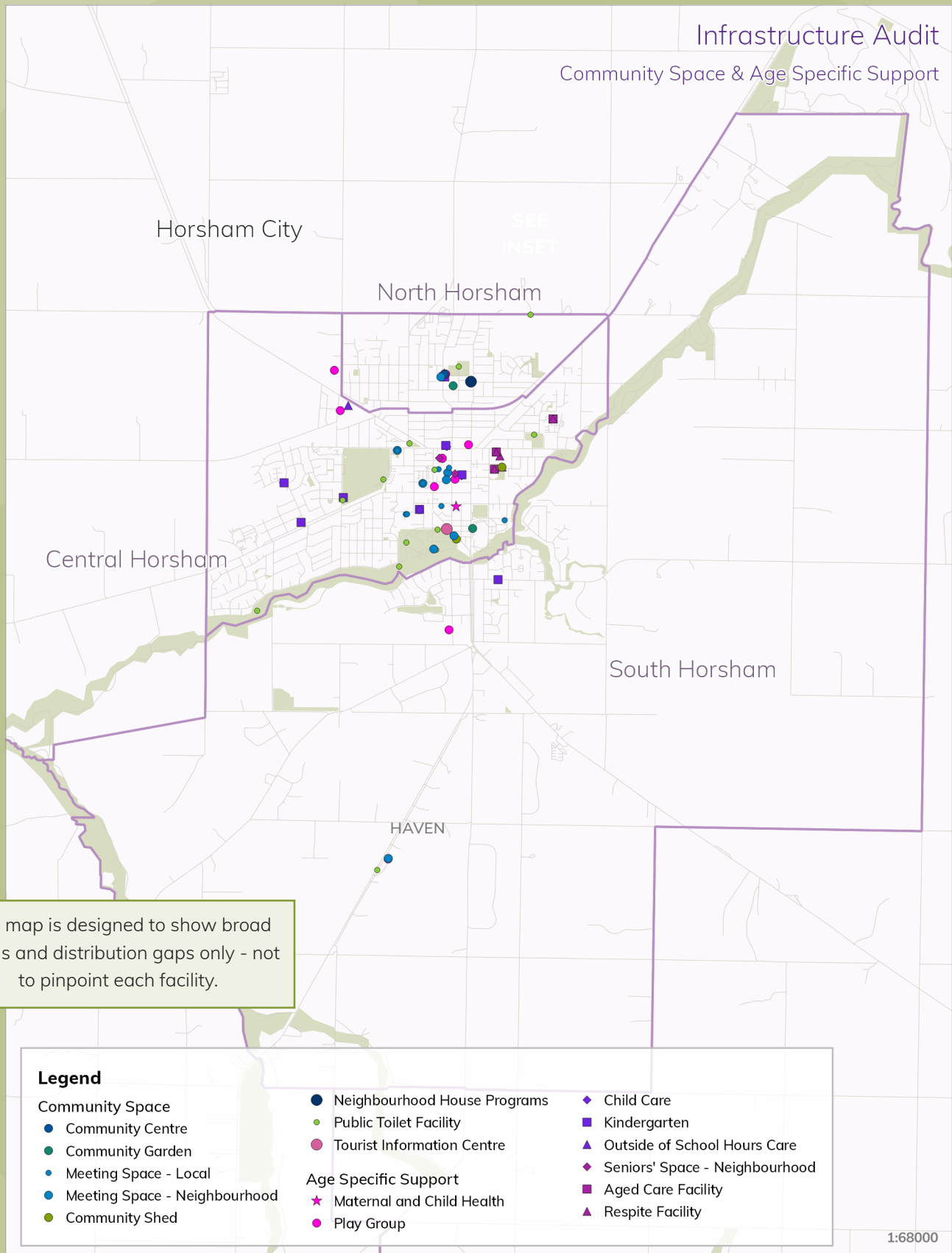


Figure 6. Location of social infrastructure - Arts and Culture and Recreation and Open Space - Horsham Region

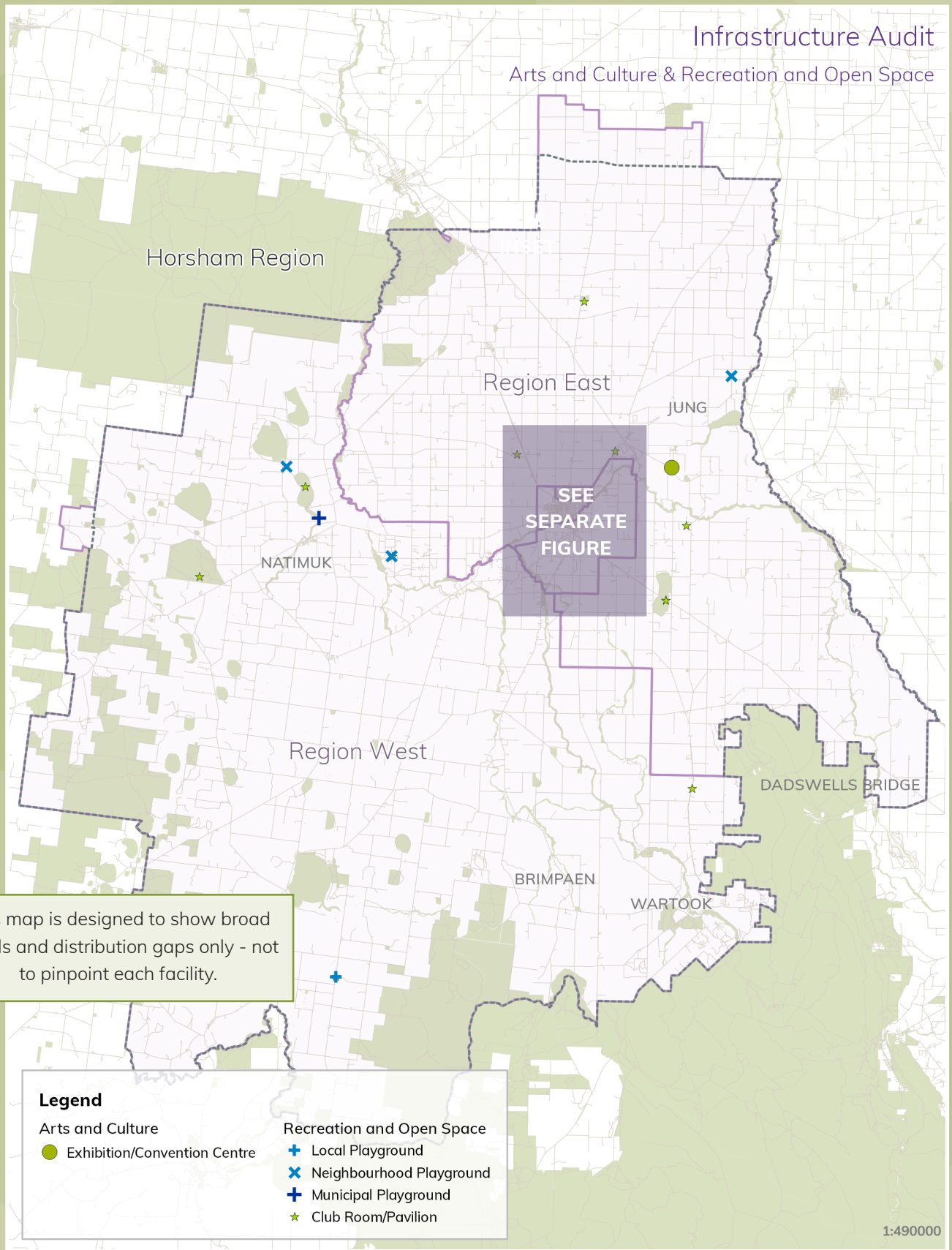
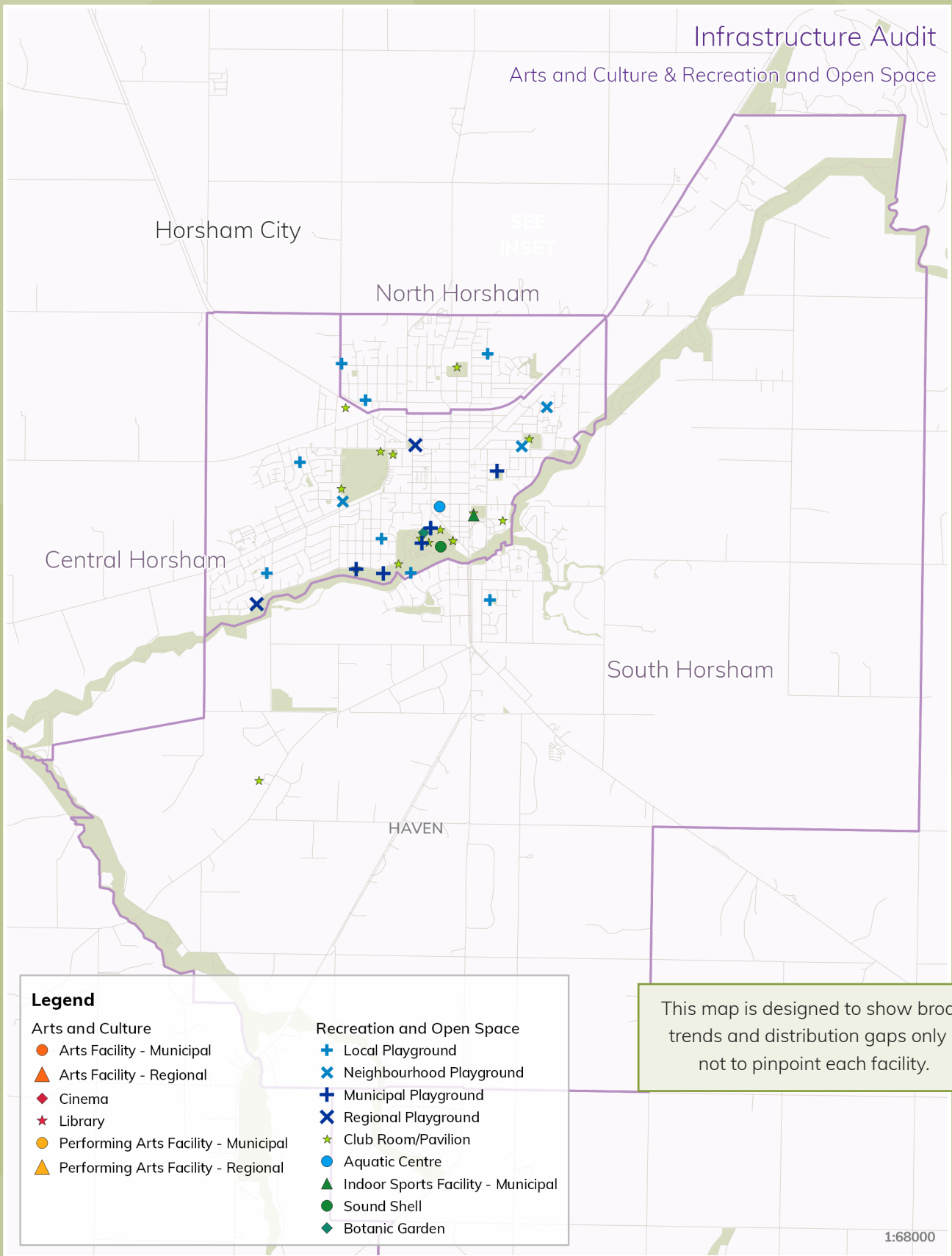


Figure 7. Location of social infrastructure - Arts and Culture and Recreation and Open Space - Horsham City





# 6.0 Needs Assessment Findings



The needs assessment considered all of the information gathered in the study. The full needs assessment is included as background information to this Social Infrastructure Framework. The findings of the needs assessment are summarised below by facility type:

## 6.1 Overarching Findings

- » There were a large number of facilities included in the social infrastructure assessment. Some council owned facilities were identified as being outdated, ageing and no longer fit for purpose. They require ongoing maintenance that can be cost prohibitive especially given the requirement for upgrades to meet universal access standards.
- » There is a need for provision of new spaces that are purpose built with accessibility, flexibility and adaptability in mind. The provision of new facilities should be predicated on the closure and sale, or removal, of existing underutilised and ageing facilities to reduce maintenance and ongoing operational costs to Council. In order to meet future needs, additional multi-purpose hubs may provide modern flexible multi-use facilities with greater accessibility.
- » Some of the facilities that Council provides are utilised by a single group, and there are no agreements in place to encourage groups to share spaces or to outline how the facility should be managed by groups. More formal agreements need to be put in place with existing and future user groups in order to ensure equitable access to Council facilities for a variety of groups and encourage investment (including investment from community groups in facilities).
- » The delivery of two general community hubs may be an efficient and effective way of delivering the required social infrastructure facilities and can be partially funded by sale of surplus facilities serving the same catchments.

## 6.2 Community Space

- » There were many local and neighbourhood community meeting spaces identified in the Horsham Municipality. Some of the council owned facilities are outdated, ageing and are no longer fit for purpose, and they require upgrading to meet modern standards. Some of these meeting spaces had extremely low utilisation (used once per month or less).
- » Given the above, there is a need for provision of new community meeting spaces that are purpose built with accessibility, flexibility and adaptability in mind. These facilities should be shared by a range of groups rather than being utilised only by one group. These may be appropriate to locate in hub arrangements where multiple users share one facility that is co-located with other related facilities.

- » The current provision of community gardens and community sheds is considered adequate, however the current facilities provided may need to be expanded or relocated to continue to meet needs over the next 20 years. One of the existing gardens is located in an area that may be redeveloped, with a master plan for the area not including the facility. A new site for this facility may need to be identified. An additional community shed may be appropriate, and there may be opportunities to include use by women, and to focus on different activities (for example, technology or gardening). The provision of these types of facilities can be influenced by community interest.
- » The existing provision of public toilet facilities was considered adequate (in terms of quantity), although the existing stock of public toilet facilities was of a low quality and was not meeting accessibility and safety standards. While recommendations for some prioritised upgrades of public toilet facilities have been provided, a more detailed analysis of public toilet facilities may be needed to action recommendations. A tool for prioritising upgrades has been provided as background information to this framework.
- » The one existing visitor centre is considered adequate to meet needs, however there may be opportunities to relocate the Centre and consider more innovative ways of delivering information to visitors to the region.

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### 6.3 Age Specific Support

- » There is considerable change expected in the number of young people and older people in the Horsham Municipality to 2036. The number of children up to 14 years of age is expected to decrease by around 500 people, the number of young adults is expected to remain steady (15 to 29 years), while the number of older people 60 years of age and older is expected to increase by around 1,500 people. This influences the need for age-specific social infrastructure during this period.
- » The existing provision of maternal and child health services was considered adequate as the number of babies and young children is expected to slowly decrease in the Horsham Municipality according to population projections. Outreach from the existing Kalkee Road Children's and Community Hub can assist with providing convenient access to services, and these outreach services can be run from small meeting rooms in general community hubs recommended as part of this Plan.
- » The needs assessment identified a likely need for a small number of additional kindergarten places with the introduction of kindergarten for 3-year-old children. It is unclear if the take up of 3-year-old kindergarten will be as high as that envisaged in the assessment, however, the service is funded. Therefore ongoing engagement with kindergarten providers and monitoring of the roll-out of 3-year-old kindergarten is needed to ensure adequate spaces to 2041.
- » Current provision of child care places is considered appropriate to meet current and future needs. However, all of the current facilities are located in Central Horsham. Access could be improved if one of these facilities, or a new facility, was located further south.
- » The needs assessment identified a likely current need for additional outside of school hours care places. This was based on an estimate of demand being equal to 10 per cent of children accessing care and engagement with the existing provider who stated that they were currently at capacity.

- » Although the number of young people remains about the same to 2036, there is considered a need for additional youth friendly spaces. A dedicated 'youth centre' is not necessarily required, however designated youth friendly spaces are. Consultations noted for example, that the library is not considered youth friendly, and some young people stay outside the library to use the internet, rather than going inside. Outdoor public spaces can also be more youth friendly to legitimise use by young people.
- » There were currently two seniors' spaces in Horsham Municipality, however these facilities are of low quality, and utilisation of one of the facilities is low due to its functionality. With an ageing population, these facilities need to be improved. A dedicated 'seniors' space' or U3A centre is not necessarily required, however designated seniors' friendly spaces are.
- » Additional residential aged care beds are likely to be required in Horsham Municipality, potentially up to 130 additional beds by 2036. The number of residential aged care facilities required depends whether existing facilities are considering upgrading or expansion (which may be appropriate given their relatively small size) and the size of any new facilities.
- » Given the expectation that many older people will remain living at home for as long as possible and receive home care services, standards and guidelines for the inclusion of adaptable design features in residential buildings should be considered.

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## 6.4 Arts and Culture

- » There are a range of issues with the current Horsham Library facility. The current facility does not provide collaboration spaces and, although upgrades have been made, the building does not provide good accessibility. A new purpose-built facility is needed that provides spaces for delivery of new library activities and provides meeting and collaboration spaces.
- » Horsham Municipality is home to two high quality regional arts and culture facilities, being the Horsham Town Hall and Regional Art Gallery. These facilities provide exceptional facilities for the regional population and should continue to be supported as key elements of Horsham's arts and cultural infrastructure.
- » The provision of lower order exhibition and performing arts spaces is more limited. The existing Makers' Gallery and Studio are adequate however a new space may be needed if the library is relocated as the existing facilities are co-located with the library. If the library were to relocate into the proposed Learning and Cultural Hub, an area similar to the Makers Studio should be provided that can be shared with other users.
- » Additional local or municipal exhibition spaces are needed, and these could be integrated into the reception areas of community hubs and the Council administration centre rather than being dedicated spaces.
- » The reopening of Wesley Performing Arts Centre will provide much needed space for local performances and events. There were opportunities identified around this facility to provide a restaurant precinct on existing Council owned land to support the long term viability of this local arts use.
- » The current provision of one exhibition / convention centre in the Horsham Municipality is considered appropriate, however given it is a mainly outdoor facility, the facility's functionality could be improved with additional indoor exhibition spaces.
- » The existing provision of one cinema facility for Horsham Municipality is considered appropriate to meet current and future demand. The existing cinema is a heritage-listed performance venue and may need ongoing investment to continue to be suitable for cinema screenings.

## 6.5 Recreation and Open Space

- » Previous research into recreation and open space infrastructure requirements has been substantial and is supported by the additional higher-level research conducted during the development of the SIF. The directions proposed by earlier studies provide the primary foundation for future direction for recreation and open space.
- » The quantity of infrastructure for recreation and sport is generally considered adequate for current and projected populations, however there are key issues around the quality and suitability of existing infrastructure. This is the case for playgrounds, recreation spaces, sports grounds and courts, pavilions/ club rooms, aquatic centre, and indoor sports facilities.
- » For playgrounds, renewal across the supply is a priority, in addition to needs for a regional play space in the municipality and an increase in play space provision in Horsham South.
- » Existing recreation spaces require improvement across the supply, as well as a need for additional recreation spaces where lower provision rates or poor distribution is evident. An important opportunity exists to pursue planned recreation spaces in order to improve the urban framework.
- » The sports ground supply requires a combination of consolidation and upgrading to ensure facilities are fit for purpose. This includes pursuit of regional standard facilities for the sports of AFL, cricket, volleyball, table tennis, hockey, athletics, rugby league, tennis, bowls and netball. New pavilions/club rooms should be developed as a part of major developments at key consolidated sites and upgraded pavilions/ club rooms across the supply.
- » The region requires a single aquatic centre and the existing master plan for Horsham Aquatic Centre should continue to be implemented as the region's sole public aquatic facility.
- » The region requires a single multipurpose indoor sports centre. Planning should continue for the development of the region's primary multi-use indoor sport and recreation facility with a re-examination of the concept design to determine the appropriate site, demand assessment review to also consider seniors' participation needs.



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# Horsham Social Infrastructure Framework

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## Background Information

Document 1. Policy Context Review





# Horsham Social Infrastructure Framework

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## Background Information

Document 2. Community Profile



# Horsham Social Infrastructure Framework

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## Background Information

Document 3. Engagement Summary



# Horsham Social Infrastructure Framework

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## Background Information

Document 4. Facilities Audit and Maps



# Horsham Social Infrastructure Framework

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## Background Information

Document 5. Social Infrastructure Needs Assessment



# Horsham Rural City Council Social Infrastructure Framework

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## Background Information

Document 1. Policy Context Review



# Document 1: Policy Context Review

## 1.1 Summary

### 1.1.1 State Strategies

#### Victoria's 30 Year Infrastructure Strategy

Victoria's Infrastructure Strategy identifies a range of initiatives to be delivered across the State over the next three decades. The strategy context identifies the importance of good infrastructure not only being an end itself, but also allowing the opportunity to better social, economic and environmental outcomes.

Horsham is identified as the major centre within the Wimmera Southern Mallee region in the strategy. The strategy notes that there were 47,000 people in this region, however by 2046 this number is expected to decrease to 45,000 people (a decrease of 2,000 people).

The plan notes that the Wimmera Southern Mallee regional economy is focused on cropping and grazing and there are significant nature-based tourism assets in the region, including major national parks. The region has a relatively secure water supply, but limited utility services such as natural gas. It notes that the region is vulnerable to natural hazards, and warmer, drier weather is likely to impact agriculture in the Wimmera Southern Mallee region. There are risks to threatened flora and fauna, including through fragmentation of habitats.

The strategy further recognises how efficient supply chains, including the regional centre of Horsham, are critical to the success of Victoria's regions and the State economy.

#### Victorian Infrastructure Plan 2017

The Victorian Infrastructure Plan 2017 is a response to Infrastructure Victoria's 30-year Infrastructure Strategy and sets out 137 recommendations. It outlines the Victorian Government's priorities over the next five years and beyond. It also aims to address how the State can achieve the most from existing assets, in addition to identifying new policy directions and adoption of new technologies.

Some of the relevant priority areas for social infrastructure provision include:

- Culture, sport and community: Victoria is the cultural and sporting heart of Australia. Targeted investments in new and existing assets will help with growing participation by giving people the opportunity to actively participate, creating healthier and more inclusive communities. Maintaining cultural, sporting and community assets is noted as a priority to ensure current and future generations benefit.
- Technology: Technology is suggested as assisting with better management of demand for infrastructure. However, this was most likely related to transport infrastructure.
- Education and training: The plan suggests that schools are at the heart of local communities, and with smarter design, land use and facility sharing, schools can be places for the whole community. It also notes that the quality of school facilities is linked to education outcomes.
- Health and human services: The plan notes that the population of Victoria is growing and ageing, and planning future needs is important to keep pace with change.
- Justice and emergency services: The plan notes that updating and developing facilities, along with better management processes, will help support Victorians in emergencies.

One project or reform is mentioned for the Wimmera Region, being a \$1m investment in the Wimmera Cancer Centre. This project has been completed.

### 1.1.2 Regional Strategies

#### Wimmera Southern Mallee Regional Growth Plan 2014

The Regional Growth Plan guides land use planning in the Wimmera Southern Mallee region and identifies opportunities to encourage and accommodate growth and change in the region over the next 30 years. The Wimmera Southern Mallee region includes the municipalities of Hindmarsh, Horsham, Northern Grampians, West Wimmera and Yarriambiack.

The vision for the region is to be a prosperous region that utilises its natural advantages, including a healthy environment, extensive spaces and urban and rural lifestyle opportunities, to attract residents, businesses and visitors. The plan outlines strategic principles and key directions aimed at achieving the vision.

Horsham is identified as the regional centre of the Wimmera Southern Mallee and is strategically positioned at the junction of three major highways and the Melbourne-Adelaide railway. Horsham is home to regional health services, tertiary education and government agencies. The plan stipulates that Horsham will remain the key regional city (Figure 1-1), offering health, commercial and education services for the wider regional catchment.

Horsham’s central activities district is recognised as being the main business and employment location within the region. The City offers a variety of strategic opportunities to help encourage new industry to the region, including taking advantage of existing assets around Horsham, such as the existing supply of industrial land and transport access.

Figure 1-1. Horsham’s regional role and links to surrounding locations



### 1.1.3 Council Strategies

#### Council Plan 2019-23

The Council Plan 2019-23 is the medium-term strategic plan for Horsham Rural City Council. It outlines strategic objectives to the municipality, actions to achieve the objectives, indicators for measuring progress and the resources required to implement the plan.

The vision for the Horsham Region is to be “a vibrant, inclusive community to live, work, play and invest”.

The plan notes a number of challenges and opportunities for the region including that the urban population is growing while the rural population is declining, and the population is ageing and becoming more diverse. It notes that Horsham is a service centre for the region, including providing cultural and health facilities for the region, and in order to retain and attract the population, quality services and cultural activities are needed, including education, health,

cultural, and recreation facilities. It also notes that there is a need to create community infrastructure that is more accessible.

### **Municipal Strategic Statement**

The Municipal Strategic Statement outlines the key strategic planning, land use and development objectives for the municipality. It links the Council Plan with the planning scheme for the Horsham area.

The infrastructure section of the Municipal Strategic Statement notes that health facilities have developed around the Horsham Base Hospital and this clustering contributes to the role of the centre as a regional health provider.

Community and cultural facilities are important to support community connections and the health, wellbeing and vitality of our communities. Community facilities should be located in places that are easily accessible to members of the community.

It notes that three early years centres are proposed in Horsham over 10-15 years – one in each of Horsham North, Horsham West and Horsham South. The centres are envisaged to include a broad range of early years services, including long day child care, occasional care, kindergarten, Maternal and Child Health services, play group and other services. However, we understand that Council no longer plans to deliver the two additional hubs.

Specific strategies identified include: supporting the retention, refurbishment and upgrade of the network of rural halls; enhancing facilities for young people at the Nexus Youth Space in Horsham; supporting the upgrade of community and recreation facilities within the Haven Precinct and Laharum Precinct; supporting the retention and refurbishment of Jubilee Hall for community purposes; facilitating the development of early years centres in Kalkee Road, Horsham North, Horsham West and Horsham South; and facilitating the co-location of services through the design of early years centres.

### **Economic Development Strategy 2017-21**

Horsham's Economic Development Strategy notes that the local economy is primarily driven by: agriculture (specifically grain and pulse production and livestock grazing), manufacturing (specifically, food products, metal products and transport equipment and parts), construction, public sector industries (including: health, education and public administration and safety) and retail and services (as the key commercial centre in the Wimmera region).

The Wimmera Southern Mallee region provides high levels of liveability for the workforce, particularly compared to other regions. Excellent transport linkages are also provided with an intermodal freight terminal at the heart of the region in Horsham, road and rail access to the Ports of Portland, Geelong, Melbourne, and Adelaide. It additionally notes that regional social infrastructure – schools, health, sporting and cultural – provides a competitive advantage to the region.

### **Health and Wellbeing Plan 2017-21**

The Health and Wellbeing Strategy outlines the following key strategies for improving health and wellbeing outcomes in the Horsham region:

- Increasing healthy eating and active living. The proportion of people in Horsham who have diabetes, chronic obstructive pulmonary disease and high blood pressure is above the Victorian average.
- Reducing harmful alcohol and drug use. In Horsham treatment episodes for care rates for alcohol are over 2.5 times that for Victoria. It is higher for each age group and eight times higher for people in the 0-14 years age bracket than Victoria's figure.
- Improving mental health. Approximately one fifth of the Horsham population have a lifetime prevalence of depression and anxiety.
- Preventing family violence. The rate of females in Horsham reporting a family violence incident was more than double the Victorian average according to 2013-15 data.
- Improving sexual and reproductive health. Horsham is ranked the third highest municipality in the State for its rates of teenage births, and has over double the rates of some sexually transmitted diseases than the State average.



- Improving early years outcomes. Horsham has above State average rates of children considered vulnerable on one or more development domains according to 2015 data.
- Strengthening education and economic development to contribute to health and wellbeing.

#### **Disability Access and Action Plan 2013-16 (superseded by draft 2019 Community Inclusion Plan)**

The Disability Access and Action Plan outlines objectives to help enable people of all abilities to participate in community life. The key objectives relevant to social infrastructure provision are:

- Council will improve Council infrastructure and lead work to improve accessibility to the built environment for people with a disability.
- Council will advocate for improved transport for people with a disability, and improved housing and services to enable people with a disability to live at home.

#### **Early Years Plan 2019-23**

The Early Years Plan outlines a range of actions within three priority areas being creating quality service and support; language, literacy and learning; and advocating for families and children.

Some of the actions related to social infrastructure provision included raising parents' understanding of the early childhood and care models (including government funding), delivering a central enrolment service for kindergarten; and establishing a working group to work towards increasing and retaining quality staff in the early years sector in Horsham.

#### **Horsham Youth Strategy 2018**

The Horsham Youth Strategy outlines a vision of collaboration between Council, schools, services, young people and the community to deliver a youth-friendly rural city where young people have access to the services and opportunities they need. Young people (10-25 years) make up nearly 20 per cent of the Horsham Municipality population (aged 10-25 years).

Community engagement identified alcohol and other drug use and abuse and bullying as concerns for young people and priority areas for action. Asked what they would like to change about Horsham in an online survey completed for the strategy, young people wanted more youth-friendly places to go (40 per cent). All four of the top responses to this question related to social infrastructure. Wanting more youth-friendly places was followed by wanting more things to do such as night time activities (36 per cent), wanting upgrades and improvements to social infrastructure including the river (24 per cent), and wanting more sports opportunities (12 per cent).

Data analysis suggested key challenges for young people included: sexual and reproductive health; family violence; youth offending; unstable living conditions and homelessness; and limited availability of career and educational opportunities.

Four objectives are identified to achieve the vision of the plan, including addressing service gaps identified through services mapping; identifying opportunities for young people to be empowered to make decisions on service delivery; identifying and developing youth-friendly places; and developing a contemporary model for Council youth service delivery.

#### **Age Friendly Communities Implementation Plan 2019-23**

The Age Friendly Communities Implementation Plan 2019-23 aims to ensure older people live safely, enjoy good health and stay involved.

Access / transport was one of the main challenges identified by older people. Existing infrastructure, such as bus stops, shelter at stops and paths to and from bus stops, was not considered aged friendly. Limited availability of public transport was also found to mean that access to services and facilities in the evening or weekend was limited. The plan notes that having a car and a license is essential for mobility within the municipality.

Ageing in place was preferred by older people and there were negative perceptions expressed about the current residential aged care facilities.

GP retention and limited specialists was an issue of concern for older people, and there was a long wait for public dental services.

Opportunities for intergenerational interactions and social interactions generally to counteract social isolation with older people living alone was considered a need.

Older people identified there was a lack of public toilets in some areas, including along the river.

### **Arts and Cultural Plan 2014-18**

The Arts and Cultural Plan recognises the role that arts and culture have in improving liveability of the Horsham Municipality and thus its long-term commitment towards economic, social and environmental sustainability.

The plan aims to celebrate cultural diversity and inclusion through the arts, increase participation and access, invest in the development and sustainability of local arts practice, encourage a diverse range of arts and cultural practices and utilise arts and culture to contribute toward a strong sense of place and community identity for the Horsham Municipality.

### **Open Space Strategy 2019**

The Open Space Strategy outlines strategies to progress Horsham as a leading regional community with open space infrastructure that provides positive health and wellbeing outcomes for the community.

The strategy notes that improved connectivity to green and open spaces is needed through additional pedestrian and cycle networks and active transport linkages.

It notes that improved and equitable access to open space is required across the municipality. It suggests that the Wimmera River should be activated to encourage use.

The strategy also suggests that several multipurpose spaces for wider community use should be developed, and that open space should be utilised to recognise and celebrate Indigenous cultural heritage and arts.

### **Horsham Sport Facilities Demand Assessment 2019**

The Sport Facilities Demand Assessment provides a detailed evidence base for understanding current and future participation and demand for outdoor sporting facilities in the municipality. It specifically considers community need for outdoor sports such as AFL, athletics, cricket, lawn bowls, netball, rugby league, soccer and tennis. It also includes a review of existing planning for indoor facilities.

The assessment notes that current sporting facilities in Horsham are dispersed and designated for individual sports with limited examples of co-location. It notes that facilities are generally ageing, not meeting current standards and are lacking in infrastructure.

It suggests that there are generally a sufficient number of facilities to meet needs, however this depends on the sport. There are specific issues with some facilities related to the quality of a number of facilities, including the quality and size of playing surfaces, lighting, condition of club rooms, storage and car parking.

None of the facilities identified in the assessment were appropriate to host regional events.

The assessment provides a range of recommendations including upgrading City Oval as a regional AFL / cricket venue, developing an outdoor multi-purpose sports precinct and upgrading an existing tennis and lawn bowls facility for regional events.

## 1.2 Literature Review

### 1.2.1 State Strategies

#### Victoria's 30 Year Infrastructure Strategy

Victoria's 30 Year Infrastructure Strategy identifies a range of initiatives to be delivered across the State over the next three decades (Infrastructure Victoria, 2016). The strategy context identifies the importance of good infrastructure not only being an end itself, but also allowing the opportunity to better social, economic and environmental outcomes. In total, 137 recommendations are made in the strategy.

The vision of the strategy is that *"by 2046, we see a thriving, connected and sustainable Victoria where everyone can access good jobs, education and services"*.

Key objectives relevant to social infrastructure provision include:

1. Prepare for population change
2. Foster healthy, safe and inclusive communities
3. Reduce disadvantage
4. Enable workforce participation.

Key needs relevant to social infrastructure provision may include:

1. Address infrastructure challenges in areas with low or negative population growth
2. Respond to increasing pressures on health infrastructure, particularly due to ageing
3. Enable physical activity and participation
4. Provide spaces where communities can come together
5. Improve accessibility for people with mobility challenges
6. Improve access to jobs and services for people in regional and rural areas.

Key guiding principles relevant to social infrastructure provision may include:

1. Integrate land use and infrastructure planning – The importance of aligning land use planning with infrastructure planning. Land use planning helps to inform infrastructure requirements and infrastructure provision helps to ensure the achieved of land use objectives
2. Consider non-build solutions – The potential to use existing assets more efficiently can be cheaper in the long-term.

The strategy identifies when looking at the different opportunities to fund infrastructure, the government needs to strike a balance between raising revenue, using infrastructure efficiently and encouraging a productive economy and inclusive communities. The funding principles are centred on:

- Ensuring the funding approach considers people's overall tax burden
- Promote the highest and best use of infrastructure
- Optimise the effectiveness and efficiency of infrastructure (including its maintenance) and services
- Align the cost of infrastructure with users and those who privately benefit from it.

Horsham is identified as the major centre within the Wimmera Southern Mallee region in the strategy. The strategy notes that there were 47,000 people in this region, however by 2046 this number is expected to decrease to 45,000 people (a decrease of 2,000 people).

The plan notes that:

- The Wimmera Southern Mallee regional economy is focused on cropping and grazing
- The region has a relatively secure water supply, but limited utility services such as natural gas

- There are significant nature-based tourism assets in the region, including major national parks
- Warmer, drier weather is likely to impact agriculture in the Wimmera Southern Mallee region
- The region is vulnerable to natural hazards
- There are risks to threatened flora and fauna, including through fragmentation of habitats.

The strategy further recognises how efficient supply chains, including the regional centre of Horsham, are critical to the success of Victoria's regions and the State economy (Figure 1-2).

**Figure 1-2. Horsham as part of a wider efficient freight supply chain**



Source: Victorian Department of Transport, Planning and Local Infrastructure, *Plan Melbourne: Metropolitan planning strategy, 2014*

### Victorian Infrastructure Plan 2017

The Victorian Infrastructure Plan 2017 is a response to Infrastructure Victoria's 30-year Infrastructure Strategy, which was released in December 2016. The strategy set out 137 recommendations that Infrastructure Victoria should deliver in order to achieve the best possible future for all Victorians. The purpose of the Victorian Infrastructure Plan is to outline the Victorian Government's priorities over the next five years and beyond. It also aims to address how the State can achieve the most from existing assets, in addition to identifying new policy directions and adoption of new technologies (State of Victoria, 2017).

The Victorian Infrastructure Plan 2017 priorities and future directions and informed by the nine critical sectors. These are:

1. Transport
2. Culture, sport and community
3. Digital connectivity
4. Education and training
5. Energy
6. Environment
7. Health and human services
8. Justice and emergency services

## 9. Water

Each sector plan outlines a vision, overarching priorities, projects and reforms and long-term policy directions required for the sector.

Some of the relevant priority areas for social infrastructure provision include:

- Culture, sport and community:
  - The plan notes that Victoria is the cultural and sporting heart of Australia. It notes that continuous improvement in infrastructure is needed, however this is in the context of attracting and retaining world-class events and therefore this infrastructure would likely be located in Melbourne.
  - It suggests that targeted investments in new and existing assets will help with growing participation by giving people the opportunity to actively participate, creating healthier and more inclusive communities.
  - Maintaining cultural, sporting and community assets is noted as a priority to ensure current and future generations benefit.
- Technology:
  - Technology is suggested as assisting with better management of demand for infrastructure. This was most likely however related to transport infrastructure.
- Education and training:
  - The plan suggests that schools are at the heart of local communities, and with smarter design, land use and facility sharing, schools can be places for the whole community.
  - It also notes that the quality of school facilities is linked to education outcomes.
- Health and human services:
  - The plan notes that the population of Victoria is growing and ageing, and planning future needs is important to keep pace with change.
- Justice and emergency services:
  - The plan notes that updating and developing facilities, along with better management processes, will help support Victorians in emergencies.

One project or reform is mentioned for the Wimmera Region, being a \$1m investment in the Wimmera Cancer Centre.

### 1.2.2 Regional Strategies

#### Wimmera Southern Mallee Regional Growth Plan 2014

The Wimmera Southern Mallee Regional Growth Plan 2014 provides regional land use planning guidance and identifies opportunities to encourage and accommodate growth and change in the region over the next 30 years (Victorian Government, 2014). The Wimmera Southern Mallee region includes the municipalities of Hindmarsh, Horsham, Northern Grampians, West Wimmera and Yarriambiack.

The vision for the Wimmera Southern Mallee region in 2041 is to be *“a prosperous region that uses its natural advantages of a healthy environment, extensive spaces and a range of urban and rural lifestyle opportunities to attract more residents, businesses and visitors”*. The plan outlines strategic principles and key directions aimed at achieving the 2041 vision.

The plan identifies:

- Where future development will be supported at a regional scale
- Environmental, economic, community and cultural assets and resources of regional significance that should be preserved, maintained or developed
- Key regional priorities for future infrastructure planning and investment to support growth.

The principles and key directions outlined that may be relevant to social infrastructure provision are summarised below (Table 1-1).

**Table 1-1. Principles and key directions of the Wimmera Southern Mallee Regional Growth Plan**

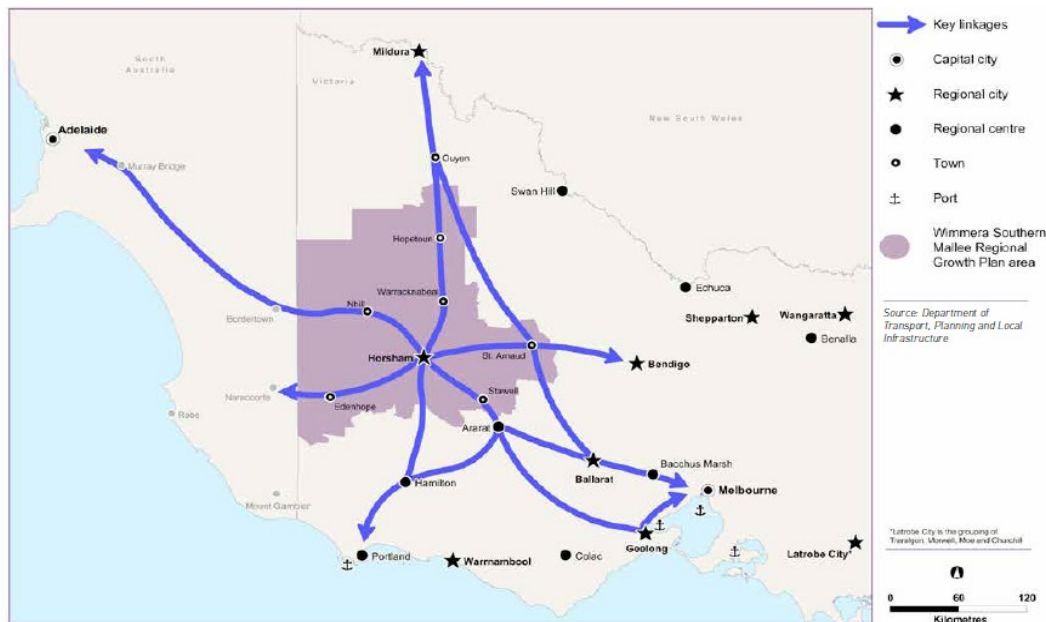
Principles	Key directions
1. Growth should be encouraged throughout the region to create a network of integrated and prosperous settlements	<ul style="list-style-type: none"> <li>• Make opportunities for population and economic growth available throughout the Wimmera Southern Mallee</li> <li>• Support a highly connected network of settlements based on communities of interest</li> </ul>
2. Key centres should be a focus to manage population change and access to services	<ul style="list-style-type: none"> <li>• Focus urban development and community facilities in existing settlements</li> <li>• Plan for Horsham and the region's district towns to act as focal points for development and provide facilities to smaller neighbouring communities</li> </ul>
5. The region's assets should be used to facilitate the diversification of the economy and build a resilient community	<ul style="list-style-type: none"> <li>• Encourage diversification of the regional economy through building on the region's assets, particularly agriculture, energy, mining and tourism</li> <li>• Provide commercial, retail and industrial opportunities within each community of interest</li> </ul>
7. The development of distinct settlements should be supported to create healthy, attractive and liveable communities	<ul style="list-style-type: none"> <li>• Support liveable communities through the development of a range of housing, quality urban design and access to community facilities</li> <li>• Protect those valued characteristics of towns which make them unique and liveable</li> </ul>
8. Opportunities for growth should be identified to facilitate appropriate local development	<ul style="list-style-type: none"> <li>• Promote a positive and adaptable approach to planning for the Wimmera Southern Mallee</li> </ul>
9. Infrastructure required to support growth should be identified	<ul style="list-style-type: none"> <li>• Support servicing infrastructure that facilitates urban growth, environmental resilience and economic development</li> <li>• Encourage social infrastructure that is well located, flexible and accessible</li> <li>• Integrate planning for freight and passenger transport with the land use directions of this plan</li> </ul>

Horsham is identified as the regional centre of the Wimmera Southern Mallee and is strategically positioned at the junction of three major highways and the Melbourne-Adelaide railway. Horsham is home to regional health services, tertiary education and government agencies.

Horsham's central activities district is recognised as being the main business and employment location within the region. The city offers a variety of strategic opportunities to help encourage new industry to the region, including taking advantage of existing assets around Horsham, such as the existing supply of industrial land and transport access.

The plan stipulates that Horsham will remain the key regional city (Figure 1-3), offering health, commercial and education services for the wider regional catchment.

Figure 1-3. Horsham's regional role and links to surrounding locations



Other information that may be relevant to social infrastructure provision includes:

- Flood hazards are identified along the Wimmera River at Horsham
- Bushfire risks are identified at Halls Gaps and the rural living areas surrounding Horsham and Stawell
- Housing for elderly people should be encouraged in Horsham, to help take advantage of the larger well-served towns and local public transport services.

### 1.2.3 Council Strategies

#### Council Plan 2019-23

The Council Plan 2019-23 is the medium-term strategic plan for Horsham Rural City Council. It outlines strategic objectives to the municipality, actions to achieve the objectives, indicators for measuring progress and the resources required to implement the plan (Horsham Rural City Council, 2019). It is a key part of the performance reporting framework that all councils in Victoria must align with.

The vision for the Horsham Region is to be *“a vibrant, inclusive community to live, work, play and invest”*. And the mission for Council states that: *“Horsham Rural City Council, working with the community, will develop the municipality through strong leadership, vision, good governance, responsive services and quality infrastructure, whilst enhancing our economy, our liveability and natural environment”*.

The plan is centred on five key goals. These are:

1. Community and Cultural Development: Develop Horsham and the municipality as a diverse, inclusive and vibrant community
2. Sustaining the Economy: Lead in sustainable growth and economic development
3. Asset Management: Meet community and service needs through provision and maintenance of infrastructure
4. Governance and Business Excellence: Excel in communication, consultation, governance, leadership and responsible use of resources
5. Natural and Built Environments: Lead in environmental best practice, create a municipality for the future, and plan for the impacts of climate change.

The plan notes the following external factors:

- The economy is evolving:

- Farming is diversifying as new technologies and practices emerge
- Farms continue to consolidate into larger corporate entities
- Horsham is a service centre for the region, including in cultural facilities, health, etc.
- The community is changing:
  - Some urban population growth, mainly people moving to Horsham from surrounding areas
  - The population is ageing and baby boomers are looking for a place to retire that meets their needs
  - There is an increase in people from diverse cultures moving to our region
  - There is a need to create community infrastructure that is more accessible
  - Increased rates of family violence
- To attract and retain our population, quality services and cultural activities are needed:
  - A range of public and private education facilities (early years, through to tertiary and lifelong learning)
  - High quality acute, allied health, mental health and residential aged care services
  - Choice of specialist health services and preventative health care programs
  - State of the art cultural venues and events
  - Opportunities for sport, recreation and physical activity
  - Opportunities for social connection
  - Important early years services.

Council's actions and priorities for 2019-23 related to social infrastructure are outlined in the table below (Table 1-2).

**Table 1-2. Priorities identified in the Council Plan 2019-23 related to social infrastructure**

Goals	Outcomes	Progress Measures	Council's Four-Year Priorities
<b>Goal 1 – Community and Cultural Development</b>	1.1 Contribute to building a vibrant, diverse and resilient community	<ul style="list-style-type: none"> <li>• 100% completion of construction of the Kalkee Road Children's and Community Hub and commencement of operations by April 2018 (<b>Completed</b>)</li> </ul>	<p><b>1.1.02</b> Pursue funding for implementation of the Horsham North Urban Design Framework and Railway Corridor Master Plan</p> <p><b>1.1.03</b> Facilitate ongoing development of community facilities at Cameron Oval, Laharum (<b>Completed</b>)</p> <p><b>1.1.04</b> Facilitate ongoing development of community facilities at Haven Recreational Reserve</p> <p><b>1.1.08</b> Review future use of all kindergartens and Maternal and Child Health, post the Horsham North Children's Hub</p> <p><b>1.1.09</b> Develop a master plan for Dudley Cornell Reserve following the construction of the Children's Hub</p>
	1.2 Develop a safe, active and healthy community, encouraging participation	<ul style="list-style-type: none"> <li>• Completion of a detailed feasibility study for a multipurpose/indoor sports and community facility by December 2017 (<b>Completed</b>)</li> </ul>	<p><b>1.2.01</b> Develop and progressively implement a plan for the redevelopment of the Horsham City Oval precinct</p> <p><b>1.2.02</b> Encourage redevelopment of community facilities at the Horsham Showgrounds</p> <p><b>1.2.04</b> Implement outcomes from the multipurpose/indoor sports and community facility feasibility study</p> <p><b>1.2.06</b> Support family violence prevention programs and initiatives</p> <p><b>1.2.07</b> Development of Positive Ageing initiatives</p> <p><b>1.2.08</b> Review of Youth services in consultation with other agencies and develop a strategy (<b>Completed</b>)</p> <p><b>1.2.09</b> Activate the Wimmera River Precinct for the community and visitors (including lights and greater presentation)</p>



Goals	Outcomes	Progress Measures	Council's Four-Year Priorities
			<p><b>1.2.10</b> Plan and progressively construct shared cycling and walking track paths along the Wimmera River — from Riverside Bridge to Horsham Weir - both sides, including improvements to lighting and other facilities</p> <p><b>1.2.11</b> Improve presentation, lighting and walking track condition around the racecourse <b>(Completed)</b></p> <p><b>1.2.13</b> Support planning for review of use of the Riverside Recreation Hub precinct as part of the Wimmera River strategy</p> <p><b>1.2.14</b> Determine Councils future role in Aged Care as a consequence of Commonwealth Government Aged Care reforms currently being undertaken</p>
	<p><b>1.3</b> Contribute to cultural activities that enhance our community</p>	<ul style="list-style-type: none"> <li>Work with the Horsham Historical Society to plan for and scope a new Heritage Centre <b>(Completed)</b></li> </ul>	<p><b>1.3.01</b> Complete Business Plan to determine the viability and funding options for an artist in residence facility on the Wimmera River <b>(Completed)</b></p> <p><b>1.3.02</b> Work with the Wesley Committee of Management to review arrangements associated with the Wesley PAC</p> <p><b>1.3.04</b> Continue to develop the Horsham Cinema in the main cinema with improved seating, screen and sound in conjunction with the cinema operator</p> <p><b>1.3.05</b> Work with the Horsham Historical Society to plan for and scope a new Heritage Centre <b>(Completed)</b></p> <p><b>1.3.06</b> Support the Arapiles Historical Society with the Natimuk Museum development</p>
	<p><b>1.4</b> Develop the municipality as a desirable place to live, work and enjoy for people of all ages and abilities</p>	<ul style="list-style-type: none"> <li>Securing funding for CBD Revitalisation Project Stage 1 - improved urban design</li> <li>Develop plans for a Town Square by December 2018</li> </ul>	<p><b>1.4.01</b> Work with other Councils and relevant agencies to prepare rollout of the National Disability Insurance Scheme <b>(Completed)</b></p> <p><b>1.4.04</b> Work with Victrack to improve underpasses between Horsham North and wider Horsham <b>(Completed)</b></p>
<b>Goal 3 – Asset Management</b>	<p><b>3.1</b> Determine infrastructure needs and expectations through consultation with developers and the community</p>	<ul style="list-style-type: none"> <li>Develop a consultative process for community input into road construction and maintenance priorities for input to the 2018-19 budget, by April 2018</li> </ul>	<p><b>3.1.02</b> Undertake a review of Council infrastructure asset holdings to ensure they meet future community needs and longer term implications of ownership</p> <p><b>3.1.05</b> Develop a prioritised plan for upgrade of community recreation facilities</p> <p><b>3.1.07</b> Undertake master planning and major refurbishment of the Aquatic Centre</p>
	<p><b>3.2</b> Ensure projected financial and physical programs reflect infrastructure needs</p>	<ul style="list-style-type: none"> <li>Finalise preparation of asset management plans for all main asset groups by December 2018</li> </ul>	<p><b>3.2.01</b> Implementation of the Civic Centre Redevelopment Plan</p>
	<p><b>3.4</b> Deliver works to develop and maintain Council's physical assets for long term sustainability, amenity and safety</p>	<ul style="list-style-type: none"> <li>Complete, or commit via contracts, 90% of infrastructure works (by value) within the planned financial year</li> </ul>	<p><b>3.4.06</b> Investigate and plan Wesley PAC refurbishment and Jubilee Hall upgrade</p>

### Asset Management Plan

The plan aims to provide the framework for the sustainable management of Council's assets (Horsham Rural City Council, 2012). It references the Council Plan, Council's Asset Management Policy and Strategy, and Strategic Resource Plan, in addition to relevant regulatory requirements. The specific purpose of the plan is to:

- Acknowledge the important and vital role assets play within Horsham Rural City Council
- Demonstrate responsible stewardship by the Council and senior management
- Define and articulate how the infrastructure is and will be managed to achieve the organisation's objectives
- Provide a basis for customer consultation to determine the appropriate levels of service
- Manage risk of asset failure
- Achieve savings by optimising whole of life costs
- Support long term financial planning
- Assist Council in determining priorities for maintenance and renewal programs as well as priorities for the upgrading of existing assets and, if necessary, asset disposal.

The plan identifies the following as affecting demand for Council assets:

- Population growth and population distribution changes
- Changes in demographics
- Customer/industry expectations
- Changes in function and amenity
- Economic changes
- Residential and commercial/industrial development
- Increased/new service demands
- Legislative and regulatory changes.

### Horsham Rural City Council Draft Budget 2019-20

The Horsham Rural City Council Budget 2019/20 aligns with the 2019-23 Council Plan. The budget seeks to activate the Council Plan to make the municipality a *"better place to live, work, play and invest"*.

The budget includes \$20.36 million towards capital works expenditure. Of this, \$9.88 million is for renewal works, \$1.62 million for asset upgrades and \$8.85 million for new assets.

Relevant social infrastructure projects include kayak access to the Wimmera River and Casuarina Kindergarten maintenance works. The budget outlines the extent of rate rises over the 17-year period from 2002/03 to 2019/20. Council's general rate rises have averaged 7 per cent between 2003 and 2013. This includes a 1 per cent fee increase in 2010/11 to 2012/2013 to help cover the cost of the Horsham Town Hall and Performing Arts Centre.

The budget also includes some service performance indicators for some council services (Table 1-3). These suggest that libraries were well utilised in the 2017/18 financial year with 12.4 per cent of the population being active library members. Visits to aquatic facilities are currently slightly below the desired levels with an average of around 6.4 visits to aquatic facilities for each member of the population. High proportions of children were attending Maternal and Child Health services, at 83.7 per cent for the total population and 75.0 per cent for Aboriginal children. The rate of attending Maternal and Child Health services was below the desired rate for Aboriginal children (currently 75.0 per cent with a desired rate of 85.0 per cent).

**Table 1-3. Service performance outcome indicators**

Service	Indicator	Actual 2017/18	Forecast 2018/19	Budget 2019/20
Libraries	Percentage of total population who are active library members	12.4%	8.2%	10.0%
Aquatic Facilities	Number of visits per member of the population	6.4	8.1	8.2
Maternal and Child Health	Percentage of children enrolled in the MCH service that attend at least once	83.7%	77.2%	85.0%
	Percentage of Aboriginal children enrolled in the MCH service that attend at least once	75.0%	79.1%	85.0%

### Municipal Strategic Statement

A Municipal Strategic Statement is a concise statement about the key strategic planning, land use and development objectives for a municipality. It links the Council Plan with the planning scheme for an area.

The infrastructure section of the Municipal Strategic Statement notes:

- Health facilities have developed around the Horsham Base Hospital and this clustering contributes to the role of the centre as a regional health provider. Strategies identified include:
  - Encourage hospital and associated medical facilities to establish in the vicinity of the existing Horsham Base Hospital
  - Encourage medical and allied health services to cluster around the Baillie Street area.
- Community and cultural facilities are important to support community connections and the health, wellbeing and vitality of our communities. Community facilities should be located in places that are easily accessible to members of the community. It notes that three early years centres are proposed in Horsham over 10-15 years – one in each of Horsham North, Horsham West and Horsham South. The centres are envisaged to include a broad range of early years services, including long day child care, occasional care, kindergarten, Maternal and Child Health services, play group and other services. Strategies identified include:
  - Support the retention, refurbishment and upgrade of the network of rural halls
  - Enhance facilities for young people at the Nexus Youth Space in Horsham
  - Support the upgrade of community and recreation facilities within the Haven Precinct and Laharum Precinct
  - Support the retention and refurbishment of Jubilee Hall for community purposes
  - Facilitate the development of early years centres in Kalkee Road, Horsham North, Horsham West and Horsham South
  - Facilitate the co-location of services through the design of early years centres.

### Economic Development Strategy 2017-21

Horsham's Economic Development Strategy 2017-21 vision identifies that *"Horsham Rural City will actively engage and support its existing business base and continue to improve the wealth and wellbeing of its residents. The City will build on its strong economic base, whilst diversifying the economy through facilitating investment and business attraction in existing and emerging industry sectors."* (Urban Enterprise, 2018)

Horsham's economy is primarily driven by:

- Agriculture: grain and pulse production and livestock grazing
- Manufacturing: specifically, food products, metal products and transport equipment and parts
- Construction

- Public sector industries, including: health, education and public administration and safety
- Retail and services: recognising Horsham’s role as the Wimmera’s key commercial centre.

The strategy identifies the Wimmera Southern Mallee region’s competitive advantages as:

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

Table 1-4 provides a summary of the objectives identified in the Economic Development Strategy and key actions related to social infrastructure.

**Table 1-4. Objectives identified in the Horsham Economic Development Strategy related to social infrastructure**

Themes	Objectives	Actions
<b>Theme 1 – Best Practice in Economic Development</b>	Horsham Rural City will be a leader in economic development practices and embed a proactive open for business attitude across the organisation	<p><b>Strategy 1</b> – Improve the governance structures within the Economic Development Unit.</p> <p><b>1.1</b> Clearly define the role and responsibilities for Council’s Economic Development Unit with a focus on the following key areas:</p> <ul style="list-style-type: none"> <li>• Management of the Visitor Information Centre</li> <li>• Management of the Wimmera Business Centre.</li> </ul>
<b>Theme 2 – Primary Industries</b>	Horsham Rural City and its partners will continue to facilitate growth in primary industries including agriculture, processing, mining and renewable energy	<p><b>Strategy 4</b> – Encourage and facilitate the diversification of the Agricultural base through value-adding, research and innovation, new commodities and related activities.</p> <p><b>4.2</b> Promote agri-tourism opportunities to industry. Establish an information kit which exposes primary industry to agri-tourism opportunities including case studies and information of the local market.</p> <p><b>Strategy 5</b> – Engage and support the agricultural business community, and ensure the region remains the leaders.</p> <p><b>5.5</b> Advocate for the development of enabling infrastructure (e.g. upgrades to the WIFT precinct, road upgrades and Burnt Creek Estate).</p>
<b>Theme 3 – A Vibrant Central Activity District</b>	Horsham Central Activity District will continue to develop into a vibrant hub which supports services for Wimmera residents and visitors. The Central Activity District will become increasingly attractive for the services sector, professional and creative businesses and entrepreneurs	<p><b>Strategy 8</b> – Continue to develop Horsham’s Central Activity District (CAD) into a vibrant hub of retail, commercial, entertainment, hospitality, cultural and community activity.</p> <p><b>8.2</b> Investigate the establishment of a central public plaza or square as a focal point for Horsham.</p> <p><b>8.3</b> Deliver the multi-use indoor sports facility at the preferred site (McBryde Street).</p> <p><b>8.4</b> Deliver and implement the findings from the Horsham Railway Corridor Master Plan.</p> <p><b>8.5</b> Ensure Horsham’s CAD is considered the prime location for future development in retail, commercial office, entertainment and community land uses. Identify fringe areas to the South of the CAD as long-term areas</p>

Themes	Objectives	Actions
		<p>for commercial growth. Future CAD development should align with CAD Revitalisation Strategy.</p> <p><b>Strategy 9</b> – Improve access, connectivity, appearance and functionality of Horsham’s CAD.</p> <p><b>9.2</b> Deliver and implement the findings from the Wimmera River Corridor Masterplan, ensuring the CAD’s connection to the River is addressed.</p> <p><b>Strategy 10</b> – Encourage and facilitate growth in professional, financial and creative service industries.</p> <p><b>10.4</b> Investigate the potential to redevelop and expand the Wimmera Business Centre to meet contemporary business needs. In the short term, encourage greater utilisation of the existing Wimmera Business Centre.</p> <p><b>10.6</b> Leverage greater benefit from the Horsham Town Hall precinct by exploring:</p> <ul style="list-style-type: none"> <li>• Establishing a pedestrian and performance zone opposite the Town Hall theatre in Ward Street</li> <li>• Attraction of entertainment and dining businesses to the precinct</li> <li>• Business/conference market.</li> </ul> <p><b>10.7</b> Develop and promote Horsham Town Hall, Art Gallery, and arts and cultural events and offerings.</p>
<p><b>Theme 4 – Public Sector Industry</b></p>	<p>Horsham’s health and education sector will continue to develop to meet the needs of the Wimmera Region and provide high quality services to the community</p>	<p><b>Strategy 11</b> – Develop Horsham into the leading education provider</p> <p><b>11.1</b> Facilitate and encourage Longerenong College to attract international students.</p> <p><b>11.2</b> Advocate for the redevelopment of Longerenong College’s on-site infrastructure and facilities. (e.g. chemical training facility, internal campus roads, lecture/theatre rooms). Ongoing discussions with Longerenong College should be undertaken to prioritise infrastructure and service upgrade requirements.</p> <p><b>Strategy 12</b> – Ensure existing education institutions are meeting the needs of the resident and business community.</p> <p><b>12.1</b> Engage with Federation University to ensure suitable courses are being offered that meet local needs. Ensure there is adequate information which identifies skills gaps (e.g. apprenticeships/training programs).</p> <p><b>Strategy 13</b> – Ensure Health Care and Medical Services are servicing the needs of Horsham and the broader region.</p> <p><b>13.1</b> Continue to engage and develop a close relationship with the Wimmera Health Care Group and the community sector as one of Horsham’s key employers.</p> <p><b>13.2</b> Advocate for the preparation of a Master Plan for the Health and Medical Precinct on Bailie Street. This will investigate redevelopment of the Hospital to meet current and future need and also plan for other community and health services in the precinct.</p> <p><b>13.3</b> Advocate for business relocation / establishment in the community sector.</p>
<p><b>Theme 5 – Destination Horsham</b></p>	<p>Horsham will become a strong recognisable brand in key markets and be renowned for its liveability, quality service sector, strong community values, food and creative industry. Tourism product and events will develop to drive visitors to the region to explore nature-based assets and</p>	<p><b>Strategy 14</b> – Promote Horsham as a destination to live, work, invest and visit.</p> <p><b>14.2</b> Develop a prospectus for Horsham Rural City, which promotes the area as a destination to live, work, invest and visit. The Prospectus could include the following elements:</p> <ul style="list-style-type: none"> <li>• Lifestyle advantages (e.g. proximity to nature-based assets, strong community, favourable climate, strong health and education services)</li> <li>• Investment opportunities (e.g. Wimmera-Mallee Pipeline, WIFT, land availability and affordability)</li> </ul>

Themes	Objectives	Actions
	attend unique events and festivals	<ul style="list-style-type: none"> <li>• Tourism product and attractions (e.g. Mount Arapiles Lakes and Waterways, Town Hall, food and beverage, festivals and events).</li> </ul> <p><b>14.4</b> Develop a destination brand for Horsham. This should be prepared in conjunction with the CAD Revitalisation project and the community.</p> <p><b>Strategy 15</b> – Promote and facilitate private and public sector tourism development opportunities.</p> <p><b>15.1</b> Ensure the Wimmera River Corridor Master Plan considers tourism uses such as:</p> <ul style="list-style-type: none"> <li>• Recreational boating infrastructure</li> <li>• Fishing infrastructure</li> <li>• Picnic/BBQ</li> <li>• Food and beverage</li> <li>• Accommodation</li> <li>• Public art installation</li> <li>• Conference/function centre</li> <li>• Recreational tracks and trails (walking and cycling)</li> <li>• Open water swimming.</li> </ul> <p><b>15.2</b> Develop infrastructure at destination Lakes and waterways in Horsham Rural City to encourage greater visitation. This could include:</p> <ul style="list-style-type: none"> <li>• Toilets</li> <li>• Campgrounds</li> <li>• Picnic/BBQ facilities</li> <li>• Boat ramps/fishing jetties</li> <li>• Wayfinding signage.</li> </ul> <p><b>15.3</b> Review the Grampians Destination Plan and undertake a tourism masterplan for the Western Grampians. This will investigate private and public-sector investment opportunities and marketing approach. This should consider:</p> <ul style="list-style-type: none"> <li>• New food, beverage and accommodation opportunities in the scenic Mount Zero area. This will identify ways to leverage from the Peaks Trail</li> <li>• Nature based and indigenous tourism opportunities in the Wartook Valley and Grampians National Park. This should explore accommodation investment, tour operators, indigenous interpretation and a near complete gravel cycling loop</li> <li>• Implementation of recommendations from the Grampians Ring Road Study</li> <li>• Wimmera River Trail, linking Wartook with Horsham.</li> </ul> <p><b>15.4</b> Explore the establishment of the Wimmera River Art Trail. The Wimmera River Trail provides the opportunity to create a key destination experience in the Wimmera Region, linking the Grampians, Horsham, Natimuk and the Wimmera Art Silos. This project is currently being explored by the Grampians Cycling Masterplan.</p> <p><b>Strategy 17</b> – Develop Horsham’s calendar of festivals and events</p> <p><b>17.1</b> Commission the preparation of a Horsham Events Strategy that includes the following:</p> <ul style="list-style-type: none"> <li>• Audit of existing event venues</li> <li>• Assessment criteria for new and existing events, which considers factors such as number of attendees, proportion of visitors, economic implications, and alignment with destination brand.</li> </ul> <p><b>17.3</b> Support infrastructure improvements to facilitate Sports Tourism:</p>

Themes	Objectives	Actions
		<ul style="list-style-type: none"> <li>• Horsham Motocross</li> <li>• Wimmera Sports Stadium.</li> </ul> <p><b>Strategy 18</b> – Ensure the region is providing adequate visitor information services</p> <p><b>18.1</b> Implement the recommendations from the review of Horsham’s Visitor Information Centre. This should address the following:</p> <ul style="list-style-type: none"> <li>• The location and utilisation of the existing Visitor Information Centre (VIC)</li> <li>• Online / digital presence</li> <li>• Visitor information needs/requirements.</li> </ul>
<b>Theme 6 – Economic Infrastructure</b>	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	No actions applicable to the provision of social infrastructure actions were identified.

### Health and Wellbeing Plan 2017-21

The Health and Wellbeing Plan is one of Council’s key strategic plans and remains consistent with the Council Plan and the Municipal Strategic Statement (MSS) (Horsham Rural City Council, 2017).

Stakeholder engagement was identified as critical to priority setting for the plan. Community engagement was conducted via a survey, listening post and 26-day public review of the document in July. A total of 240 responses were collected to the survey and of these respondents, 71.4 per cent rated the overall health and wellbeing of the community as ‘average’ (while 31 per cent and 30 per cent rated it as low and high, respectively). The respondents identified the top three health priorities as alcohol and drug use, mental health issues and healthy eating and active living.

Council also ran a series of health workshops which were coordinated by the Wimmera Primary Care Partnership. These workshops identified physical activity, healthy eating and social connection as key priority areas.

The priorities identified by Council for the plan are:

- Increasing healthy eating and active living. The proportion of people in Horsham who have diabetes, chronic obstructive pulmonary disease and high blood pressure is above the Victorian average, in addition to the amount of sugar sweetened beverages which are consumed by residents.
- Reducing harmful alcohol and drug use. In Horsham treatment episodes for care rates for alcohol are over 2.5 times that for Victoria. It is higher for each age group and eight times higher for people in the 0-14 years age bracket than Victoria’s figure.
- Improving mental health. Approximately one fifth of the Horsham population have a lifetime prevalence of depression and anxiety. There is also now a strong evidence of the relationship between social isolation and health, including mental health. However, Horsham residents display a higher average number of people participating in the community than the Victorian average for groups such as: sports, other community/action groups and volunteering.
- Preventing family violence. The rate of females in Horsham reporting a family violence incident was more than double the Victorian average according to 2013-15 data.
- Improving sexual and reproductive health. Horsham is ranked the third highest municipality in the State for its rates of teenage births, and has over double the rates of chlamydia in females than the state average.
- Improving early years outcomes. Horsham has above state average rates of children considered vulnerable on one or more development domains according to 2015 data.

- Strengthening education and economic development. Although Horsham has an unemployment rate of 4.9 per cent, which is lower than Victoria at 5.8 per cent, data from 2012-16 noted that Horsham's unemployment rate has increased by 1.6 per cent during this time.

Actions identified in the plan relevant to social infrastructure are outlined below (Table 1-5). Some of the actions related to program initiatives which may have implications for social infrastructure. These are also included in the table.

**Table 1-5. Actions identified in the Horsham Health and Wellbeing Plan 2017-21 related to social infrastructure**

Priorities	Action
Increasing health eating and active living	<b>Action 1:</b> Develop and promote a Healthy Eating Charter, which links, where appropriate, with existing programs such as the Heat Health Project <b>Action 3:</b> Support and promote active living programs, which caters for all needs and groups
Reducing harmful alcohol and drug use	<b>Action 11:</b> Advocate for an alcohol and drug rehabilitation clinic in Horsham
Improving mental health	<b>Action 16:</b> Develop, maintain and promote facilities and open spaces as a venue for social connection for all people including delivering on the CBD revitalisation project
Preventing family violence	<b>Action 20:</b> Advocate for a family violence support and safety hub in Horsham
Improving sexual and reproductive health	<b>Action 24:</b> Advocate for the provision of locally based sexual health services and outreach programs <b>Action 25:</b> Advocate for the provision of locally based sexual health services and outreach programs
Improving early years outcome	<b>Action 26:</b> Deliver the Kalkee Rd Children's and Community Hub (KRCCH) <b>Action 28:</b> Provide and promote a range of spaces for parents to meet and provide information that supports and connects parents, for example hubs and open spaces <b>Action 29:</b> Develop principles of 0-6 years programs and programs which promote connection with nature
Strengthening education and economic development	<b>Action 33:</b> Advocate for supporting infrastructure (rail, road, internet, bus routes) <b>Action 36:</b> Advocate for, and support organisations to promote, lifelong learning <b>Action 37:</b> Support mentoring programs and traineeships and work placements.

#### **Disability Access and Action Plan 2013-16 (superseded by 2019 Community Inclusion Plan)**

The Horsham Disability Access and Action Plan 2013-16 aims to identify goals and actions that can help reduced barriers and ensure that all people can participate equally in the life of the community (Horsham Rural City Council, 2013).

The plan's vision is that *"everyone has a responsibility and role to play in enabling people of all abilities to fully participate in the life of the community"*.

The goals that underpin the plan include:

1. Social Connection: We will promote inclusion and participation by creating opportunities for people with a disability to participate as equal members of the community
2. Information on Services: We will improve the way we communicate and the information we provide to make sure it is accessible to people with a disability
3. Education and Awareness: To increase awareness, we will provide education programs that promote good models of inclusive practices and approaches for people with a with a disability
4. Employment: We will promote inclusive employment practices and our community leadership role to work with others to enhance employment opportunities for people with a disability
5. Built Environment: We will improve access to Council infrastructure and use our community leadership role to work with others to improve accessibility to the built environment for people with a disability
6. Transport: We will use our leadership to improve transport options for people with a disability



7. Housing and Living at Home: We will advocate for improved housing and services to enable people with a disability to live at home.

### Early Years Plan 2019-23

Council's Early Years Plan 2019-23 (Draft) is centred on providing *"children and families with the best possible foundation for life success"* (Horsham Rural City Council, 2019). In the early years sector, Council is involved in:

- Planning and coordination: Services planning and development including funding of roles related to early years and developing and delivering strategic plans.
- Service provision: Funding and delivery of maternal and child health services, funding of library service, immunisation program, and funding of roles for family connection and youth services.
- Facility planning: Kalkee Road Children and Community Hub, five kindergarten facilities used by Horsham and District Kindergarten Association, Horsham Library (providing early years programs), Horsham Aquatic Centre (providing learn to swim programs, creche and after school and vacation care), and various sporting facilities, open space and playgrounds.
- Advocacy: Advocating to the State and Federal governments for increased resources, services and infrastructure.
- Strengthening community capacity: Facilitation and support for community events, festivals and community engagement opportunities (including family friendly activities).

The Early Years Plan was informed by a series of stakeholder interviews with early years providers. Workshops were held to brainstorm ideas around the key priorities. An Early Years Community Survey was undertaken electronically and given to the Early Years Network for distribution through their networks. There were 73 responses and some of the findings of the survey included:

- 53 per cent of survey respondents (professionals working with children and/or families) identified parental/family support as a key priority for early years in Horsham
- 37 per cent of survey respondents noted that ensuring schools can meet the needs of children and families is a key priority for early years.

There are slightly more one parent households with children under 15 years of age in Horsham Municipality, compared with the Victorian average. Cultural and linguistic diversity in Horsham is also significantly less than the Victorian average. The proportion of children who were subject to care and protection orders in the Horsham Municipality was more than double the Victorian average (11.5 children per 1,000 children aged 0-17 years compared to 5.4 children for Victoria). And in general, children are present in 1 out of 3 family violence cases reported to the police.

Actions within three priority areas were identified in the plan:

- Creating quality service and support:
  - Implement parent support programs with a focus on new delivery approaches
  - Support different approaches to increase parents' knowledge of the Early Childhood Education and Care models available including relevant government subsidies
  - Investigate establishing a Parent Advisory Group to engage parents in consultation and planning processes
  - Deliver a Central Enrolment service for kindergarten (subject to funding)
  - Establish working group to look at innovative ways to increase and retain quality staff in the early years sector and relevant health services in Horsham
- Language, literacy and learning
  - Establish Working Group to investigate 3yo Kinder by 2023 with focus on universal access.
  - Gather data for kindergarten including attendance/participation to ensure kinder is accessible to all
- Advocating for children and families.

The following facilities were identified as early years facilities in the Horsham Municipality:

- Kalkee Road Children and Community Hub
- Horsham Library - which provides early years programs
- Horsham Aquatic Centre Facilities - which provides learn to swim programs, creche, after school care and School Holiday Care
- A variety of sporting facilities, open spaces and playgrounds.

Other facilities identified in the plan include:

- Child care centres:
  - Horsham Community Child Care Centre
  - Goodstart Early Learning Horsham
  - Green Leaves Early Learning Horsham
  - Community Kids Horsham Early Education Centre
- Sessional kindergartens:
  - Natimuk Rd
  - Bennet Rd
  - Kalkee Rd Children’s HUB
  - Green Park
  - Natimuk Preschool
  - Laharum Preschool
- Primary schools:
  - Horsham West Primary School – West Campus
  - Horsham Primary School – Rasmussen Campus
  - Horsham Primary School – 298 Campus
  - Holy Trinity Lutheran College
  - Horsham West Primary School – Haven Campus
  - Ss Michael and John’s Primary School
  - Horsham Special School
  - Natimuk Primary School
  - Laharum Primary School.

### Horsham Youth Strategy 2018

The Horsham Youth Strategy 2018 (Horsham Rural City Council, 2018) recognises the key role young people play in the community, making up around 19 per cent of the population (aged 10-25 years). The strategy was developed based on the concept of ‘youth-friendly cities’, as articulated by the UNI Convention on the Rights of the Child. Such frameworks identify engagement with young people as integral for helping to create youth-friendly cities.

The vision of the strategy is that the *“Horsham municipality will be a youth-friendly rural city, with engaged and empowered young people who have access to the services and opportunities they need for a healthy, safe and happy life”*. To achieve the vision, Council will work alongside services, schools, young people and the community, and the strategy will help guide Council in engaging and empowering young people to be involved in decision making.

The strategy includes four objectives:

1. Address service gaps as identified through service mapping of current services available to young people in Horsham Municipality and surrounds
2. Identify opportunities for young people to be empowered to make decisions on service delivery that suits their needs and increase meaningful engagement opportunities for young people with Council
3. Identify and develop opportunities for youth-friendly places in Horsham Municipality
4. Provide Council with contemporary and future facing models for youth service delivery that reflect the needs of a diverse regional city population and take into consideration equity and access.

Community engagement identified alcohol and other drug use and abuse and bullying as concerns for young people and priority areas for action.

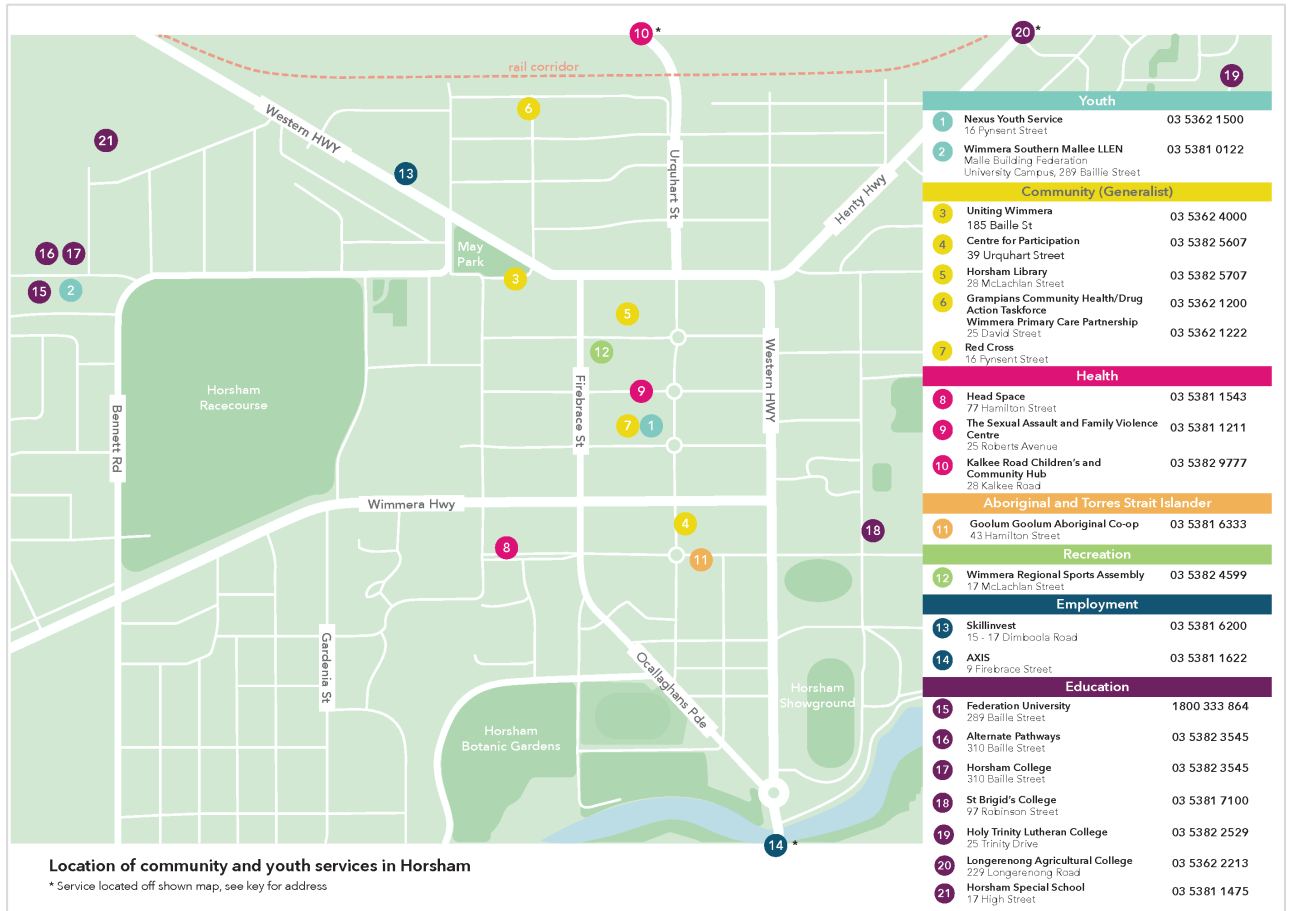
The strategy identified several challenges for young people in Horsham, namely:

- Horsham Municipality has the third highest teenage birth rate and bullying rates in Victoria
- Young people are much more likely to be victims of domestic violence, with family violence incidents occurring at twice the rate of Regional Victoria.
- There are high rates of young offenders in Horsham. Youth crime is linked to disengagement from school, mental health issues, experiencing violence or abuse, low income levels and poor family support networks
- Many young people have unstable living conditions, may be homeless, couch surfing or living in an unsafe situation, given there are no crisis accommodation beds for young people under 18
- There are limited career paths and tertiary education options available for young people living in the Horsham Municipality. Many young people aged 18-24 are therefore forced to leave for Ballarat, Geelong and Melbourne in pursuit of further education and employment opportunities.
- Young people of the LGBTQI community experience disadvantage, judgement and overall negative perceptions.

Asked what they would like to change about Horsham in an online survey completed for the strategy, young people wanted more youth-friendly places to go (40 per cent). All four of the top responses to this question related to social infrastructure. Wanting more youth-friendly places was followed by wanting more things to do such as night time activities (36 per cent), wanting upgrades and improvements to social infrastructure including the river (24 per cent), and wanting more sports opportunities (12 per cent).

The strategy is applicable to all the Horsham Rural City Council municipality, in addition to Horsham City and the rural areas. However, only youth facilities in Horsham City were identified (Figure 1-4).

Figure 1-4. Horsham City youth services map



Some of the strategies identified that could relate to social infrastructure provision are outlined in the table below (Table 1-6).

Table 1-6. Strategies identified in the Horsham Youth Strategy 2018 related to social infrastructure

Objective	Strategy
1. Address service gaps as identified through service mapping of current services available to young people in Horsham municipality and surrounds.	1.1 Maintain a comprehensive map of services available to young people in Horsham municipality and surrounds and promote to young people online and in hard copy at services and schools. Monitor ongoing and changing service gaps over time.
	1.2 Address identified service gaps through advocacy and partnership including as identified in strategies 1.3 to 1.9.
	1.3 Advocate for a local sexual health service specific to young people, emphasising ease of access and confidentiality, and including providing condom vending machines in public bathrooms.
	1.4 Advocate for increased provision of higher education programs in Horsham municipality, including additional courses at Federation University.
	1.7 Advocate for crisis housing beds for young people under 18 years old in Horsham municipality.
3. Identify and develop opportunities for youth-friendly places in Horsham municipality.	3.1 Co-design with young people youth-friendly public spaces in Horsham Town Centre and in our rural towns that address a range of age specific needs. Including spaces and facilities such as seating and spaces to hang out with friends, affordable cafes, multipurpose courts, play/parkour equipment, interactive and colourful public art, table tennis/games, food trucks, and spaces for events.

Objective	Strategy
	<p><b>3.2</b> Co-design with young people youth-friendly public spaces on the Wimmera River foreshore. Including spaces and facilities such as seating and spaces to hang out with friends, affordable cafes, multi-purpose courts, play/parkour equipment, interactive and colourful public art, table tennis/games, food trucks, and spaces for events.</p>
<p><b>4.</b> Provide council with contemporary and future facing models for youth service delivery that reflect the needs of a diverse regional city population and take into consideration equity and access.</p>	<p><b>4.1</b> Transition away from a centre-based youth services model to an outreach and collective impact model through strategies 4.1a, 4.1b, and 4.1c.</p> <p><b>4.2</b> Review the future role of the building at 16 Pynsent St, Horsham (currently Nexus) as a multipurpose space accessible to the community to deliver programs and services including for young people and out of hours services.</p>

### Age Friendly Communities Implementation Plan 2019-23

The Age Friendly Communities Implementation Plan 2019-23 aims to ensure older people live safely, enjoy good health and stay involved. Healthy ageing is defined in the plan as being the ability to live an active, safe and socially inclusive lifestyle (Horsham Rural City Council, 2019).

The plan was developed to according to the World Health Organisation’s Global Age Friendly Cities and Communities Guide and the principle of actively involving older people in decision-making, implementation and evaluation of a plan of action to bring about sustainable change.

The purpose of the plan is to:

- Improve the age friendliness and the liveability of the community for older people
- Engage older people who live in the Horsham area to inform the process of improving the town as an age friendly city.

The issues identified in the plan that may be related to the provision of social infrastructure include:

- Transport:
  - Although recent improvements have been made, there is still limited public transport in Horsham – Existing infrastructure, such as bus stops, shelter at stops and paths to and from bus stops, is not aged friendly. Limited operation of public transport also means that access to services and facilities in the evening or weekend is limited. In addition, public transport is limited/non-existent for rural dwellers, for example, in Jung, Telangatuk, Laharum and Haven. The plan notes that having a car and a license is essential for mobility within the municipality
  - Voluntary community transport services are needed
- Respect and Social Inclusion:
  - Opportunities can be enhanced for skills contribution of older people
  - Intergenerational opportunities are important
  - Need to care for the carers
- Housing:
  - Ageing in place is preferred – need to consider how to best prepare for ageing in place
  - Issues of housing affordability for single women
  - Many people are living alone
  - Negative perceptions surrounding the current nursing home and aged care facilities
  - Challenges associated with finding aged care – people are not able to access aged care facilities close to where they live/or their family lives
- Social Participation:
  - Getting information to people regarding ‘What’s On’ is a key issue

- Access and parking to some venues, for example, RSL/Library is difficult at certain times
- Outdoor Spaces and Buildings:
  - Public Toilets – it was identified how near Aldi and along the river there are a lack of public toilets. Unisex toilets are preferred. There should also be greater access to baby change facilities in public toilets
  - There is a lack of open/green space in Horsham North
  - The river is identified has being a fantastic asset, however, could be used more
  - During major flooding events the Natimuk Township can be cut in half and this impedes on the ability for residents to get to the Natimuk Nursing Home
- Civic Participation:
  - Red tape can be an issue which deters older people from being a volunteer, for example, due to fear of age discrimination
- Community and Health Services:
  - GP retention and limited specialists is an issue of concern
  - Not everyone knows about the systems and services that are available and how to access them, for example, My Aged Care, NDIS
  - There is a long wait for the Public Dental Service in Horsham
  - Nursing home facilities in Horsham do not meet people’s expectations – they are old and outdated
- Communications and Information:
  - Greater information needs to be provided to people on how to navigate the health and aged care system and more easily access the services, which are available to them
  - The online My Community Directory is not working for older people – it is harder to access, set-up and maintain.

The following actions were identified to respond to the issues (Table 1-7). Only those related to social infrastructure provision have been summarised here.

**Table 1-7. Actions identified in the Age Friendly Plan related to social infrastructure**

Issues	Actions
<b>Social Participation</b>	<b>Action 4</b> Explore providing a combined multipurpose facility for U3A and seniors <b>Action 6</b> Support lifelong learning opportunities – face to face and online
<b>Outdoor Spaces and Buildings</b>	<b>Action 2</b> Develop a strategy to improve facilities and use of the Wimmera River – include paths; seats; toilets; activity areas and events <b>Action 15</b> Redevelop Horsham rail-yards as open/green space <b>Action 17</b> Improve facilities for the U3A and Horsham Neighbourhood House <b>Action 18</b> Advocate for access improvements within Natimuk to enable staff / resident access to and from the Natimuk Nursing Home (e.g. via the railway causeway) <b>Action 19</b> Support establishment of a suburban garden group that can enhance streetscapes / open space areas
<b>Civic Participation</b>	<b>Action 4</b> Support historical societies
<b>Community and Health Services</b>	<b>Action 4</b> Advocacy for specialist services and GP recruitment and retention <b>Action 7</b> Advocacy regarding aged care facilities that: meet community expectations and avoid relocating residents away from family and friends.

### Arts and Culture Plan 2014-18

The Arts and Cultural Plan 2014-18 (Draft) (Horsham Rural City Council, 2014) recognises the role that arts and culture have in helping to improve liveability of the Horsham Municipality and thus its long-term commitment towards economic, social and environmental sustainability.

The vision statement for the plan is that *“Horsham Rural City Council is a regional leader in arts and cultural activity that celebrates diversity, creativity and inclusion through our contemporary and heritage stories that connects us to land, people and place.”*

The key goals identified in the plan are:

- To celebrate cultural diversity and inclusion through the arts
- To increase participation and access to the arts
- To invest in the development, presentation and sustainability of local arts practice
- To encourage a diverse range of arts and cultural experiences across the municipality
- To contribute toward a strong sense of place and community identity through the arts and culture.

A consultation tool was developed for the project that asked the community four key questions through a survey and direct consultation. The discussions held during the consultation helped to directly inform the contents of the plan. Some of the priority areas identified as part of the consultation include:

- More places of arts infrastructure
- Arts business development
- Cultural literacy and services
- Festivals
- Meeting places and community connection.

There was a total of 93 strategies outlined in the plan to help address the key objectives of nine arts and culture programs. The following table outlines the strategies centred on increasing the utilisation of existing social infrastructure and promoting opportunity for further social infrastructure provision (Table 1-8).

**Table 1-8. Strategies identified in the Arts and Culture Plan 2014-18 related to social infrastructure**

Program	Strategy
2. Arts Practice	<p><b>2.1.4</b> Facilitative Artist in Residency opportunities for artists and organisations in new and/or existing spaces.</p> <p><b>2.2.3</b> Investigate the establishment of a virtual arts space similar to Arts Atlas or Creative Gippsland that maps artists and practices across the region.</p>
3. Arts and Cultural Organisations and Infrastructure	<p><b>3.1.1</b> Redevelop Horsham Town Hall and Horsham Regional Art Gallery and consolidate the venue as a leading visual, performing arts and conference centre.</p> <p><b>3.1.7</b> Investigate the viability of Jubilee Hall as a shared community, arts and cultural HUB that encourages cross resourcing of projects, maximises the visibility, connection and communication between the community, Council and organisations.</p> <p><b>3.2.2</b> Development of a Youth Arts Space at Nexus.</p> <p><b>3.2.3</b> The development of the BGLC Cultural Centre.</p>
6. Art in Public Places	<p><b>6.2.1</b> To investigate the design and funding sources for a civic square and public space within Horsham’s Central Activity District.</p>

Key organisations that help comprise the arts and cultural community of Horsham Rural City Council include:

- Arts and cultural organisations:
  - Horsham Regional Arts Association (HRAA)
  - Wimmera Regional Library Corporation (including Horsham Library)
  - Wesley Performing Arts Centre (WPAC)
  - Horsham Regional Art Gallery (HRAG)
  - Horsham Film Society (HFS)
  - Horsham Arts Council (HAC)

- Horsham Historical Society
- Arapiles Historical Society
- Arapiles Committee Theatre (ACT Natimuk)
- Nexus Youth Centre (Nexus)
- Makers' Gallery and Studio (Makers')
- Adult education organisations:
  - Wimmera HUB
  - Federation University (formerly the University of Ballarat)
- Indigenous cultural organisations:
  - Barengi Gadjin Land Council (BGLC)
  - Goolum Goolum Aboriginal Cooperative (Goolum Goolum)
  - Wurega Aboriginal Corporation (Wurega)
- Migrant organisations:
  - Oasis Wimmera
  - Wimmera Development Association's (WDA) Migrant Settlement Program.

Important art and cultural assets include:

- The new Horsham Town Hall performing arts centre and conferencing facility (500 seats)
- Horsham Regional Art Gallery
- Wesley Performing Arts Centre
- The heritage listed Horsham Theatre building, which is also home to the Horsham Cinema Centre and the activities of the Horsham Film Society
- Barengi Gadjin Land Council (BGLC) art gallery
- There are also several privately-run galleries in the region, including: Natimuk's Goat Gallery, Red Rocks Gallery and Threadmill.

### Open Space Strategy 2019

Council's Open Space Strategy (Final Draft) has been developed to help provide strategic direction for planning, provision and development of open space across the municipality (Horsham Rural City Council, 2019).

The objectives of the project are to:

- Establish a vision for open space provision
- Establish an agreed hierarchy and definition of open space and play spaces for the municipality
- Establish desired standards of service benchmarks tailored to Horsham.

The overarching vision for open space in Horsham is to be a *"leading regional community with an open space network that provides positive health and well-being outcomes for everybody"*.

Strategies identified in the plan that may be relevant to the provision of social infrastructure, include:

- Increasing connectivity – Improve connectivity to green / open spaces through the development of pedestrian and cycle networks and active transport linkages
- Redefine the Wimmera River – Activate the Wimmera River and its environment
- Improve open space provision – Ensure equitable access to open space across the municipality
- Invest and plan for our future – Develop clear and defensible planning decisions to ensure developers create the environment that Council, other agencies, stakeholders, open space land managers and the community want



- Colour and green our city – Develop several multipurpose spaces for wider community use
- Recognise and celebrate our Indigenous cultural heritage and arts – Increase access to a diverse range of arts and cultural experiences across the municipality and open space network.

### Open Space Strategy – Consultation Report

A separate consultation report was published to accompany the Open Space Strategy (Horsham Rural City Council, 2019). It outlines the engagement undertaken for the project included 30 in-depth interviews, an online survey, online mapping tool and two community forums.

Some of the key strengths and weaknesses raised by the consultation included:

- Lack of green space in the town centre
- Need for greater utilisation and appreciation of the Wimmera River
- Upgrading of sporting grounds, facilities and playgrounds needed
- Greater accessibility to open spaces.

One of the key open space suggestions raised by the consultation included the need for a new multipurpose sport centres centre and grounds.

The top three open space improvement suggestions that respondents most strongly agreed on were:

1. Ensuring parks and open space facilities are provided with BBQs, play equipment, picnic tables and shelters (89 per cent)
2. Having walking paths and open frontage on both sides of the Wimmera River (88 per cent)
3. Developing facilities like Weir Park at other points along the River frontage (87 per cent).

### Sport and Recreation Strategy 2013-18

The Sport and Recreation Strategy 2013-18 seeks to identify the priority projects for Council during the 2013-18 period and respond to changing community needs, as well as increase participation in sport and recreational activities for all members of the community.

The key project objectives were to:

1. Identify, analyse and evaluate existing sports and recreation needs, the delivery of services and provide recommendations for effective models of future service delivery based on best practice models and principles
2. Identify and prioritise future sport and recreation development proposals and provide estimates of short, medium- and long-term funding requirements to undertake these projects
3. Analyse Horsham's role as a regional sport and recreation centre within the context of the Wimmera region, taking into account current and future demographics. This will identify future regional sport and recreation priorities and the need for a higher level of facility to cater for regional requirements
4. Review existing management/development plans of Council's Section 86 Committees of Management of sport and recreation facilities, determining the levels of completion and the relevance of recommendations in the context of current sport and recreation trends in the Horsham community
5. Identify skills shortages of the volunteer base of sporting organisations and resourcing requirements for ongoing management in the longer term.

The strategy identifies the following sport and recreation facilities as requiring redevelopment or upgrading:

- Outdoor 50m pool - Council has noted that remedial works will be undertaken to maintain the pool
- Showgrounds and basketball stadium precinct
- Playing fields in the centre of the race course
- Haven Recreation Reserve
- Coughlin Park precinct

- College Oval precinct
- City Oval precinct - However, it does not meet the size recommended in the AFL preferred facilities guide and thus may not be suitable for hosting AFL events
- Cameron Oval, Laharum
- Pimpinio Recreation Reserve
- Green, Natimuk and Toolondo Lakes
- Training lights on playing fields
- Squash courts
- Existing network of multipurpose trails within the urban area of Horsham.

The strategy identifies the following as potential sites for additional or new recreational facilities:

- Old ambulance station at City Oval
- Children's Services Hub in Horsham North
- Horsham North Primary School site and land adjacent to the Police Paddocks
- Freight rail area in North Horsham
- Residential growth areas of Horsham West (Jenkinson Estate), Horsham Southbank and Haven
- Long distance trails in the rural areas.

To help improve the provision of recreation and sport facilities and levels of physical activity a series of priority opportunities were identified. These included:

1. The main sporting precinct in Horsham includes the areas encompassing Horsham Lawn Tennis Club, City Oval, the Showgrounds, Basketball Stadium and Coughlin Park. However, currently this operates as a disjointed precinct with limited integration. The opportunity exists to continue developing the area so it can serve as the primary hub of activity in Horsham
2. Potential exists to expand existing trails and create linkages between trails to open spaces or areas of cultural or historical interest
3. Potential exists to enhance larger parcels of open space, by developing them as multi-functional areas
4. While there are several sports halls which exist in Horsham, they are single court facilities and thus are unable to host major events
5. There is the opportunity to redevelop the rail freight yards as valuable open space
6. Overall, greater priority should be given to helping better meet the needs of older adults.

The strategy recommends using the following criteria to help assess the level of resources provided to sport and recreation facilities, programs or services:

- Demonstrated community need
- Sustained community support
- Caters for multiuse and/or multiusers
- A regional focus and capacity to host major events
- Social value or benefits delivered
- Availability of Government funding
- Availability of local/community funding.

## 1.2.4 Individual Infrastructure Plans

### Wimmera Regional Library Service Delivery Strategy 2018-28

The Wimmera Regional Library Corporation Service Delivery Strategy 2018-28 is a strategic planning document and action plan for library services in the region over the next ten years (Wimmera Regional Library Corporation, 2018).

Library services in the Horsham area are delivered regionally through the Wimmera Regional Library Corporation. The corporation was established in 1996, and now provides services for Horsham Rural City Council, Hindmarsh Shire Council, Northern Grampians Shire Council, West Wimmera Shire Council and Yarriambiack Shire Council.

The corporation services a population of nearly 50,000 people, and operates 10 library branches, a mobile library service that visits 15 communities over a two-week period, online access to library collections and a home library service.

On measures of service provision, the Wimmera Regional Library Corporation generally performs at or above standards according to benchmarks provided by Public Libraries Victoria (including in terms of library expenditure, number of staff, library materials expenditure, collection items and provision of computers). The only measure that performed below the standard for service provision was the proportion of the collection published in the last five years (40 per cent, compared to 65 per cent as the benchmark). Customer satisfaction was also very high.

Measures of service reach, participation and use however were mostly below the benchmarks, including library membership as a proportion of the population (27 per cent, compared to 35 per cent as the benchmark), customer visits per capita (3.7, compared to 4.9 as the benchmark), total loans per capita (4.2, compared to 6.7 as the benchmark) and loans per collection item per year (1.9, compared to 5.3 as the benchmark).

The strategy outlines four key priorities with corresponding strategies that may be relevant to this social infrastructure study:

1. Access:
  - a. Examine options for providing a different spread of available branch opening hours across the week to increase access to a greater number and range of library users (current and potential).
  - b. Explore options to increase and promote access to library services through digital technologies
  - c. Increase the range of outreach programs that take library services to community locations
  - d. Consider options for provision of additional and/or alternative service points that increase user access to library collections, technology and spaces
  - e. Trial of an Open Library model that provides controlled access to unstaffed library collections and services.
2. Activation:
  - a. Seek out and establish collaborative relationships with partner organisations to increase service reach and engagement with people who do not currently use library services
3. Accommodation:
  - a. Develop a 10-year facilities strategy
  - b. Review and enhance the layout, functionality and amenities of each library branch
  - c. Review the viability of each building as a stand-alone library, joint-use facility or shared service outlet
  - d. Explore options to expand the number and variety of service points accessible to users
  - e. Explore options of co-location or technology-enabled service delivery models as possible replacements of the current mobile library vehicle
4. Accountability:
  - a. Strengthen alignment and collaboration between delivery of library services and delivery of other related Council services.

### HRCC Mobile Library Service Delivery Alternatives Discussion Paper

A Discussion Paper was released by the Wimmera Regional Library Corporation (2019) outlining service delivery alternatives for the mobile library service that operates in parts of the Horsham Municipality which will cease after 30 June 2020 due to the withdrawal of some of the local governments contributing to the service.

The mobile library currently visited two locations in the Horsham Municipality within a two week period:

- Laharum: 1.5 hours. Stops outside Laharum School, and junior loans make up 51 per cent of total loans.
- Natimuk: 2 hours. Junior loans make up 2 per cent of total loans.

Three service options are presented for consideration:

- Agency library: An agency library is housed in a third-party agencies such as a community centre, neighbourhood house or community hall. It can provide greater access to the collection with longer opening hours.
- Book drop off and collection points: A book drop-off and collection point may be provided in a third-party agency such as a post office, courier office or some other community service provided to the area.
- Open access library: An open access library is a fully functional library that is available via member library cards when the librarian is not in attendance.

Rather than provide a recommendation, the Discussion Paper suggests that these options need to be considered by each community.

### 1.2.5 Master Plans and New Facility Planning

#### Horsham Wimmera River Precinct and Central Activities District Vision and Master Plan (City to River Master Plan)

The Wimmera River Precinct and Central Activities District (CAD) Vision and Master Plan (Horsham Rural City Council, 2019) known as the City to River Master Plan aims to transform and revitalise the area to make it a more attractive place to live, work, visit and invest. The project forms part of Transforming Horsham which is a suite of projects being undertaken concurrently by Council to create a brighter future for Horsham over time.

The vision and master plan were developed through independent research, analysis and consultation with representatives of community groups, organisations, businesses, government agencies and traditional owners.

The plan had a strong focus on sport and recreation facilities, with one of the four objectives for the plan being related to sports and recreation. The objective of this part of the plan is to adopt a long term strategic approach to developing sporting infrastructure that meets contemporary standards, promotes participation, accommodates regional events, makes efficient use of public land and integrates with urban and river areas.

Three overarching directions are identified under this objective for sports and recreation, being:

- **Direction 1:** Upgrade City Oval as Horsham's premier regional AFL/cricket venue: Upgrade City Oval to a regional standard to enable regional AFL and cricket sporting events and other non-sporting events to be hosted. Upgrades required are likely to include expansion of the size of the field, a new multi-purpose pavilion and club rooms (including fully accessible and female friendly facilities) and covered spectator areas. Delivery of a second netball court would assist in club training and matches.
- **Direction 2:** Develop a Regional Indoor Sports Precinct: Develop a regional indoor sports precinct, subject to a detailed feasibility study, in Horsham West (Jenkinson Avenue) or at the McBryde Street site (showgrounds), providing for basketball, netball, badminton, table tennis, volleyball and squash. This project should build on the work completed as part of the Wimmera Sports Stadium Business Case and Concept Design Report (2017) and reflect the outcomes of consultation with key stakeholders during 2019.
- **Direction 3:** Develop an indoor outdoor multi-purpose sports precinct: Plan for and develop a new multi-purpose shared outdoor sports precinct on either the Horsham West (Jenkinson Avenue) site or the Crown land reserve at the Horsham Showgrounds precinct, currently occupied by the Horsham Greyhounds. This would be subject to a detailed feasibility study. As a preliminary concept this should include provision of multipurpose sporting facilities. Key sports facilities considered for inclusion include Athletics (including 8 lane grass track and associated athletics facilities), tennis, soccer/rugby fields and a synthetic hockey pitch.

Consideration should also be given to the inclusion of a shared use oval for AFL/Cricket training and matches, this could be delivered as part of a multi-purpose grass field that has the capacity to accommodate multiple sports (that is, soccer, rugby, AFL, cricket). Consideration could also be given to the inclusion of tennis courts with the synthetic hockey facility. Further work is required to finalise this concept, including an assessment of facility and site requirements and the preparation of a masterplan and business case to support investment.

### Horsham Sport Facilities Demand Study 2019

The Horsham Sport Facilities Demand Study 2019 was undertaken as a background study to help inform the Horsham Wimmera River Precinct and Central Activities District Vision and Master Plan. The study specifically looks at the provision of outdoor sports facilities in the municipality.

The scope of the study included outdoor field and court-based sports only, including:

- AFL
- Athletics
- Cricket
- Lawn Bowls
- Netball
- Rugby League
- Soccer
- Tennis.

A peer review of existing work related to the provision of indoor sports was undertaken including the Horsham Multi-use Indoor Sports Stadium Plan – Phase One Feasibility Study (2016) and the Wimmera Sports Stadium Business Case and Concept Design Report (2017).

The following facilities were the key facilities considered as part of the scope for this project:

- City Oval
- Coughlin Park Sports Complex
- Dudley Cornell Complex
- Haven Recreation Reserve
- Horsham Community Oval Complex
- Horsham Lawn Tennis Facility
- Racecourse Reserve Complex (including Central Park Tennis Courts and Netball Courts)
- Sunnyside Sports Complex.

The following recommendations are included in the demand study (Table 1-9). The recommendations are compared to the facilities included in the vision and master plan.

**Table 1-9. Recommendations identified in the Horsham Sport Facilities Demand Study related to the provision of new social infrastructure**

Facility	Recommendation	Vision and Master Plan
City Oval	<ul style="list-style-type: none"> <li>Upgrade as regional AFL / cricket venue, including: <ul style="list-style-type: none"> <li>Expansion of size of field to increase runoff</li> <li>New multipurpose pavilion and club rooms</li> <li>Covered spectator areas.</li> </ul> </li> <li>Deliver second netball court.</li> </ul>	<ul style="list-style-type: none"> <li>Upgrade City Oval to regional standard, including: <ul style="list-style-type: none"> <li>Pavilion and amenities.</li> </ul> </li> <li>Two netball courts.</li> </ul>
Regional Indoor Sports Precinct	<ul style="list-style-type: none"> <li>New regional indoor sport facility for basketball, netball, badminton, table tennis, volleyball and squash.</li> <li>New facility to be located in Horsham West (Jenkinson Avenue) or at the McBryde Street site.</li> </ul>	<ul style="list-style-type: none"> <li>Retention of existing basketball stadium.</li> <li>Create a regional indoor sport facilities for basketball, netball, badminton, table tennis, volleyball and squash.</li> <li>Outdoor facilities to include 5 netball courts.</li> </ul>
Outdoor Multi-Purpose Sports Precinct	<ul style="list-style-type: none"> <li>Carry out a feasibility study to determine whether the Horsham Showgrounds should be developed into new multi-purpose shared infrastructure outdoor sports precinct. The other site option is in Horsham West (Jenkinson Avenue)</li> <li>Facilities should include 8-lane grass track and athletic facilities, soccer/rugby fields, and synthetic hockey pitch.</li> <li>Consideration should be given to multipurpose oval / field for AFL, cricket, soccer, rugby.</li> <li>Consideration should be given to include 16 tennis courts. This would mean other tennis courts could be consolidated.</li> </ul>	<ul style="list-style-type: none"> <li>New multi-purpose regional sports and events facilities, including: <ul style="list-style-type: none"> <li>8-lane grass track</li> <li>Soccer and rugby fields</li> <li>Synthetic hockey pitch.</li> </ul> </li> </ul>
Haven Tennis Courts	<ul style="list-style-type: none"> <li>If tennis courts are not included in Outdoor Multi-Purpose Sports Precinct: Upgrade Haven Tennis Courts as regional tennis facility to a total of 16 courts.</li> </ul>	Not within the vision and master plan area. However, tennis courts are included in the proposed Outdoor Multi-Purpose Sports Precinct.
Sunnyside Bowls Club OR Horsham City Bowls Club	<ul style="list-style-type: none"> <li>Upgrade to regional bowls facility with 4 synthetic greens and change rooms, social areas, shaded areas and car parking.</li> </ul>	Not within the vision and master plan area.

The report also notes that once these new facilities have been provided, the role of existing sporting reserves should be considered. It notes that if the multi-purpose regional indoor and outdoor sports facilities are delivered, the following facilities may no longer be required:

- The Horsham Racecourse would no longer be required for rugby or soccer sports
- College Community Oval would no longer be required for hockey
- Racecourse Reserve would no longer be required for netball
- Dudley Cornell would no longer be required for soccer or Little Athletics.

### Horsham North Urban Design Framework 2013

The Horsham North Urban Design Framework covers the area to the north of the train line in Horsham city and provides an integrated, strategic plan for urban design and development in the area for the short, medium and long term (Horsham Rural City Council, 2013).

The report suggests that Horsham North is a significantly deprived area, with a pronounced shortage of community services, impacted by a range of social problems, and is isolated and separated from the rest of Horsham.

The issues and challenges identified related to social infrastructure include:

- Lack of diverse health services
- Safety of health workers
- Lack of education / training (and available facilities)
- Stigma /perceived reputation of the school and poor state of school buildings.

Opportunities and action identified in relation to social infrastructure include:

- Community Health Centre
- Horsham North Youth Centre
- Swim Centre
- Redevelop old school site into medical precinct
- Develop old school site into a community hub
- Provide maternal and child health services
- Establish a Children’s Precinct with health care, after-school care, drop off etc.
- Multi-purpose space for adult training/courses
- Establish a school ‘precinct’
- Relocate school/kindergarten to improve connectivity to the community
- Bring service providers to the community
- Mobile library
- Increase child care services
- Support play groups.

The urban design framework included:

- New and upgraded passive recreation hub at primary school site and Police Paddocks, including expanded gymnasium
- Expansion of Dudley Cornell Reserve to include underutilised industrial land to the north. This development would include small amount of additional open space, as well as residential development and new neighbourhood activity centre (with supermarket, shops, offices and residential)
- The redevelopment of the freight terminal area along the rail corridor includes mention of community facilities although a specific facility is not mentioned
- Enhancements to Office of Housing estate including community gardens and parkland.

### **Horsham Rail Corridor Master Plan 2016**

The Horsham Rail Corridor Master Plan outlines a long term plan for the railway corridor between Wawunna Road and McPherson Street (Geografia, 2016). There is a longer term plan to relocate the freight operations away from the City of Horsham.

Two rounds of consultation were undertaken with the local community, landholders and government stakeholders. Workshops, surveys, drop-in sessions and one-to-one interviews were undertaken. The consultation found:

- Poor pedestrian and road connectivity were major community concerns. Often residents referred to the ‘rest of Horsham’.
- Residents often avoided the rail line pedestrian underpasses. Many residents said that they will not, or cannot use them at all, because of safety fears.

The plan included an assessment of demand for community and recreation facilities which found that:

- The number of pocket parks (areas of 1 hectare or less) in Horsham North is indicative of an undersupply of passive, open space in this part of the city. The assessment found that there is demand for up to 3 hectares of passive, open space north of the railway line.
- Residential areas located between the rail corridor and the Henty Highway lack any local access to pocket parks without crossing the railway line or highway.
- There is demand for no more than one neighbourhood active open space within Horsham North, and this is currently adequately provided by the existing active open space.
- There is demand for a small-scale indoor recreation facility across the larger council area. This supports existing strategies and studies undertaken by Council. 10 per cent of facility users are likely to be from the Horsham North area. Due to its central location and availability of land, the rail corridor should be considered as a candidate site for this facility.
- The existing primary school in Horsham North will adequately address schooling demand in the long term.

The master plan provides a staged approach to redevelopment or reuse of the site, with stage three being delivered only if the railway line is relocated.

The key features of the master plan related to social infrastructure include:

- Six hectares of passive open space
- Possible site for new indoor recreation facility (the need for which is outlined in council's Sport and Recreation Strategy 2013-18). This facility however is not being considered for a different site near the existing indoor facility on McBryde Street as part of the Wimmera River Precinct and Central Activities District Vision and Master Plan)
- Development of expanded community facilities, including future expansion of the U3a and community storage, new men's shed or museum.

#### Wimmera Sports Stadium Business Case and Concept Design Report 2017

The Wimmera Sports Stadium Business Case and Concept Design Report (Horsham Rural City Council, 2017) further investigated the feasibility of the Wimmera Sports Stadium, by focusing on the facility brief, design and implementation, after the facility was first identified in the Sport and Recreation Strategy 2013-18 (see Section **Error! Reference source not found.**) and initial feasibility being assessed in 2006 (Horsham Rural City Council, 2016).

The findings of the report include:

- The McBryde Street location has the capacity and presents an opportunity to strengthen this precinct as a base for sport in Horsham, particularly given its proximity to a range of other sporting facilities, and its connection to the Wimmera River.
- The provision of 4 multi-use sports courts, 6 squash courts and support facilities (amenities, office space, meeting room, cafe etc) originally identified is supported.
- Additional required facilities include:
  - 5 x outdoor netball courts to bring the total courts compliant with Netball Victoria requirements to 8 which is the minimum number required for Association Championships and other Netball Victoria events
  - Fixed spectator seating for 400 people, an increase on the approximate 350 existing capacity of the existing Stadium at McBryde Street
  - Space for further temporary tiered spectator seating
  - Large meeting room, to also provide a small function space
  - 2 x consulting suites, available to allied sports and other services
  - Additional shared office space for local sporting clubs and associations
  - Additional player amenities to accommodate the multisport nature of the venue.

The proposed floor plan is included below (Figure 1-5) showing the existing indoor sports facility to the north and new sports hall to the south.



Figure 1-5. Wimmera Sports Stadium proposed floor plan



**Kalkee Road Children’s and Community Hub Business Plan 2016**

The Kalkee Road Children’s and Community Hub is now constructed and operational, however the Kalkee Road Children’s and Community Hub Business Plan (2016) outlines some of the facilities included in the hub.

The facilities included in the Kalkee Road Hub includes:

- Kindergarten
- Child care centre
- Maternal and child health services
- Supported play group
- Early intervention services
- Specialist consulting rooms.

More specifically the centre offers 1,135 sqm of space including:

- A large multipurpose space – for scheduled regular use of play groups and occasional care, and general community space available for bookings

- Three consulting / interview rooms, meeting room and shared working space for Maternal and Child Health Services
- Reception and administration areas
- Child care and kindergarten provided in four rooms of varying sizes with a license for 93 children.

The plan notes that a new primary school may be located centrally within Horsham North in the future.

### Aquatic Centre Master Plan 2017

The Aquatic Centre Master Plan 2017 outlines a plan to upgrade the aquatic centre over time (Horsham Rural City Council, 2017). The pool is owned by Horsham Rural City Council and is managed by the YMCA Group. The facilities at the aquatic centre include:

- Indoor 25m pool
- Outdoor 50m pool
- Child care facilities
- Fitness centre.

The upgrade works include:

- Stage 1: 50m pool upgrades: New wet deck to the 50m outdoor pool perimeter and new pool concourse
- Stage 2: Indoor works and ramp: New outdoor function area, parent change rooms, spa and sauna facilities, and widening/extension of existing front entry ramps
- Stage 2A: Construction of waterplay and splash park and playground
- Stage 3: Indoor works: Indoor renovations to the corridor, kiosk, reception resize, office, accessible change, scooter charge bay, storeroom, including hydro pool equipment, hoist, hydro pool plant room, etc.
- Stage 4: Outdoor landscaping: Upgrades to landscaping including grass seating mounds, new event seating, removable seating, three barbecues, shade over gym seating and new fencing. Partial shade structure over 50m pool
- Stage 5: Gym works and community lounge: New doors to gymnasium, new gym offices / consult rooms, new outdoor personal training area and upgrades to community lounge.

Stage 1 of the works have been completed, and Stage 2 works are currently underway. In addition to the works above, a new accessibility ramp is being constructed for the outdoor 50m pool.

### Horsham Performing Arts Future Service Demand Assessment

The Horsham Performing Arts Future Service Demand Assessment 2018 aims to “undertake an assessment of the performing arts demand in the Horsham region to inform the viability of Wesley Performing Arts Centre” (Horsham Rural City Council, 2018).

The demand assessment posed three options for the future of the Wesley Performing Arts Centre. Option 3 – acquiring ownership of Wesley and undertaking major works and re-opening the centre as a performance space, was the recommended option to be adopted. This would entail the following to be addressed at a cost of \$1.5 million:

- New technical equipment and renovated support spaces
- Replacement of flooring to enable the venue to become a more flexible space, including a flat floor area and movable/retractable seating
- An increase in the operational subsidy for the Town Hall in order to manage and deliver programs at Wesley

The venue had an advertised capacity of 265 and features associated dressing rooms, green room and courtyard.

Horsham Town Hall was also addressed as part of the service demand assessment. Some of the key features of the Town Hall identified in the plan include:

- The venue consists of a 500-seat proscenium arch theatre, including full performance facilities, Heritage Town Hall, Foyer, Education Centre, Meeting Room and Horsham Art Gallery.
- The venue is heavily booked, with a very high demand from local schools, dance schools and performance groups.

Other cultural facilities identified as part of the demand assessment include:

- Some of the secondary colleges also have performance spaces, which may be community usage
- Federation University has a small 100 seat auditorium for mixed use
- The Church of Christ was cited as a new presentation venue, providing a larger 700 seat space.

Significant findings from the community consultation include:

- Most respondents identified attending a performance as their primary reason for attending
- Respondents identified the need for a smaller venue.

It was identified that the Wesley Performing Arts Centre, if acquired by Council, has the potential to help address gaps in the market by providing a dedicated, smaller performance space that is fully available for community hire and Council programming.

## 1.2.6 Community Action Plans

### Dadswells Bridge Community Action Plan

The Dadswells Bridge Community Action Plan 2007 seeks to provide a *“basis for action and to give an indication of community priorities for the area”*. Dadswell Bridge is a small, active community centred around the settlement on the Western Highway near Mt William Creek, but also extending into the rural areas to the north and the South to Roses Gap. Dadswell Bridge features several businesses including:

- The Giant Koala and Café
- Dadswell Bridge Motel Hotel
- Graze Café/Deli
- Namaskaar Indian Restaurant
- The Dadswells Bridge Post Office

Active community groups in Dadswells Bridge at the time of the writing of the report included:

- Dadswells Bridge Ladies Auxiliary
- Northern Grampians Landcare Group
- Dadswells Bridge Progress Association
- Dadswells Bridge CFA
- Dadswells Bridge Hall Committee
- Dadswells Bridge Tennis Club
- Snooker Team

Due to the lack of employment opportunities available in Dadswell Bridge, most residents must commute to either Stawell or Horsham for work. Agriculture and tourism are the main industry supported in Dadswell Bridge.

Significant priorities identified by the community workshop, that may be of important to the project include:

- Develop a cycling/walking and horse-riding track using the Wimmera Rive, Mt William Creek and the Roses Gap area
- Develop a Recreation Reserve area – swimming pool, play equipment and public toilets
- Introduce a walking group

### Horsham Community Action Plan

The Horsham Community Plan was developed in 2012-2013. Significant priorities identified by the community workshop, that may be of important to the project include:

- Enhance characteristics and facilities along the Wimmera River
- Generate active participation in total health and wellbeing
- Develop a multi-purpose sports facility in Horsham, including indoor sports facilities
- Develop art spaces in Horsham
- Improve and extend bike and walking tracks
- Create new festivals and events and enhance existing ones
- Improve promotion with a tourism focus (with Recreation Vehicle awareness)
- Promote and develop accessible and improved transport
- Lobby for and support improved medical services and facilities
- Create music in the street
- Engage in education advocacy- for improved facilities at all levels
- Develop and improve playgrounds in Horsham

### Jung Community Plan

The Jung Community Plan 2011 (Horsham Rural City Council, 2011) was developed as part of the Jung Community Building Initiative. Jung is a small community of approximately 100 residents.

The key physical/infrastructure assets identified by the plan include:

- Cemetery
- The Park
- Tennis Court
- Hall
- Old Shed – historic value

Some of the key goals identified by the plan include:

- Health and safety
  - Community nurse/meals on wheels
- Tourism/History
  - Turn Hall into Museum
- Services/Access
  - Bus service stop, commuting to Horsham
- Park upgrade
  - Toilet block in park
- Commerce
  - Kiosk, fresh produce from community garden
  - Community shop
- Activities
  - Community garden

- Tennis/Netball court
- Skate park
- Cycle/walk track

#### Laharum-Wartook Community Action Plan

The purpose of the Laharum-Wartook Community Action Plan 2007 is to indicate community priorities for the area and provide a basis for action. Laharum Wartook is located on the north-western edge of the Grampians and includes the Laharum, Wartook and Brimpaen areas.

Significant priorities identified by the community workshop, that may be of important to the project include:

- Cameron Oval Development
  - Funding application to move tennis courts from Laharum Hall to the Cameron Oval and re-site with new netball court
- Laharum Hall Community Links Centre
  - Undertake works to the Laharum Hall to make it suitable to accommodate the Laharum Preschool in the short term
  - Refurbish the Laharum Hall to make it more ‘family friendly’ for visiting health and service providers, occasional day care, play group and pre-school activities and older adults groups
- Community and Public Transport
  - Investigate use of the School Bus, shared vehicles, and a driver’s roster
- Walking and Bike Trails
  - Investigate potential for link between Zumsteins and the Wartook Valley
  - Investigate wider bike trails along the MacKenzie River
- Ongoing community planning and strengthening
  - Form a community action group that can carry on work of the Community Building Initiative

#### Mitre Community Plan

The Mitre Community Plan 2017 aims to identify and prioritise a range of initiatives that the community believes would benefit their town. The Mitre township is located on the junction of Natimuk-Frances Road, Mitre-Nurcoung Road and Tooan-Mitre Road. The vision for Mitre is centred on *“maintaining and building on Mitre’s identity”*, with an underlying sense of connectedness engendered between residents and their community.

Significant priorities identified by the community workshop, that may be of important to the project include:

- Remove church and use the area to create Hall/Fire Brigade Parking area
- Develop a safe school bus pick-up/drop-off point
- Tree planting – native plants
- BBQ area, promotion/information about Mt Arapiles and Mitre Rock
- Improve public toilet facilities
- History trails/plaques – increase local knowledge about history, attract tourism
- Bike trail – recreation opportunities and attract tourism
- Hall Upgrades – for example, tables, toilets
- Tennis Court
- Develop foreshore of St Mary’s Lake

### **Natimuk Community Action Plan**

The Natimuk Community Action Plan 2017 was developed to help guide community priorities for the area. Natimuk is a small community of approximately 750 people in the township and surrounds located in Western Victoria near Mt Arapiles and close to Horsham.

Significant priorities identified by the community workshop, that may be of important to the project include:

- Develop a museum and activity precinct – work with Arapiles Historical Society to develop the collection for the museum
- Develop a bike trail and walking path from Natimuk to Mt Arapiles, Natimuk Lake and Horsham – seek funding for trail for Natimuk to Mr Arapiles as the first stage
- Clean up, restore and regenerate Natimuk Creek
- Community centre – establishing a community house/centre in Natimuk including workshops and activities
- Public Art/Interactive Sculpture Trail – implement public artwork in Natimuk

## Document 2: Community Profile

### 2.1 Existing population profile

#### 2.1.1 Population

The Horsham Municipality had a population of 19,641 people in 2016 (Table 2-1). Horsham City had a population of 16,251 people, while the rural area surrounding the city, Horsham Region, had a population of 3,407 people. Of the eleven localities within Horsham City, Horsham North was the largest with a population of 3,281 people, followed by Horsham South West with 2,889 people. All of the Horsham Region localities had similar populations.

**Table 2-1. Population, Study areas, 2016**

Area	2016
<b>Horsham City</b>	<b>16,252</b>
Horsham Central	681
Horsham North	3,281
Horsham Inner North	777
Horsham North East	1,893
Horsham East	890
Horsham South East	840
Horsham South	869
Horsham South West	2,889
Horsham West	2,419
Haven	1,302
Riverside	410
<b>Horsham Region</b>	<b>3,407</b>
Toolondo	236
Brimpaen	227
Wartook	312
McKenzie Creek	366
Drung	242
Laharum and Dadswell Bridge	206
Natimuk	396
Pimpinio and Kalkee	349
Jung	244
Dooen and Vectis	291
Quantong	310
Natimuk District	223
<b>Horsham Municipality</b>	<b>19,641</b>

*Notes: Based on place of usual residence. All census data has been 'confidentialised' using a randomised adjustment technique. Small numbers are most impacted by this technique and should not be relied upon.*

*Source: ABS 2016 [TableBuilder Pro];*

Horsham Municipality had an average annual growth rate of 0.3 per cent between 2011 and 2018, growing from 19,457 people in 2011 to 19,931 people in 2018 (an increase of around 380 people) (Table 2-2).

From 2011 to 2018, Horsham City had an average annual growth rate of 0.4 per cent and grew from 16,099 people in 2011 to 16,514 people in 2018 (an increase of around 415 people). Horsham East grew strongly at 3.3 per cent per year, as did Horsham South at 2.8 per cent per year.

Horsham Region had a negative annual growth rate of -0.1 per cent between 2011 and 2018, with the population decreasing from 3,448 people in 2011 to 3,417 people in 2018 (a decline of around 30 people). Most localities within Horsham Region had negative or very low positive growth. An exception to this was McKenzie Creek, which had an average annual growth rate of 1.6 per cent during this period.

**Table 2-2. Population growth (estimated resident population), Study areas, 2011-2018**

Area	2011	2012	2013	2014	2015	2016	2017	2018	Annual Growth Rate (2011-2018)
<b>Horsham City</b>	<b>16,099</b>	<b>16,160</b>	<b>16,245</b>	<b>16,307</b>	<b>16,363</b>	<b>16,462</b>	<b>16,497</b>	<b>16,514</b>	<b>0.4%</b>
Horsham Central	693	689	699	683	687	686	680	672	-0.4%
Horsham North	3,347	3,358	3,364	3,337	3,314	3,321	3,323	3,313	-0.1%
Horsham Inner North	834	808	795	785	803	786	792	792	-0.7%
Horsham North East	1,992	1,954	1,943	1,931	1,926	1,924	1,925	1,929	-0.5%
Horsham East	714	757	783	823	875	905	901	894	3.3%
Horsham South East	823	835	837	849	864	853	856	864	0.7%
Horsham South	742	782	832	834	852	879	876	899	2.8%
Horsham South-West	2,954	2,965	2,928	2,952	2,918	2,928	2,933	2,901	-0.3%
Horsham West	2,364	2,373	2,390	2,425	2,424	2,449	2,469	2,481	0.7%
Haven	1,218	1,219	1,257	1,283	1,291	1,315	1,330	1,354	1.5%
Riverside	418	420	417	405	409	416	412	415	-0.1%



Area	2011	2012	2013	2014	2015	2016	2017	2018	Annual Growth Rate (2011-2018)
<b>Horsham Region</b>	<b>3,448</b>	<b>3,460</b>	<b>3,471</b>	<b>3,463</b>	<b>3,451</b>	<b>3,443</b>	<b>3,439</b>	<b>3,417</b>	<b>-0.1%</b>
Toolondo	240	242	240	239	238	239	240	241	0.1%
Brimpaen	226	221	235	234	229	232	229	224	-0.1%
Wartook	326	330	320	322	325	318	312	305	-0.9%
McKenzie Creek	340	348	347	354	363	375	376	379	1.6%
Drung	236	238	238	238	240	247	242	243	0.4%
Laharum and Dadswell Bridge	211	212	208	206	206	206	203	200	-0.8%
Natimuk	413	418	406	404	404	403	401	397	-0.6%
Pimpinio and Kalkee	349	346	367	368	358	350	356	355	0.2%
Jung	248	241	250	248	248	244	239	234	-0.8%
Dooen and Vectis	291	295	287	294	289	293	298	303	0.6%
Quantong	314	319	334	323	324	314	321	314	0.0%
Natimuk District	254	250	239	233	227	222	222	222	-1.9%
<b>Horsham Municipality</b>	<b>19,547</b>	<b>19,620</b>	<b>19,716</b>	<b>19,770</b>	<b>19,814</b>	<b>19,905</b>	<b>19,936</b>	<b>19,931</b>	<b>0.3%</b>
<b>Wimmera Region</b>	<b>48,903</b>	<b>48,744</b>	<b>48,582</b>	<b>48,331</b>	<b>48,044</b>	<b>47,918</b>	<b>47,698</b>	<b>47,471</b>	<b>-0.4%</b>
<b>Regional Victoria</b>	<b>1,368,451</b>	<b>1,385,248</b>	<b>1,402,602</b>	<b>1,418,887</b>	<b>1,436,310</b>	<b>1,458,785</b>	<b>1,477,678</b>	<b>1,497,326</b>	<b>1.3%</b>

Notes: Based on estimated resident population. All census data has been 'confidentialised' using a randomised adjustment technique. Small numbers are most impacted by this technique and should not be relied upon.

Source: (Queensland Government (Queensland Treasury), 2019);

### 2.1.2 Age and household types

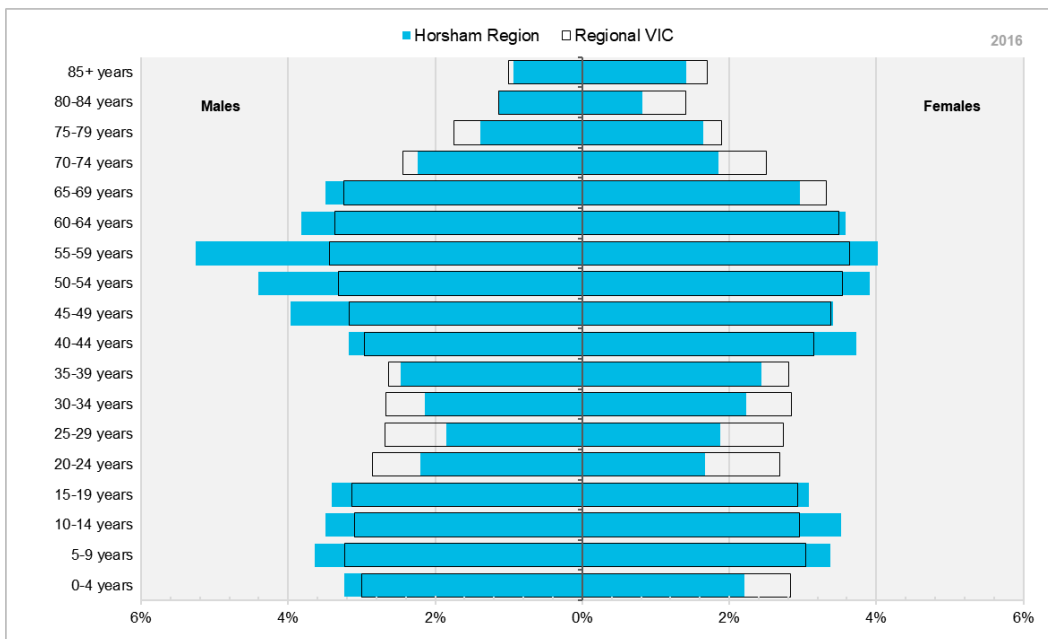
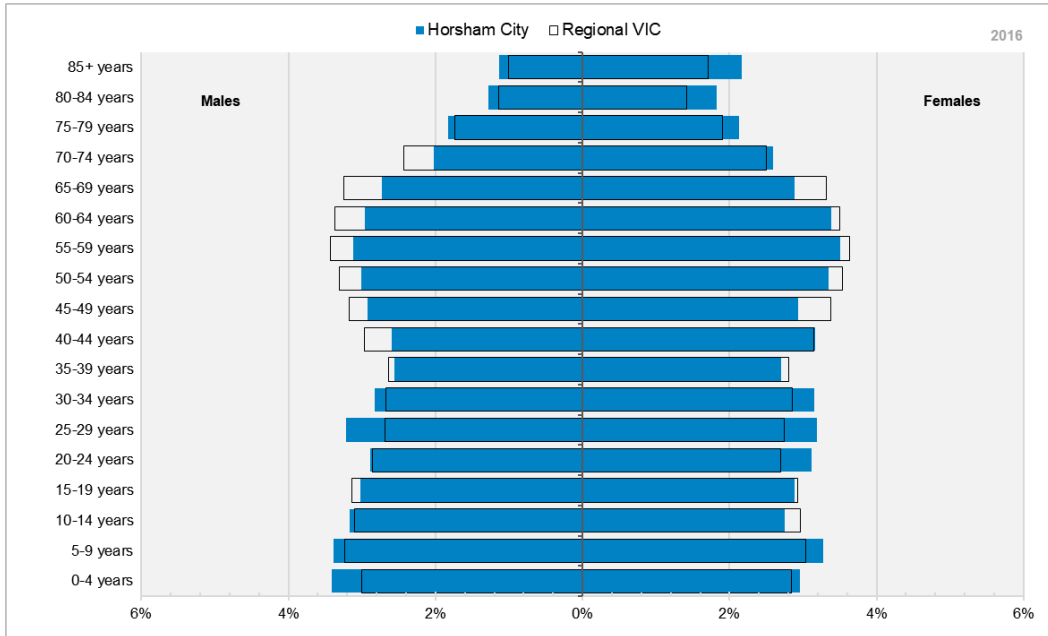
The figures below show the age structure of the population of Horsham Municipality, Horsham City and Horsham Region using Regional Victoria as a benchmark (see Figure 2-1).

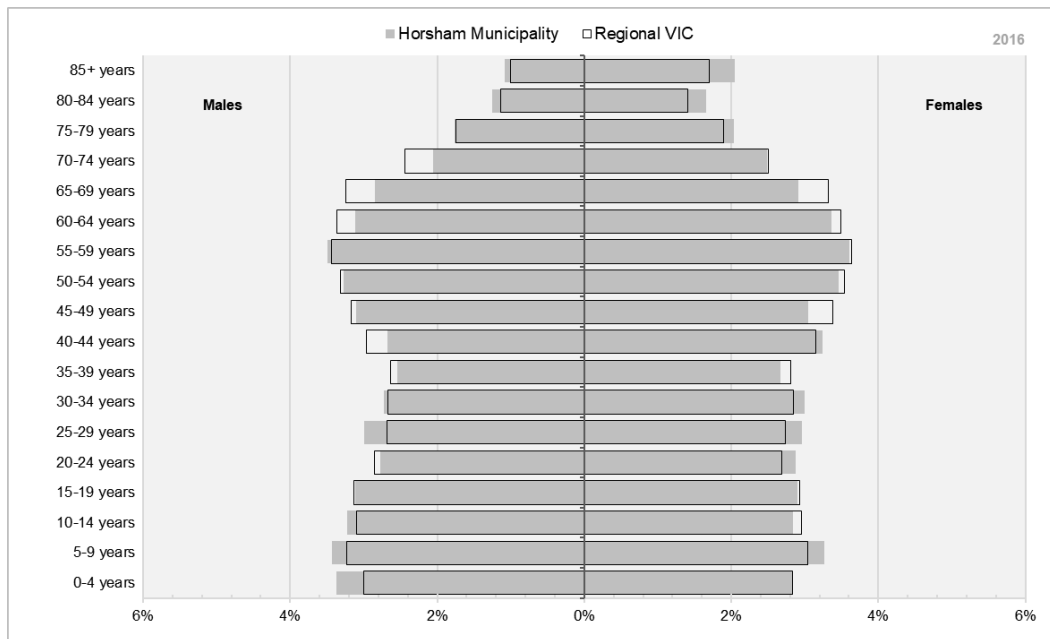
Horsham Municipality had a similar age structure to Regional Victoria, with slightly lower proportions of older people aged around 60 to 74 years and middle-aged people around 35 to 49 years. Horsham Municipality had slightly higher proportions of people older than 80 years, young children from 0 to 9 years, as well as some young adult age groups from around 20 to 34 years, when compared to Regional Victoria.

Horsham City had slightly lower proportions of middle aged to older adults from around 35 to 74 years, and higher proportions of young children from 0 to 9 years, young adults from 20 to 34 years, and older people above around 75 years of age.

Horsham Region had significantly higher proportions of older adults from around 40 to 59 years, particularly males in these age groups, as well as children up to 19 years. Horsham Region also had lower proportions of young adults from 20 to 39 years, and older people from around 70 years of age.

Figure 2-1: Age structure, Study areas, 2016





Note: Based on usual place of residence. All census data has been 'confidentialised' using a randomised adjustment technique. Small numbers are most impacted by this technique and should not be relied upon.

Source: ABS 2017 [TableBuilder Pro];

The age structure can also be presented by age groups that more closely align with specific stages of life and the services that might be required by people during these stages. The following life stages are sometimes used:

- 0-4 years – Babies and pre-schoolers
- 5-11 years – Primary schoolers
- 12-17 years – Secondary schoolers
- 18-24 years – Tertiary and independence
- 25-34 years – Young workforce
- 35-49 years – Parents and homebuilders
- 50-59 years – Older workforce
- 60-69 years – Empty nesters and retirees
- 70-84 years – Seniors
- 85+ – Elderly aged.

Compared to Regional Victoria, Horsham City had slightly higher proportions of the population being young workforce members (aged 25 to 34 years) at 12.3 per cent (Table 2-3 and Figure 2-2). It had lower proportions of parents and homebuilders (aged 35 to 49 years), members of the older workforce (aged 50 to 59 years) and empty nesters and retirees (aged 60 to 69 years).

The Horsham Region had higher proportions of older adults than Regional Victoria, with 19.4 per cent of the population being parents and homebuilders (aged 35 to 49 years) and 17.8 per cent being members of the older workforce (aged 50 to 59 years). It had significantly lower proportions of young adults aged 18 to 34 years (tertiary and independence age group and young workforce members), and seniors (aged 70 to 84 years).

Table 2-3. Population service age groups, Study areas, 2016

Area	0-4	5-11	12-17	18-24	25-34	35-49	50-59	60-69	70-84	85+	Total
<b>Horsham City</b>	<b>1,033</b> <b>(6.4%)</b>	<b>1,476</b> <b>(9.1%)</b>	<b>1,140</b> <b>(7.0%)</b>	<b>1,354</b> <b>(8.3%)</b>	<b>2,005</b> <b>(12.3%)</b>	<b>2,742</b> <b>(16.9%)</b>	<b>2,116</b> <b>(13.0%)</b>	<b>1,941</b> <b>(11.9%)</b>	<b>1,899</b> <b>(11.7%)</b>	<b>553</b> <b>(3.4%)</b>	<b>16,251</b> <b>(100.0%)</b>
Horsham Central	33 (4.8%)	27 (4.0%)	33 (4.8%)	48 (7.0%)	66 (9.7%)	103 (15.1%)	74 (10.9%)	97 (14.2%)	150 (22.0%)	52 (7.6%)	681 (100.0%)
Horsham North	240 (7.3%)	334 (10.2%)	249 (7.6%)	295 (9.0%)	471 (14.4%)	494 (15.1%)	423 (12.9%)	410 (12.5%)	317 (9.7%)	52 (1.6%)	3,281 (100.0%)
Horsham Inner North	39 (5.0%)	56 (7.2%)	48 (6.2%)	70 (9.0%)	119 (15.3%)	132 (17.0%)	121 (15.6%)	85 (10.9%)	75 (9.7%)	26 (3.3%)	777 (100.0%)
Horsham North East	95 (5.0%)	137 (7.2%)	101 (5.3%)	135 (7.1%)	229 (12.1%)	241 (12.7%)	260 (13.7%)	214 (11.3%)	286 (15.1%)	194 (10.2%)	1,893 (100.0%)
Horsham East	64 (7.2%)	83 (9.3%)	64 (7.2%)	83 (9.3%)	109 (12.2%)	172 (19.3%)	117 (13.1%)	112 (12.6%)	92 (10.3%)	5 (0.6%)	890 (100.0%)
Horsham South East	63 (7.5%)	85 (10.1%)	64 (7.6%)	75 (8.9%)	123 (14.6%)	166 (19.8%)	102 (12.1%)	70 (8.3%)	74 (8.8%)	18 (2.1%)	840 (100.0%)
Horsham South	69 (7.9%)	70 (8.1%)	59 (6.8%)	74 (8.5%)	105 (12.1%)	163 (18.8%)	98 (11.3%)	102 (11.7%)	106 (12.2%)	18 (2.1%)	869 (100.0%)
Horsham South-West	199 (6.9%)	265 (9.2%)	177 (6.1%)	215 (7.4%)	342 (11.8%)	461 (16.0%)	367 (12.7%)	360 (12.5%)	422 (14.6%)	91 (3.1%)	2,889 (100.0%)
Horsham West	150 (6.2%)	213 (8.8%)	165 (6.8%)	245 (10.1%)	326 (13.5%)	412 (17.0%)	267 (11.0%)	299 (12.4%)	271 (11.2%)	75 (3.1%)	2,419 (100.0%)
Haven	62 (4.8%)	164 (12.6%)	141 (10.8%)	81 (6.2%)	96 (7.4%)	314 (24.1%)	204 (15.7%)	147 (11.3%)	77 (5.9%)	14 (1.1%)	1,302 (100.0%)
Riverside	19 (4.6%)	42 (10.2%)	39 (9.5%)	33 (8.0%)	19 (4.6%)	84 (20.5%)	83 (20.2%)	45 (11.0%)	29 (7.1%)	8 (2.0%)	410 (100.0%)

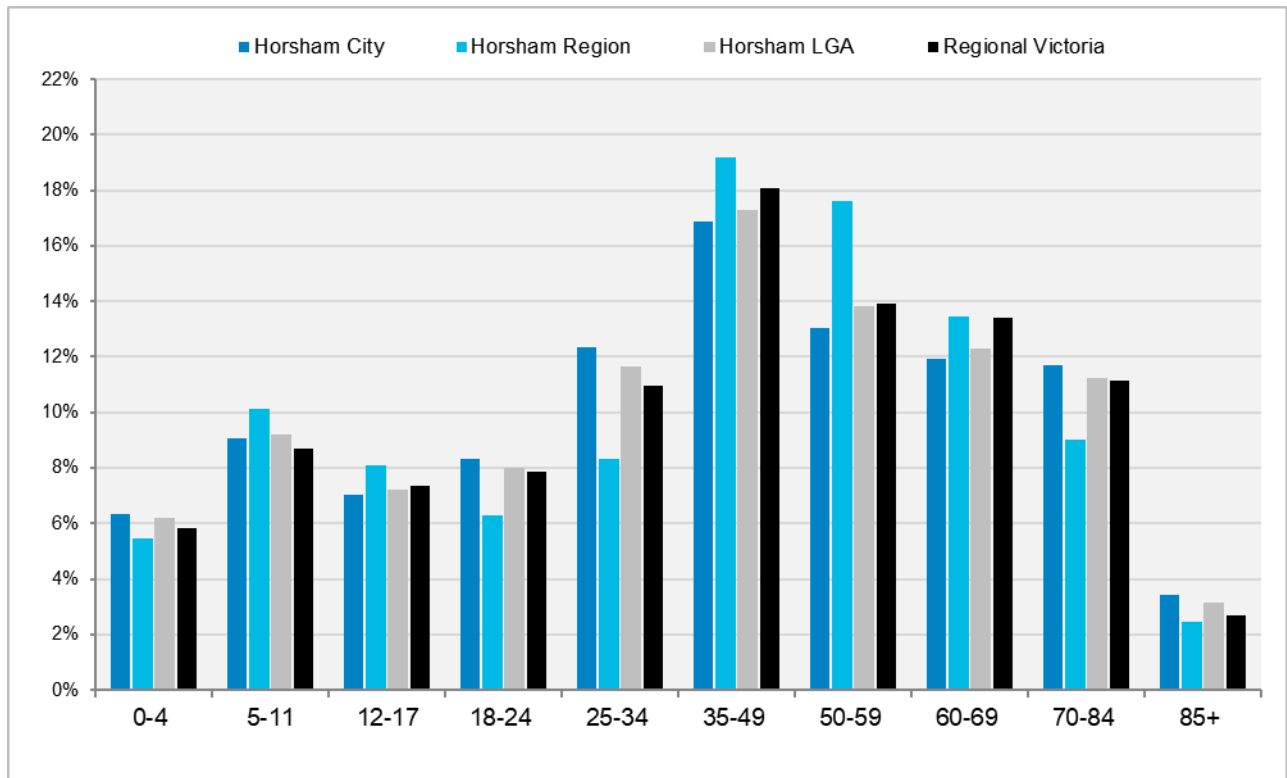
Area	0-4	5-11	12-17	18-24	25-34	35-49	50-59	60-69	70-84	85+	Total
<b>Horsham Region</b>	<b>188</b> <b>(5.5%)</b>	<b>349</b> <b>(10.1%)</b>	<b>279</b> <b>(8.1%)</b>	<b>216</b> <b>(6.3%)</b>	<b>287</b> <b>(8.3%)</b>	<b>660</b> <b>(19.2%)</b>	<b>607</b> <b>(17.6%)</b>	<b>463</b> <b>(13.4%)</b>	<b>310</b> <b>(9.0%)</b>	<b>84</b> <b>(2.4%)</b>	<b>3,443</b> <b>(100.0%)</b>
Toolondo	29 (11.8%)	18 (7.3%)	15 (6.1%)	11 (4.5%)	26 (10.6%)	36 (14.7%)	52 (21.2%)	39 (15.9%)	16 (6.5%)	3 (1.2%)	245 (100.0%)
Brimpaen	13 (5.5%)	31 (13.1%)	24 (10.2%)	17 (7.2%)	20 (8.5%)	50 (21.2%)	35 (14.8%)	20 (8.5%)	18 (7.6%)	8 (3.4%)	236 (100.0%)
Wartook	15 (4.7%)	44 (13.8%)	23 (7.2%)	10 (3.1%)	20 (6.3%)	62 (19.4%)	54 (16.9%)	50 (15.7%)	31 (9.7%)	10 (3.1%)	319 (100.0%)
McKenzie Creek	15 (4.0%)	44 (11.8%)	35 (9.4%)	24 (6.4%)	30 (8.0%)	80 (21.4%)	68 (18.2%)	45 (12.1%)	26 (7.0%)	6 (1.6%)	373 (100.0%)
Drung	10 (4.0%)	22 (8.8%)	27 (10.8%)	14 (5.6%)	23 (9.2%)	36 (14.3%)	57 (22.7%)	45 (17.9%)	13 (5.2%)	4 (1.6%)	251 (100.0%)
Laharum and Dadswell Bridge	0 (0.0%)	23 (11.1%)	16 (7.7%)	18 (8.7%)	15 (7.2%)	31 (14.9%)	45 (21.6%)	42 (20.2%)	14 (6.7%)	4 (1.9%)	208 (100.0%)
Natimuk	13 (3.3%)	20 (5.1%)	12 (3.0%)	19 (4.8%)	30 (7.6%)	72 (18.2%)	81 (20.5%)	51 (12.9%)	58 (14.6%)	40 (10.1%)	396 (100.0%)
Pimpinio and Kalkee	33 (9.4%)	43 (12.3%)	22 (6.3%)	11 (3.1%)	39 (11.1%)	74 (21.1%)	51 (14.6%)	50 (14.3%)	27 (7.7%)	0 (0.0%)	350 (100.0%)
Jung	19 (7.6%)	30 (12.0%)	20 (8.0%)	41 (16.3%)	17 (6.8%)	38 (15.1%)	36 (14.3%)	27 (10.8%)	23 (9.2%)	0 (0.0%)	251 (100.0%)
Dooen and Vectis	16 (5.5%)	21 (7.3%)	30 (10.4%)	25 (8.7%)	21 (7.3%)	60 (20.8%)	46 (15.9%)	28 (9.7%)	39 (13.5%)	3 (1.0%)	289 (100.0%)
Quantong	11 (3.7%)	24 (8.0%)	39 (13.0%)	16 (5.4%)	29 (9.7%)	73 (24.4%)	42 (14.0%)	39 (13.0%)	26 (8.7%)	0 (0.0%)	299 (100.0%)
Natimuk District	14 (6.2%)	29 (12.8%)	16 (7.1%)	10 (4.4%)	17 (7.5%)	48 (21.2%)	40 (17.7%)	27 (11.9%)	19 (8.4%)	6 (2.7%)	226 (100.0%)

Area	0-4	5-11	12-17	18-24	25-34	35-49	50-59	60-69	70-84	85+	Total
<b>Horsham Municipality</b>	<b>1,219</b> <b>(6.2%)</b>	<b>1,808</b> <b>(9.2%)</b>	<b>1,416</b> <b>(7.2%)</b>	<b>1,567</b> <b>(8.0%)</b>	<b>2,285</b> <b>(11.6%)</b>	<b>3,392</b> <b>(17.3%)</b>	<b>2,713</b> <b>(13.8%)</b>	<b>2,411</b> <b>(12.3%)</b>	<b>2,207</b> <b>(11.2%)</b>	<b>617</b> <b>(3.1%)</b>	<b>19,641</b> <b>(100.0%)</b>
<b>Regional Victoria</b>	<b>83,664</b> <b>(5.8%)</b>	<b>124,809</b> <b>(8.7%)</b>	<b>105,699</b> <b>(7.4%)</b>	<b>112,795</b> <b>(7.9%)</b>	<b>156,997</b> <b>(10.9%)</b>	<b>259,471</b> <b>(18.1%)</b>	<b>199,548</b> <b>(13.9%)</b>	<b>192,453</b> <b>(13.4%)</b>	<b>159,579</b> <b>(11.1%)</b>	<b>38,802</b> <b>(2.7%)</b>	<b>1,433,818</b> <b>(100.0%)</b>

*Notes: Based on place of usual residence. All census data has been 'confidentialised' using a randomised adjustment technique. Small numbers are most impacted by this technique and should not be relied upon.*

*Source: ABS 2016 [TableBuilder Pro];*

Figure 2-2. Population service age groups, Study areas, 2016



Notes: Based on place of usual residence. All census data has been 'confidentialised' using a randomised adjustment technique. Small numbers are most impacted by this technique and should not be relied upon.

Source: ABS 2016 [TableBuilder Pro];

Horsham Municipality had a slightly higher proportion of lone person households, at 31.4 per cent compared to 29.0 per cent for Regional Victoria (Table 2-4 and Figure 2-3). Conversely, it had slightly lower proportions of most other household types.

A higher proportion of Horsham City households were lone person household at 33.3 per cent, compared to 29.0 per cent for Regional Victoria. Horsham City had lower proportions of couples with children at 23.9 per cent, compared to 27.2 per cent for Regional Victoria.

The Horsham Region had higher proportions of couples with children and couples without children. Couples with children made up 34.4 per cent of households (compared to 27.2 per cent for Regional Victoria) and couples without children made up 33.2 per cent of households (compared to 29.1 per cent for Regional Victoria). Conversely, the proportions of one parent households, lone person households and group households were lower.

Table 2-4. Household type, Study areas, 2016

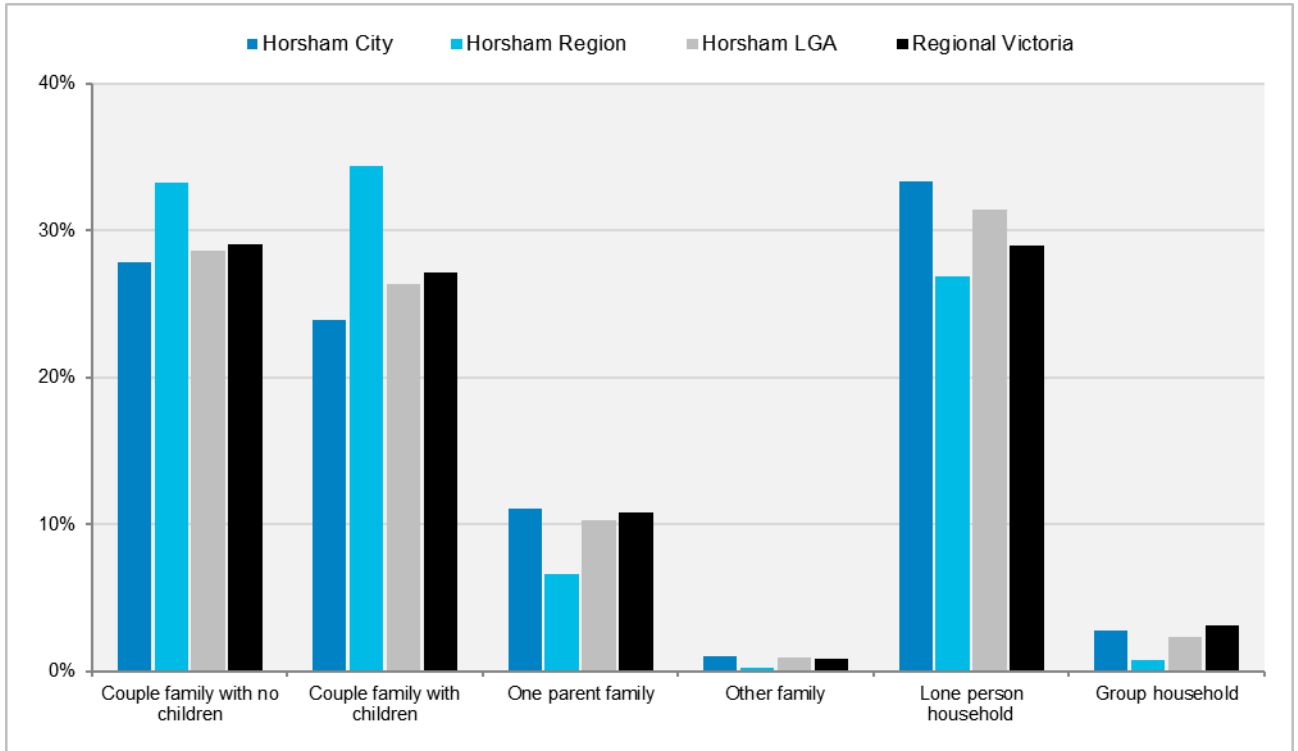
Area	Couple family with no children	Couple family with children	One-parent family	Other family type	Lone person	Group	Total
<b>Horsham City</b>	<b>1,734 (27.9%)</b>	<b>1,487 (23.9%)</b>	<b>689 (11.1%)</b>	<b>67 (1.1%)</b>	<b>2,074 (33.3%)</b>	<b>171 (2.7%)</b>	<b>6,222 (100%)</b>
Horsham Central	87 (24.3%)	30 (8.4%)	33 (9.2%)	3 (0.8%)	195 (54.5%)	10 (2.8%)	358 (100%)
Horsham North	310 (23.4%)	285 (21.5%)	212 (16.0%)	21 (1.6%)	454 (34.3%)	42 (3.2%)	1,324 (100%)
Horsham Inner North	76 (21.1%)	56 (15.5%)	47 (13.0%)	5 (1.4%)	163 (45.2%)	14 (3.9%)	361 (100%)
Horsham North East	232 (30.4%)	161 (21.1%)	76 (10.0%)	6 (0.8%)	270 (35.4%)	17 (2.2%)	762 (100%)
Horsham East	112 (34.8%)	109 (33.9%)	19 (5.9%)	4 (1.2%)	66 (20.5%)	12 (3.7%)	322 (100%)
Horsham South East	68 (21.9%)	107 (34.5%)	34 (11.0%)	4 (1.3%)	88 (28.4%)	9 (2.9%)	310 (100%)
Horsham South	102 (31.3%)	98 (30.1%)	26 (8.0%)	3 (0.9%)	90 (27.6%)	7 (2.1%)	326 (100%)
Horsham South-West	376 (31.9%)	290 (24.6%)	110 (9.3%)	8 (0.7%)	368 (31.2%)	28 (2.4%)	1,180 (100%)
Horsham West	263 (26.9%)	228 (23.4%)	117 (12.0%)	17 (1.7%)	328 (33.6%)	23 (2.4%)	976 (100%)
Haven	46 (30.5%)	60 (39.7%)	9 (6.0%)	0 (0.0%)	36 (23.8%)	0 (0.0%)	151 (100%)
Riverside	61 (42.1%)	52 (35.9%)	13 (9.0%)	0 (0.0%)	16 (11.0%)	3 (2.1%)	145 (100%)
<b>Horsham Region</b>	<b>412 (33.2%)</b>	<b>426 (34.4%)</b>	<b>82 (6.6%)</b>	<b>3 (0.2%)</b>	<b>333 (26.9%)</b>	<b>10 (0.8%)</b>	<b>1,240 (100%)</b>
Toolondo	31 (33.3%)	33 (35.5%)	6 (6.5%)	0 (0.0%)	33 (35.5%)	0 (0.0%)	93 (100%)
Brimpaen	23 (28.0%)	30 (36.6%)	10 (12.2%)	0 (0.0%)	20 (24.4%)	0 (0.0%)	82 (100%)
Wartook	36 (31.6%)	42 (36.8%)	4 (3.5%)	0 (0.0%)	32 (28.1%)	0 (0.0%)	114 (100%)
McKenzie Creek	40 (32.8%)	57 (46.7%)	6 (4.9%)	0 (0.0%)	12 (9.8%)	0 (0.0%)	122 (100%)
Drung	38 (38.8%)	30 (30.6%)	6 (6.1%)	0 (0.0%)	24 (24.5%)	0 (0.0%)	98 (100%)
Laharum and Dadswell Bridge	32 (39.0%)	20 (24.4%)	10 (12.2%)	0 (0.0%)	26 (31.7%)	0 (0.0%)	82 (100%)
Natimuk	47 (27.3%)	28 (16.3%)	19 (11.0%)	0 (0.0%)	74 (43.0%)	3 (1.7%)	172 (100%)
Pimpinio and Kalkee	37 (32.7%)	47 (41.6%)	6 (5.3%)	3 (2.7%)	23 (20.4%)	0 (0.0%)	113 (100%)
Jung	21 (29.2%)	32 (44.4%)	0 (0.0%)	0 (0.0%)	21 (29.2%)	4 (5.6%)	72 (100%)
Dooen and Vectis	39 (39.8%)	37 (37.8%)	8 (8.2%)	0 (0.0%)	16 (16.3%)	0 (0.0%)	98 (100%)
Quantong	41 (36.3%)	43 (38.1%)	3 (2.7%)	0 (0.0%)	27 (23.9%)	0 (0.0%)	113 (100%)
Natimuk District	27 (33.3%)	27 (33.3%)	4 (4.9%)	0 (0.0%)	25 (30.9%)	3 (3.7%)	81 (100%)
<b>Horsham Municipality</b>	<b>2,211 (28.6%)</b>	<b>2,037 (26.4%)</b>	<b>795 (10.3%)</b>	<b>74 (1.0%)</b>	<b>2,428 (31.4%)</b>	<b>180 (2.3%)</b>	<b>7,722 (100%)</b>
<b>Regional Victoria</b>	<b>156,379 (29.1%)</b>	<b>146,220 (27.2%)</b>	<b>58,365 (10.8%)</b>	<b>4,770 (0.9%)</b>	<b>155,821 (29.0%)</b>	<b>16,672 (3.1%)</b>	<b>538,232 (100%)</b>

Note: Based on place of enumeration. Data for families and households combined by only considering the type of family of the primary family in the small number of multi-family households. All census data has been 'confidentialised' using a randomised adjustment technique. Small numbers are most impacted by this technique and should not be relied upon.

Source: ABS 2016 [TableBuilder Pro];



Figure 2-3. Household type, Study areas, 2016



Note: Based on place of enumeration. Data for families and households combined by only considering the type of family of the primary family in the small number of multi-family households. All census data has been 'confidentialised' using a randomised adjustment technique. Small numbers are most impacted by this technique and should not be relied upon.

Source: ABS 2016 [TableBuilder Pro];

### 2.1.3 Cultural diversity

There were 298 people in the Horsham Municipality who identified as being Aboriginal and/or Torres Strait Islander people in 2016 (Table 2-5). This group represented 1.5 per cent of the total population, which was a similar proportion to Regional Victoria at 1.6 per cent. Most of the people who identified as being Aboriginal and/or Torres Strait Islander were located in Horsham City, and many lived in Horsham North.

Table 2-5. Aboriginal and Torres Strait Islander Population, Study areas, 2016

Area	Aboriginal	Torres Strait Islander	Both Aboriginal and Torres Strait Islander	Total Aboriginal and Torres Strait Islander	Total population
<b>Horsham City</b>	<b>241 (1.5%)</b>	<b>11 (0.1%)</b>	<b>12 (0.1%)</b>	<b>264 (1.6%)</b>	<b>16,251 (100.0%)</b>
Horsham Central	3 (0.4%)	0 (0.0%)	0 (0.0%)	3 (0.4%)	681 (100.0%)
Horsham North	121 (3.7%)	4 (0.1%)	7 (0.2%)	132 (4.0%)	3,281 (100.0%)
Horsham Inner North	7 (0.9%)	0 (0.0%)	0 (0.0%)	7 (0.9%)	777 (100.0%)
Horsham North East	13 (0.7%)	0 (0.0%)	5 (0.3%)	18 (1.0%)	1,893 (100.0%)
Horsham East	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	890 (100.0%)
Horsham South East	13 (1.5%)	0 (0.0%)	0 (0.0%)	13 (1.5%)	840 (100.0%)
Horsham South	4 (0.5%)	4 (0.5%)	0 (0.0%)	8 (0.9%)	869 (100.0%)
Horsham South-West	43 (1.5%)	3 (0.1%)	0 (0.0%)	46 (1.6%)	2,889 (100.0%)
Horsham West	24 (1.0%)	0 (0.0%)	0 (0.0%)	24 (1.0%)	2,419 (100.0%)
Haven	7 (0.5%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	1,302 (100.0%)
Riverside	6 (1.5%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	410 (100.0%)
<b>Horsham Region</b>	<b>13 (0.4%)</b>	<b>4 (0.1%)</b>	<b>0 (0.0%)</b>	<b>17 (0.5%)</b>	<b>3,402 (100.0%)</b>
Toolondo	4 (1.7%)	4 (1.7%)	0 (0.0%)	8 (3.4%)	236 (100.0%)
Brimpaen	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	227 (100.0%)
Wartook	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	312 (100.0%)
McKenzie Creek	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	366 (100.0%)
Drung	3 (1.2%)	0 (0.0%)	0 (0.0%)	3 (1.2%)	242 (100.0%)
Laharum and Dadswell Bridge	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	206 (100.0%)
Natimuk	3 (0.8%)	0 (0.0%)	0 (0.0%)	3 (0.8%)	396 (100.0%)
Pimpinio and Kalkee	3 (0.9%)	0 (0.0%)	0 (0.0%)	3 (0.9%)	349 (100.0%)
Jung	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	244 (100.0%)
Dooen and Vectis	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	291 (100.0%)
Quantong	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	310 (100.0%)
Natimuk District	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	223 (100.0%)
<b>Horsham Municipality</b>	<b>275 (1.4%)</b>	<b>19 (0.1%)</b>	<b>4 (0.0%)</b>	<b>298 (1.5%)</b>	<b>19,641 (100.0%)</b>
<b>Regional Victoria</b>	<b>22,035 (1.5%)</b>	<b>854 (0.1%)</b>	<b>553 (0.0%)</b>	<b>23,442 (1.6%)</b>	<b>1,433,818 (100.0%)</b>

Notes: Based on place of usual residence.

Source: ABS 2016 [TableBuilder Pro];

Table 2-6 shows that 87.6 per cent of the Horsham Municipality were born in Australia, which was a higher proportion than for Regional Victoria at 80.7 per cent. Around 660 residents of Horsham City were born overseas in mainly non-English speaking countries (or 4.1 per cent of the population), and many lived in Horsham West (141 people).

Table 2-6. Country of birth, Study areas, 2016

Area	Born in Australia	Born overseas – Mainly English speaking	Born overseas – Mainly non- English speaking	Other / Not Stated	Total
<b>Horsham City</b>	<b>14,193 (87.3%)</b>	<b>366 (2.3%)</b>	<b>660 (4.1%)</b>	<b>1,033 (6.4%)</b>	<b>16,252 (100.0%)</b>
Horsham Central	551 (81.1%)	18 (2.7%)	49 (7.2%)	61 (9.0%)	679 (100.0%)
Horsham North	2,865 (87.4%)	56 (1.7%)	89 (2.7%)	268 (8.2%)	3,278 (100.0%)
Horsham Inner North	652 (83.7%)	24 (3.1%)	38 (4.9%)	65 (8.3%)	779 (100.0%)
Horsham North East	1,632 (86.3%)	45 (2.4%)	93 (4.9%)	121 (6.4%)	1,891 (100.0%)
Horsham East	796 (89.5%)	16 (1.8%)	35 (3.9%)	42 (4.7%)	889 (100.0%)
Horsham South East	762 (90.8%)	15 (1.8%)	35 (4.2%)	27 (3.2%)	839 (100.0%)
Horsham South	748 (85.8%)	27 (3.1%)	58 (6.7%)	39 (4.5%)	872 (100.0%)
Horsham South-West	2,571 (89.0%)	69 (2.4%)	98 (3.4%)	152 (5.3%)	2,890 (100.0%)
Horsham West	2,054 (84.9%)	54 (2.2%)	141 (5.8%)	170 (7.0%)	2,419 (100.0%)
Haven	1,186 (91.2%)	27 (2.1%)	16 (1.2%)	72 (5.5%)	1,301 (100.0%)
Riverside	376 (90.6%)	15 (3.6%)	8 (1.9%)	16 (3.9%)	415 (100.0%)
<b>Horsham Region</b>	<b>3,058 (89.9%)</b>	<b>95 (2.8%)</b>	<b>67 (2.0%)</b>	<b>203 (6.0%)</b>	<b>3,402 (100.0%)</b>
Toolondo	220 (93.2%)	9 (3.8%)	4 (1.7%)	4 (1.7%)	236 (100.0%)
Brimpaen	202 (89.0%)	7 (3.1%)	16 (7.0%)	16 (7.0%)	227 (100.0%)
Wartook	268 (85.9%)	13 (4.2%)	15 (4.8%)	15 (4.8%)	312 (100.0%)
McKenzie Creek	342 (93.4%)	6 (1.6%)	18 (4.9%)	18 (4.9%)	366 (100.0%)
Drung	218 (90.1%)	5 (2.1%)	23 (9.5%)	23 (9.5%)	242 (100.0%)
Laharum and Dadswell Bridge	175 (85.0%)	6 (2.9%)	19 (9.2%)	19 (9.2%)	206 (100.0%)
Natimuk	356 (89.9%)	18 (4.5%)	15 (3.8%)	15 (3.8%)	396 (100.0%)
Pimpinio and Kalkee	306 (87.7%)	5 (1.4%)	35 (10.0%)	35 (10.0%)	349 (100.0%)
Jung	212 (86.9%)	4 (1.6%)	12 (4.9%)	12 (4.9%)	244 (100.0%)
Dooen and Vectis	268 (92.1%)	9 (3.1%)	15 (5.2%)	15 (5.2%)	291 (100.0%)
Quantong	280 (90.3%)	8 (2.6%)	23 (7.4%)	23 (7.4%)	310 (100.0%)
Natimuk District	211 (94.6%)	5 (2.2%)	8 (3.6%)	8 (3.6%)	223 (100.0%)
<b>Horsham Municipality</b>	<b>17,207 (87.6%)</b>	<b>459 (2.3%)</b>	<b>726 (3.7%)</b>	<b>1,253 (6.4%)</b>	<b>19,641 (100.0%)</b>
<b>Regional Victoria</b>	<b>1,157,019 (80.7%)</b>	<b>67,942 (4.7%)</b>	<b>89,686 (6.3%)</b>	<b>119,172 (8.3%)</b>	<b>1,433,818 (100.0%)</b>

Notes: Based on place of usual residence. Other/not stated is a combined total of inadequately described, at sea and non-stated.

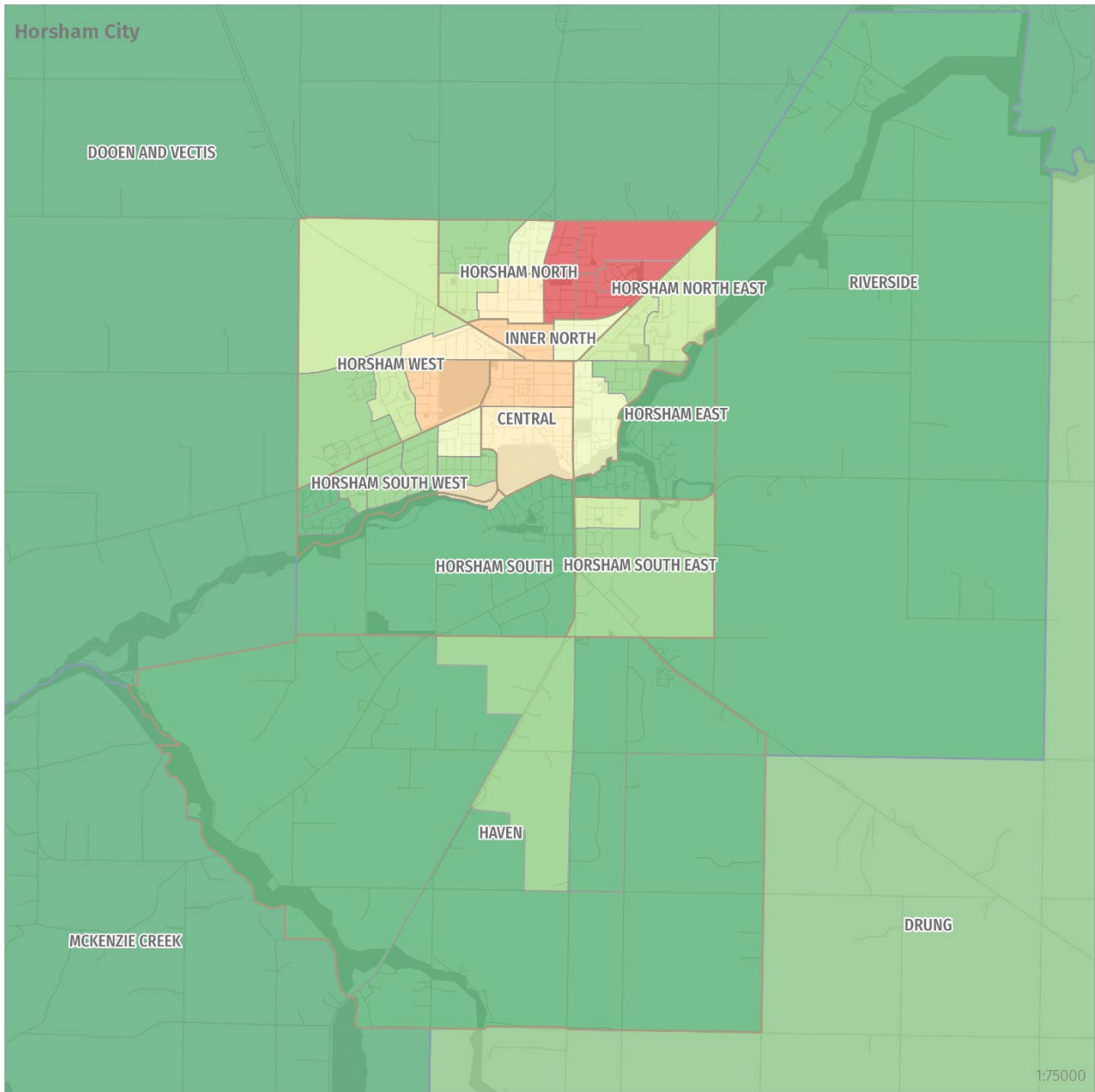
Source: ABS 2016 [TableBuilder Pro];

### 2.1.4 Socio-economic indicators

The Socio-Economic Indexes for Areas (SEIFA Index) is a product developed by the ABS that ranks areas in Australia according to relative socio-economic disadvantage by using various census-based statistics (for example, income, skills, unemployment, educational attainment, etc.). For this measure, each neighbourhood in Australia is ranked from most disadvantaged to least disadvantaged. The index of relative socio-economic disadvantage is most concerned with disadvantage, rather than for distinguishing groups that are the least disadvantaged, and therefore the analysis here concentrates on the proportion of the population in the most disadvantaged percentiles.

There were particular areas of socio-economic disadvantage in North Horsham in 2016 (Figure 2-4). There were some 1,500 residents living in neighbourhoods in North Horsham that were considered within the bottom five per cent of most disadvantaged neighbourhoods in the whole of Australia. Of these, around 750 residents were living in neighbourhoods in the bottom two per cent of disadvantaged neighbourhoods in Australia. Disadvantaged residents may benefit from community garden programs through learning to grow their own cost-effective and healthy food.

**Figure 2-4. Socio-economic disadvantage, Horsham City, 2016**



**Legend**

- 1-5% (Most Disadvantaged)
- 10-15%
- 15-20%
- 20-30%
- 30-40%
- 40-60%
- 60-100% (Least Disadvantaged)

Source: (Australian Bureau of Statistics (ABS), 2018)

Table 2-7 shows the main industries of employment for Horsham City and Horsham Region.

Health care and social assistance was the largest industry of employment for residents of Horsham City at 17.5 per cent, followed by the retail trade at 13.0 per cent and construction at 9.3 per cent.

For Horsham Region, the main industry of employment was the agriculture, forestry and fishing industry, employing 29.2 per cent of the population, followed by health care and social assistance, at 12.8 per cent.

**Table 2-7. Industry of employment of residents, Horsham City and Horsham Region, 2016**

Industry	Horsham City	Horsham Region	Regional Victoria
Agriculture, Forestry and Fishing	320 (4.3%)	514 (29.2%)	47,483 (7.7%)
Mining	28 (0.4%)	11 (0.6%)	4,621 (0.7%)
Manufacturing	258 (3.5%)	60 (3.4%)	50,361 (8.1%)
Electricity, Gas, Water and Waste Services	152 (2.1%)	22 (1.3%)	9,470 (1.5%)
Construction	684 (9.3%)	132 (7.5%)	54,480 (8.8%)
Wholesale trade	255 (3.5%)	48 (2.7%)	13,733 (2.2%)
Retail Trade	958 (13.0%)	118 (6.7%)	65,361 (10.6%)
Accommodation and Food Services	538 (7.3%)	83 (4.7%)	43,531 (7.0%)
Transport, Postal and Warehousing	311 (4.2%)	53 (3.0%)	24,406 (3.9%)
Information Media and Telecommunications	91 (1.2%)	5 (0.3%)	6,276 (1.0%)
Financial and Insurance Services	155 (2.1%)	18 (1.0%)	11,761 (1.9%)
Rental, Hiring and Real Estate Services	72 (1.0%)	6 (0.3%)	6,785 (1.1%)
Professional, Scientific and Technical Services	270 (3.7%)	68 (3.9%)	25,975 (4.2%)
Administrative and Support Services	228 (3.1%)	35 (2.0%)	17,591 (2.8%)
Public Administration and Safety	442 (6.0%)	95 (5.4%)	38,021 (6.1%)
Education and Training	581 (7.9%)	105 (6.0%)	53,512 (8.7%)
Health Care and Social Assistance	1,288 (17.5%)	226 (12.8%)	88,702 (14.3%)
Arts and Recreation Services	114 (1.5%)	26 (1.5%)	9,187 (1.5%)
Other Services	346 (4.7%)	66 (3.8%)	22,434 (3.6%)
Inadequately described or not stated	271 (3.7%)	70 (4.0%)	24,898 (4.0%)
<b>Total employed persons aged 15+</b>	<b>7,368 (100.0%)</b>	<b>1,760 (100.0%)</b>	<b>618,584 (100.0%)</b>

Notes: Based on place of usual residence.

Source: ABS 2016 [TableBuilder Pro]

### 2.1.5 Health

Table 2-8 shows total admissions to hospital for the Horsham Municipality compared to Regional Victoria. During 2016-17, there were 10,018 admissions to hospital. This represented a higher age standardised rate of hospital admissions for Horsham Municipality compared to Regional Victoria and Australia. This was true for both males and females.

**Table 2-8. Total admissions to hospital, males, females and persons, 2016/17**

Area	Males			Female			Persons		
	Number	ASR <sup>1</sup> per 100,000	SR <sup>2</sup>	Number	ASR <sup>1</sup> per 100,000	SR <sup>2</sup>	Number	ASR <sup>1</sup> per 100,000	SR <sup>2</sup>
Horsham Municipality	4,694	42,885.5	117	5,324	48,888.1	115	10,018	45,927.7	116
<b>Regional Victoria</b>	280,023	34,116.7	93	312,641	39,754.6	93	592,675	36,992.4	93

Notes: 1.ASR = Age standardised rate: Adjusts for different population age structures. 2. SR = Standardised Ratio: Comparison of ASR to Australian rate which is assigned a value of 100.

Source: Torrens University Australia 2019 [PHIDU];

The Horsham Municipality had a higher rate of hospitalisations due to endocrine, nutritional and metabolic diseases, eye and adnexa diseases, cancers, digestive system diseases, ear and mastoid process diseases and infectious and parasitic diseases, compared to Australia (Table 2-9 and Figure 2-5). The rate of hospitalisations due to pregnancy was also higher than the Australian average.

**Table 2-9. Admissions to hospital by principal diagnosis, persons, 2016/17**

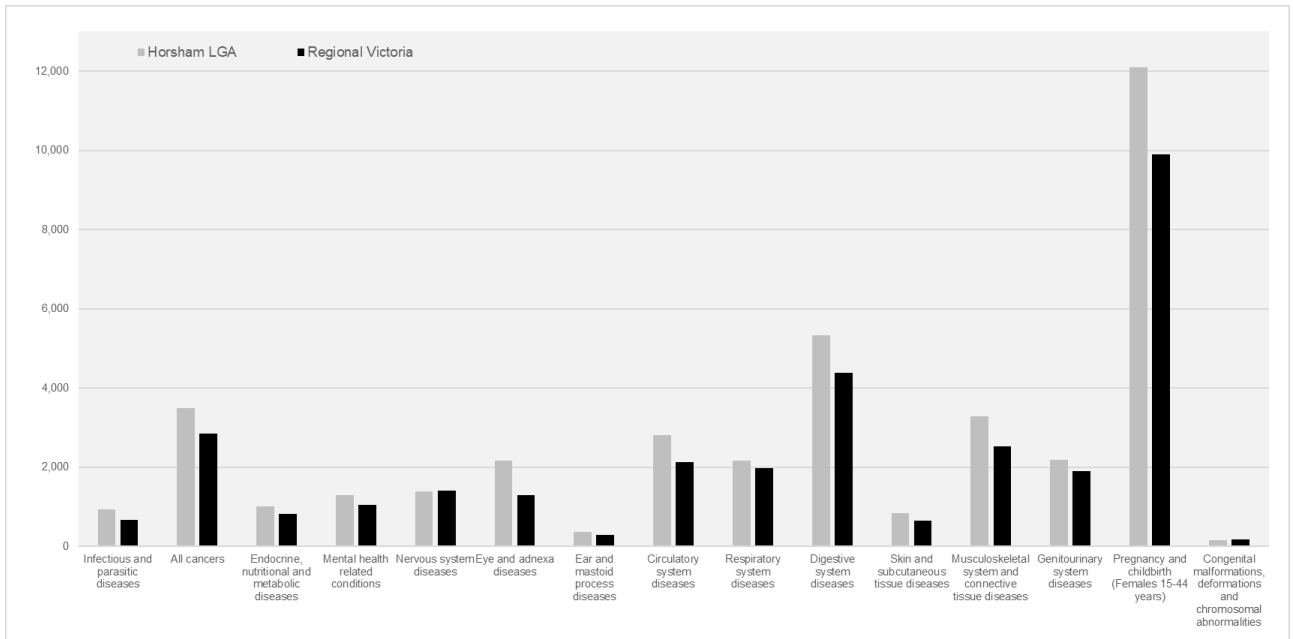
Area	Persons			Regional Victoria		
	Number	ASR <sup>1</sup> per 100,000	SR <sup>2</sup>	Number	ASR <sup>1</sup> per 100,000	SR <sup>2</sup>
<b>Horsham Municipality</b>						
Infectious and parasitic diseases	202	924.4	120	10,610	673.7	88
All cancers	814	3,482.5	123	49,377	2,850.9	101
Endocrine, nutritional and metabolic diseases	217	1,011.3	133	13,017	822.3	108
Mental health related conditions	253	1,284.8	68	15,290	1,051.7	56
Nervous system diseases	299	1,383.9	101	22,325	1,401.0	103
Eye and adnexa diseases	541	2,167.1	128	23,526	1,295.4	76
Ear and mastoid process diseases	76	359.5	121	4,225	278.6	94
Circulatory system diseases	685	2,810.9	118	37,731	2,128.8	89
Respiratory system diseases	482	2,155.9	105	31,655	1,973.1	96
Digestive system diseases	1,127	5,336.1	122	68,513	4,372.6	100
Skin and subcutaneous tissue diseases	177	829.8	110	10,163	651.6	87
Musculoskeletal system and connective tissue diseases	741	3,281.2	103	42,497	2,522.9	79
Genitourinary system diseases	457	2,174.1	106	29,615	1,904.2	92
Pregnancy and childbirth (Females, 15-44 years)	411	12,088.5	121	23,860	9,902.5	99
Congenital malformations, deformations and chromosomal abnormalities	31	156.8	95	2,335	166.5	101
Injury, poisoning and other external causes	645	2,958.3	91	43,395	2,754.4	85

Notes: 1.ASR = Age standardised rate: Adjusts for different population age structures.

2. SR = Standardised Ratio: Comparison of ASR to Australian rate which is assigned a value of 100.

Source: Torrens University Australia 2019 [PHIDU];

**Figure 2-5. Admissions to hospital by principal diagnosis, Main diagnoses only, ASR per 100,000 population <sup>1</sup>, 2016/17**



Notes: 1.ASR = Age standardised rate: Adjusts for different population age structures.

Source: Torrens University Australia 2019 [PHIDU];

For the ABS census, people with a profound or severe disability are defined as those needing help or assistance with one or more of the three core activity areas of self-care, mobility and communication, because of a disability, long-term health condition (lasting six months or more) or old age. There are limitations with relying on disability data for some areas, as some areas may not have the facilities and services that are needed for support. Therefore, data may reflect that local people move away from the area to access facilities and services, rather than reflecting lower levels of disability in the population. The rates of disability for the study areas is shown in Table 2-10, and by age group in Figure 2-6.

Overall, the rate of profound or severe disability was similar in Horsham Municipality compared to Regional Victoria. However, high proportions of the population in Horsham North East (12.2 per cent) and Natimuk (15.7 per cent) required assistance. The Horsham Region had a high proportion of older people (aged 85 years and older) requiring assistance.



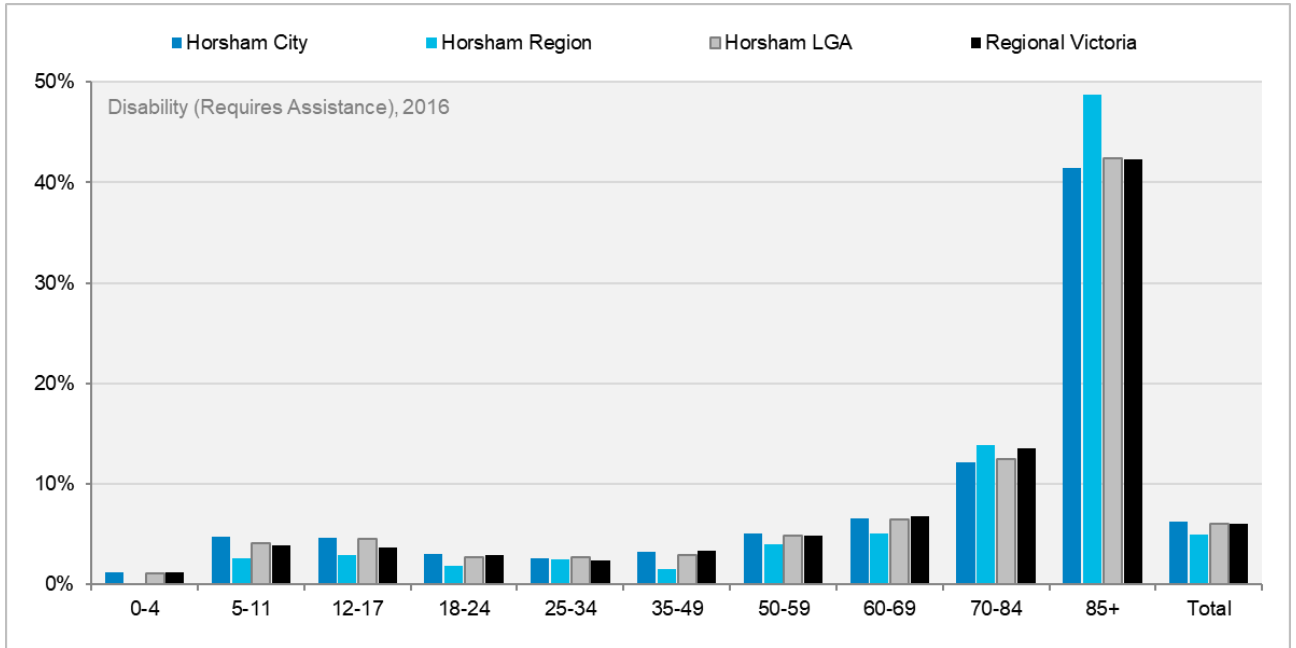
Table 2-10. Need for assistance, Study areas, 2016

Area	Has need for assistance with core activities	Does not need, Not stated	Total
<b>Horsham City</b>	<b>1,011 (6.2%)</b>	<b>15,230 (93.7%)</b>	<b>16,251 (100.0%)</b>
Horsham Central	72 (10.6%)	612 (89.9%)	681 (100.0%)
Horsham North	216 (6.6%)	3,060 (93.3%)	3,281 (100.0%)
Horsham Inner North	49 (6.3%)	727 (93.6%)	777 (100.0%)
Horsham North East	231 (12.2%)	1,664 (87.9%)	1,893 (100.0%)
Horsham East	20 (2.2%)	865 (97.2%)	890 (100.0%)
Horsham South East	40 (4.8%)	803 (95.6%)	840 (100.0%)
Horsham South	43 (4.9%)	823 (94.7%)	869 (100.0%)
Horsham South-West	155 (5.4%)	2,735 (94.7%)	2,889 (100.0%)
Horsham West	131 (5.4%)	2,287 (94.5%)	2,419 (100.0%)
Haven	41 (3.1%)	1,261 (96.9%)	1,302 (100.0%)
Riverside	13 (3.2%)	393 (95.9%)	410 (100.0%)
<b>Horsham Region</b>	<b>163 (4.8%)</b>	<b>3,246 (95.4%)</b>	<b>3,402 (100.0%)</b>
Toolondo	7 (3.0%)	233 (98.7%)	236 (100.0%)
Brimpaen	4 (1.8%)	222 (97.8%)	227 (100.0%)
Wartook	15 (4.8%)	296 (94.9%)	312 (100.0%)
McKenzie Creek	16 (4.4%)	359 (98.1%)	366 (100.0%)
Drung	9 (3.7%)	229 (94.6%)	242 (100.0%)
Laharum and Dadswell Bridge	7 (3.4%)	200 (97.1%)	206 (100.0%)
Natimuk	62 (15.7%)	331 (83.6%)	396 (100.0%)
Pimpinio and Kalkee	11 (3.2%)	335 (96.0%)	349 (100.0%)
Jung	17 (7.0%)	230 (94.3%)	244 (100.0%)
Dooen and Vectis	5 (1.7%)	289 (99.3%)	291 (100.0%)
Quantong	10 (3.2%)	300 (96.8%)	310 (100.0%)
Natimuk District	0 (0.0%)	222 (99.6%)	223 (100.0%)
<b>Horsham Municipality</b>	<b>1,179 (6.0%)</b>	<b>18,464 (94.0%)</b>	<b>19,641 (100.0%)</b>
<b>Regional Victoria</b>	<b>86,460 (6.0%)</b>	<b>1,347,356 (94.0%)</b>	<b>1,433,818 (100.0%)</b>

Notes: Based on place of usual residence.

Source: ABS 2016 [TableBuilder Pro];

Figure 2-6. Need for assistance, Study areas, 2016



Notes: Based on place of usual residence.  
 Source: ABS 2016 [TableBuilder Pro];

## 2.2 Future population profile

Between 2016 and 2036, the population of Horsham Municipality is expected to grow from 19,884 to 20,599 people, an increase of 715 people and representing a growth rate of 0.2% per year (Table 2-11). Within the Horsham Municipality, Horsham City is expected to grow by around 1,200 people, and Horsham Region is expected to decline by around 500 people, during this period.

**Table 2-11. Population projections, Study areas, 2016-2036**

Area	2016	2021	2026	2031	2036	Growth (2016-2036)	Annual Growth Rate (2016-2036)
Horsham City	16,462	16,660	16,991	17,334	17,649	1,187	0.3%
Horsham Region	3,443	3,355	3,245	3,112	2,969	-474	-0.7%
<b>Horsham Municipality</b>	<b>19,884</b>	<b>19,993</b>	<b>20,215</b>	<b>20,426</b>	<b>20,599</b>	<b>715</b>	<b>0.2%</b>
<b>Regional Victoria</b>	<b>1,458,785</b>	<b>1,555,792</b>	<b>1,651,850</b>	<b>1,746,970</b>	<b>1,838,637</b>	<b>379,852</b>	<b>1.2%</b>

Source: (Victoria State Government (Environment, Land, Water and Planning), 2019)

Between 2016 and 2036, the number of households in the Horsham Municipality is anticipated to grow at a low annual growth rate of 0.4 per cent, resulting in a slight increase in the number of households from 8,606 in 2016 to 9,385 by 2036 (Table 2-12). The number of households in Horsham City is expected to increase by around 1,000 households, while the number of households in Horsham Region is expected to decrease by around 225 households.

**Table 2-12. Households projections, Study areas, 2016-2036**

Area	2016	2021	2026	2031	2036	Growth (2016-2036)	Annual Growth Rate (2016-2036)
Horsham City	7,221	7,375	7,610	7,917	8,223	1,002	0.7%
Horsham Region	1,393	1,349	1,295	1,238	1,169	-224	-0.9%
<b>Horsham Municipality</b>	<b>8,606</b>	<b>8,715</b>	<b>8,897</b>	<b>9,147</b>	<b>9,385</b>	<b>779</b>	<b>0.4%</b>
<b>Regional Victoria</b>	<b>612,638</b>	<b>660,335</b>	<b>708,714</b>	<b>758,168</b>	<b>806,583</b>	<b>193,945</b>	<b>1.4%</b>

Source: (Victoria State Government (Environment, Land, Water and Planning), 2019)

Between 2016 and 2036, Horsham Municipality is anticipated to have a small, positive annual increase rate of 0.6 per cent, resulting in an increase of around 1,100 dwellings during this period (Table 2-13). The number of dwellings in Horsham City is projected to increase by 1,055 dwellings, while the number of dwellings in Horsham Region is expected to increase by around 60 dwellings.

**Table 2-13. Dwellings projections, Study areas, 2016-2036**

Area	2016	2021	2026	2031	2036	Growth (2016-2036)	Annual Growth Rate (2016-2036)
Horsham City	7,600	7,762	8,010	8,332	8,655	1,055	0.7%
Horsham Region	1,597	1,610	1,625	1,639	1,655	58	0.2%
<b>Horsham Municipality</b>	<b>9,187</b>	<b>9,362</b>	<b>9,625</b>	<b>9,961</b>	<b>10,300</b>	<b>1,113</b>	<b>0.6%</b>
<b>Regional Victoria</b>	<b>689,115</b>	<b>743,087</b>	<b>797,525</b>	<b>853,247</b>	<b>907,980</b>	<b>218,865</b>	<b>1.4%</b>

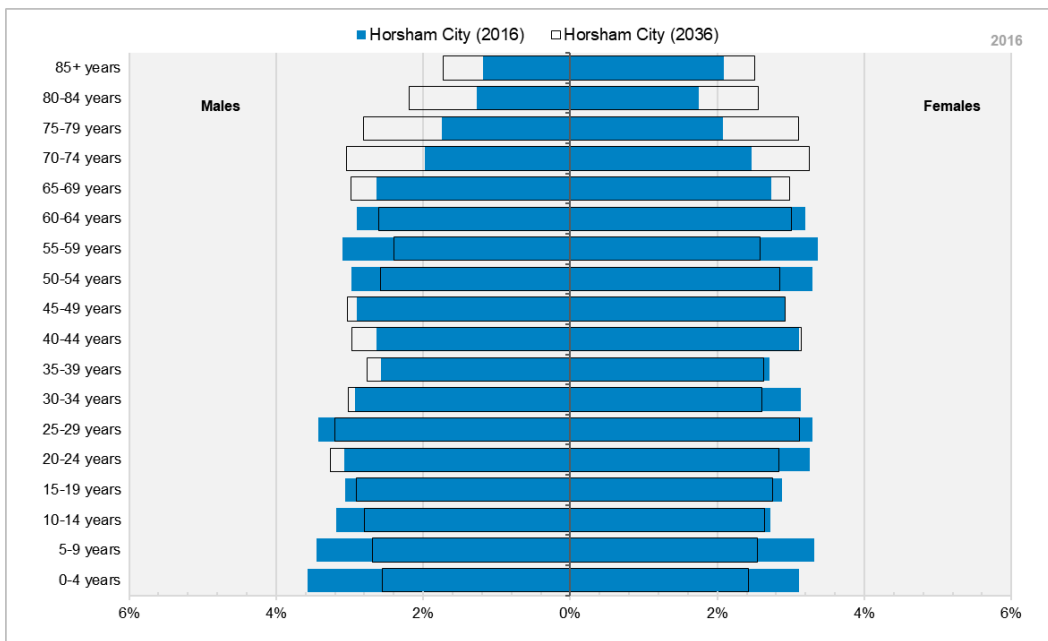
Source: (Victoria State Government (Environment, Land, Water and Planning), 2019)

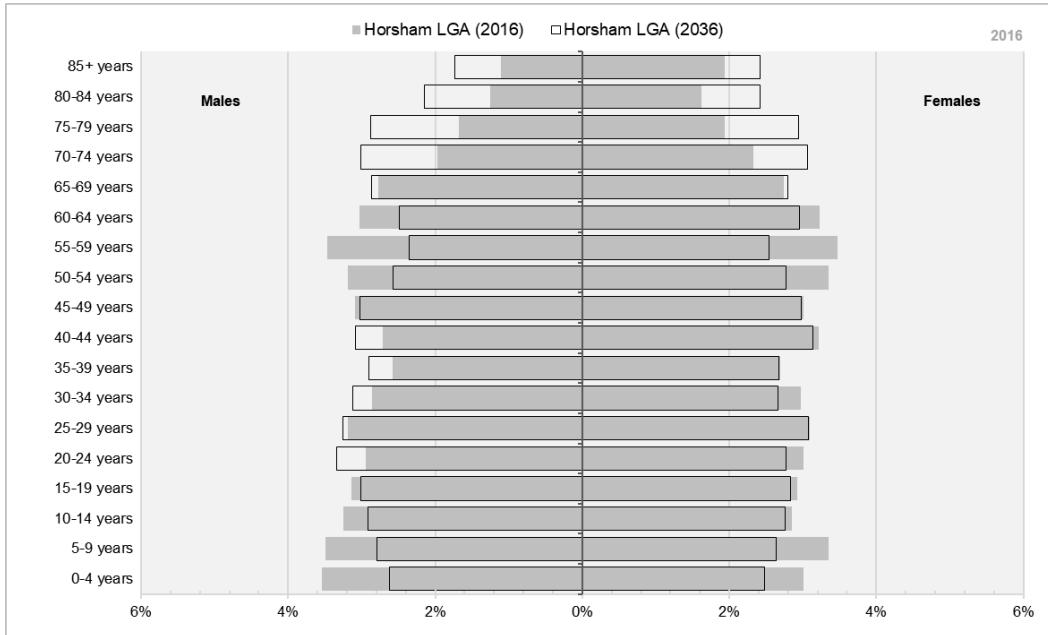
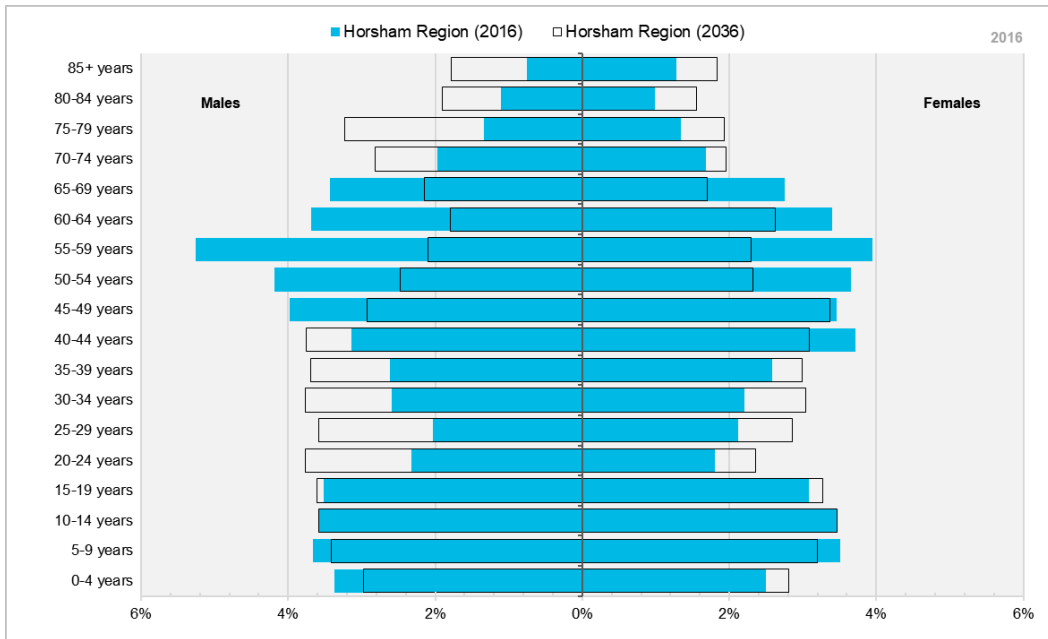
The population of Horsham Municipality will continue to age between 2016 and 2036, particularly in the older age groups from 70 years of age and older (Figure 2-7). The proportion of the population aged 70 years of age and older will increase from 13.8 per cent of the population in 2016 to 20.6 per cent of the population in 2036. The proportion of children aged 0 to 14 years is projected to decrease, as is the proportion of older adults aged 50 to 64 years.

Similarly to Horsham Municipality, the population of Horsham City is projected to age, with the proportion of older people from 65 years of age and older increasing strongly. Conversely the proportion of children 0 to 14 years of age is projected to decrease.

The changes to the Horsham Region population are different. Currently, the baby boomer generation makes up a large proportion of the population. As this generation ages, the proportion of older people increases from around 70 years of age and older. Generation X makes up a much smaller proportion of the current population, and therefore in 2036, there is a much lower number of older adults from around 45 to 69 years. The projections suggest that the number and proportion of younger adults aged 20 to 39 years will actually increase in Horsham Region, however it is unclear what the catalyst for this change could be. Population projections suggest that there will be similar proportions of children, aged 0 to 19 years, in 2036 as there were in 2016, however the numbers of children decreases as the overall population decreases. There is a risk that the projections may overestimate the number of young adults and children moving into the rural areas of the municipality and that the population decline may be higher than projected by population projections.

Figure 2-7 Age structure, Study areas, 2016-2036





Source: (Victoria State Government (Environment, Land, Water and Planning), 2019)

Population projections for each of the localities in the study areas have been estimated. These have been estimated using the Victorian State Government projections for Horsham City and Horsham Region, and distributing the projected populations down into the localities based on how the population was distributed in 2016. These projections are therefore only simple estimates and do not reflect any changes to development patterns, demographic change, etc.

The results of this analysis are shown below (Table 2-14).

Table 2-14. Population projections (estimated), Study areas, 2016-2036

Area	2016	2021	2026	2031	2036	Annual Growth Rate (2016-2036)
<b>Horsham City</b>	<b>16,462</b>	<b>16,660</b>	<b>16,991</b>	<b>17,334</b>	<b>17,649</b>	<b>0.3%</b>
Horsham Central	690	698	712	726	740	0.3%
Horsham North	3,324	3,364	3,430	3,500	3,563	0.3%
Horsham Inner North	787	797	812	829	844	0.3%
Horsham North East	1,918	1,941	1,979	2,019	2,056	0.3%
Horsham East	902	912	931	949	967	0.3%
Horsham South East	851	861	878	896	912	0.3%
Horsham South	880	891	909	927	944	0.3%
Horsham South-West	2,927	2,962	3,021	3,082	3,138	0.3%
Horsham West	2,450	2,480	2,529	2,580	2,627	0.3%
Haven	1,319	1,335	1,361	1,389	1,414	0.3%
Riverside	415	420	429	437	445	0.3%
<b>Horsham Region</b>	<b>3,443</b>	<b>3,355</b>	<b>3,245</b>	<b>3,112</b>	<b>2,969</b>	<b>-0.7%</b>
Toolondo	239	233	225	216	206	-0.7%
Brimpaen	230	224	217	208	198	-0.7%
Wartook	316	308	298	285	272	-0.7%
McKenzie Creek	370	361	349	335	319	-0.7%
Drung	245	239	231	221	211	-0.7%
Laharum and Dadswell Bridge	208	203	196	188	180	-0.7%
Natimuk	401	391	378	362	346	-0.7%
Pimpinio and Kalkee	353	344	333	319	305	-0.7%
Jung	247	241	233	223	213	-0.7%
Dooen and Vectis	295	287	278	266	254	-0.7%
Quantong	314	306	296	284	271	-0.7%
Natimuk District	226	220	213	204	195	-0.7%
<b>Horsham Municipality</b>	<b>19,884</b>	<b>19,993</b>	<b>20,215</b>	<b>20,426</b>	<b>20,599</b>	<b>0.2%</b>
<b>Wimmera Region</b>	<b>47,918</b>	<b>46,899</b>	<b>46,004</b>	<b>45,053</b>	<b>43,973</b>	<b>-1.2%</b>
<b>Regional Victoria</b>	<b>1,458,785</b>	<b>1,555,792</b>	<b>1,651,850</b>	<b>1,746,970</b>	<b>1,838,637</b>	<b>1.2%</b>

Notes: Based on estimated resident population. Population projections for localities are simple estimates only, and have been developed by distributing the populations of Horsham City and Horsham Region into localities for future years, based on how the population was distributed in 2016.

Source: (Victoria State Government (Environment, Land, Water and Planning), 2019); Estimates of locality population by CDM Smith.

## Document 3: Engagement Summary

### 3.1 Engagement Approach

#### 3.1.1 Engagement Purpose

The purpose of the engagement plan for the Horsham Social Infrastructure Framework project was to:

- Gather input from stakeholders to incorporate local knowledge and expert input on community need for social infrastructure.
- Gather input to ensure the project has broad support and the strategy can be implemented collaboratively.
- Allow broad community input on draft outputs so that submissions / feedback can be received and acted on before plans are finalised.
- Communicate that the project has been undertaken based on a strong evidence base and expert input from key stakeholder.

#### 3.1.2 Engagement Principles

The approach to engagement and activities undertaken was guided by the following principles:

- Stakeholder engagement is a core input to the Horsham Social Infrastructure Framework and genuine engagement is important to achieve project objectives and minimise project risks.
- Opportunities for stakeholder input should be clearly outlined, including how stakeholder input will be used and those aspects of the strategy that can and cannot be influenced.
- The engagement approach and methods should focus on key stakeholders but also allow an opportunity for broad community input from the Horsham municipal community, as well as regional community input.
- The engagement approach should be adaptive and flexible based on feedback received.
- Project information should be provided in a manner that is best understood, including mapping and visuals, and should be provided with adequate time to allow stakeholders to provide informed input.

These principles have been revisited regularly throughout the project.

#### 3.1.3 Engagement Objectives

The engagement objectives were to:

- Inform: (Promise: We will keep you informed.)
  - Build awareness amongst stakeholders of the project and the opportunities for input, including seeking out stakeholders that are hard to reach that may have an interest in the project.
  - Communicate that the project has been undertaken based on strong evidence base and expert input from key stakeholders.
- Consult/Involve: (Promise: We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how input influenced the decision.)
  - Assist the project team to understand opportunities and challenges including incorporating local knowledge and expert input on community needs.
  - Assist the project team to consider the range of potential options and identify the positives and negatives for each of these options from a variety of viewpoints.
  - Ensure key stakeholders are involved in the process of plan development so that the project has broad support and the strategy can be implemented.

## 3.2 Engagement Activities

Engagement was undertaken in September and November 2019 as part of the information gathering stage. The purpose of engagement in this stage was to gather information from all stakeholders about existing community social infrastructure needs and the capacity and limitations of existing facilities. This input assisted with the development of the Social Infrastructure Framework.

A summary of the engagement undertaken is provided below.

**Table 3-1. Summary of engagement undertaken**

Stakeholder	Method	Details
Community	Online Survey	<ul style="list-style-type: none"> <li>Online survey for community members to provide input on the adequacy of existing social infrastructure provision and vision for the future of social infrastructure in the region.</li> <li>The survey was available online for four weeks.</li> </ul>
Community Organisations, Facility Managers, etc.	Online Survey	<ul style="list-style-type: none"> <li>Online survey emailed to infrastructure providers to identify gaps in existing infrastructure provision to consider in the audit.</li> <li>The survey included characteristics such as usage, condition and whether the facility is fit-for-purpose.</li> <li>The survey was available online for four weeks.</li> </ul>
External Working Group – Major Community Organisations, Facility Managers, etc.	Interview/ discussion (in person)	<ul style="list-style-type: none"> <li>Workshops with infrastructure providers, to discuss needs and challenges, as well as local capabilities and opportunities.</li> </ul>
Council Officers	Interview/ discussion (in person)	<ul style="list-style-type: none"> <li>Workshops with key Council officers to discuss needs and challenges, as well as local capabilities and opportunities.</li> </ul>

## 3.3 Engagement Findings

### 3.3.1 Community Survey

#### Respondents

The community survey was open for responses between 16 September and 14 October 2019 and during this period was completed by 107 respondents.

Of these 107 respondents, 58 respondents were located in Horsham City (54.2 per cent)<sup>1</sup>. An additional 27 respondents were located in other parts of the Horsham Municipality (25.2 per cent), including 6 respondents from Natimuk (5.6 per cent) and 4 respondents from Haven (3.7 per cent). A further 20 respondents did not state their location (18.7 per cent).

The majority of respondents were female (60 respondents, 56.1 per cent) (Table 3-2)<sup>2</sup>. There were also 36 male respondents (24.3 per cent), while 21 respondents did not state their gender (19.6 per cent). A good mix of age groups were represented in the respondents, with around 20 per cent of respondents being in each of the 35 to 44 years and

<sup>1</sup> Question 16: Where do you live?

<sup>2</sup> Question 15: What is your gender?



45 to 54 years age groups, and with a further 10 per cent of respondents being in each of the 25 to 34 years, 55 to 64 years and 65 to 74 years age groups<sup>3</sup>. There were only 3 respondents aged under 25 years, and only 1 respondent aged 70 years or older.

**Table 3-2. Age and gender of respondents, Social infrastructure community survey, 2019**

Age Group	Female	Male	Not Stated	Total
15-24 years	2 (1.9%)	1 (0.9%)	0 (0.0%)	3 (2.8%)
25-34 years	10 (9.3%)	1 (0.9%)	0 (0.0%)	11 (10.3%)
35-44 years	15 (14.0%)	8 (7.5%)	0 (0.0%)	23 (21.5%)
45-54 years	16 (15.0%)	5 (4.7%)	0 (0.0%)	21 (19.6%)
55-64 years	9 (8.4%)	4 (3.7%)	0 (0.0%)	13 (12.1%)
65-74 years	8 (7.5%)	6 (5.6%)	0 (0.0%)	14 (13.1%)
75+ years	0 (0.0%)	1 (0.9%)	0 (0.0%)	1 (0.9%)
Not Stated	0 (0.0%)	0 (0.0%)	21 (19.6%)	21 (19.6%)
<b>Total</b>	<b>60 (56.1%)</b>	<b>26 (24.3%)</b>	<b>21 (19.6%)</b>	<b>107 (100.0%)</b>

### Importance and rating of facilities

#### Importance to respondents

Respondents were initially asked to rate the importance of facility types from not at all important to extremely important. Of the 23 facility types, 98 respondents rated public toilets as either very important or extremely important (92.5 per cent), making them the most important facility type overall (Figure 3-1)<sup>4</sup>.

Public toilets were followed by three types of sport and recreation facilities, being recreation spaces (87.7 per cent), sports grounds and courts (86.8 per cent) and aquatic centres (84.0 per cent).

The next highest rated facilities in terms of their level of importance were residential aged care and respite facilities (82.7 per cent), maternal and child health services (77.4 per cent), child care and kindergarten (75.7 per cent), playgrounds (75.5 per cent) and cinemas (73.8 per cent).

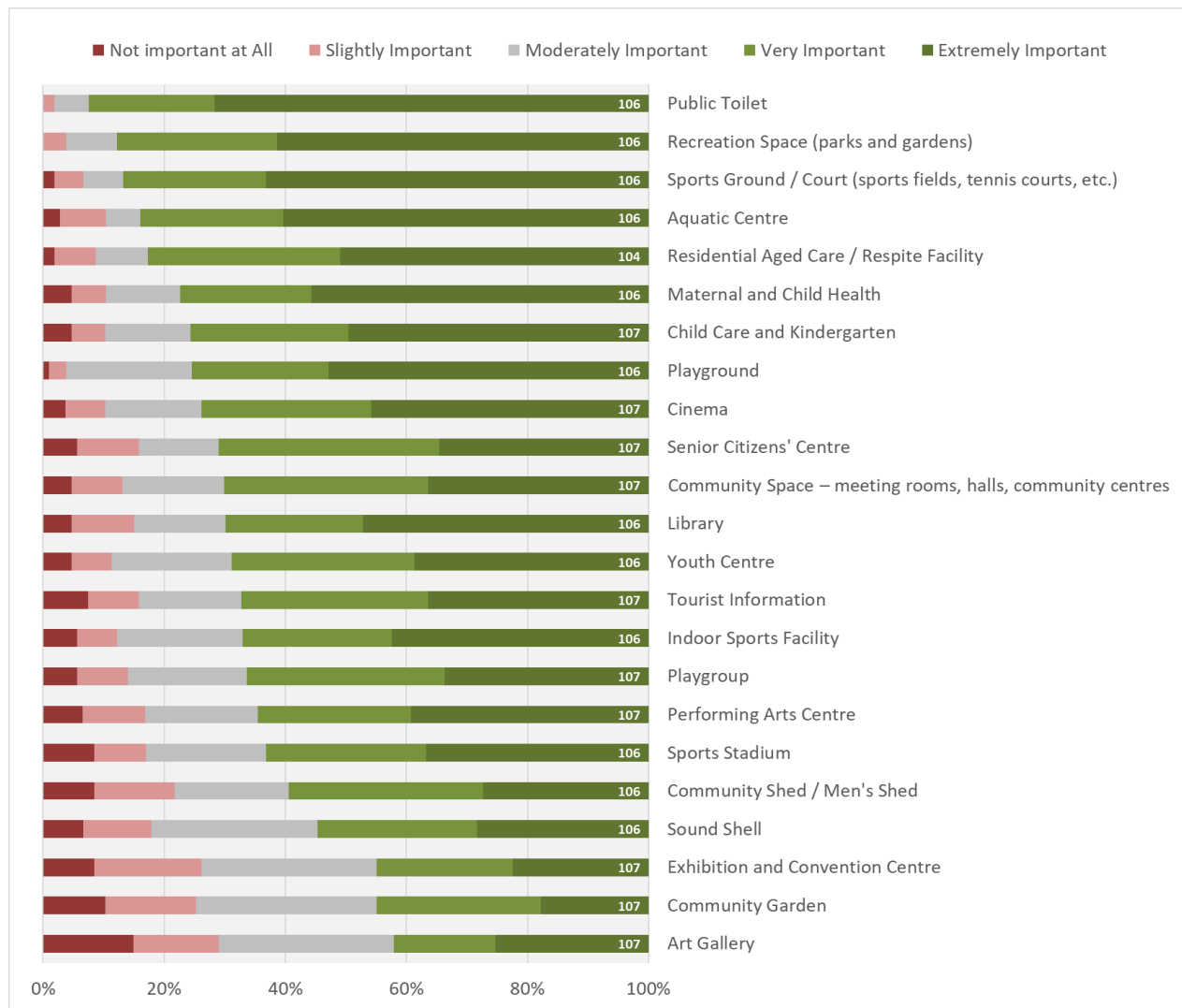
Senior citizens' centres, community spaces, libraries and youth centres were the next highest rated facilities in terms of importance, with 71.0 per cent, 70.1 per cent, 69.8 per cent and 68.9 per cent of respondents rating them as either very important or extremely important respectively.

Of the 23 facility types, art galleries, community gardens and exhibition and convention centres were rated as the least important facility type overall. However, more than 40 per cent of respondents still rated these facilities as being very important or extremely important (42.1 per cent, 44.9 per cent and 44.9 per cent respectively).

<sup>3</sup> Question 14: What is your age group?

<sup>4</sup> Question 1: How important are the following types of social infrastructure in Horsham municipality to you?

Figure 3-1. Importance rating by facility type, Social infrastructure community survey, 2019



Notes: Excludes "Not Applicable" / "Not Stated" responses – the number of responses for each facility type is shown in white text.

Respondents were given the opportunity to make additional comments about the importance of facilities to them. Some of the respondents who provided additional comments noted that they consider some of the facilities important even though they do not necessarily use them regularly or noted that the level of importance that they assign to the facility may change over time as their needs change. One of the respondents noted that there were a sufficient number of existing facilities, but they needed to be utilised more.

Other needs identified in the additional comments (each by one respondent) included:

- Upgraded and clean public toilets
- Additional walking tracks and public parks in Horsham North
- Splash park and / or higher-order park / playground for young children
- Multi-use indoor sports stadium for Haven
- Upgrading of Haven Hall
- Multi-use exhibition / convention centre for expos, shows, sports and public events
- Improved and upgraded facilities for clubs
- Motorsports facilities are needed (however these are outside the scope of the study)

- After school hours care facilities (as well as holiday care)
- Sound shell should be retained and enhanced.

There was an additional comment that the cost of using facilities is too expensive. There were also a small number of comments suggesting that the survey was focused on Horsham City rather than on the rural areas of the municipality and was too focused on structures rather than on social settings where activities take place.

#### **Rating of Facility Types**

Respondents were then asked to rate the current provision of each facility type overall in Horsham Municipality from very poor to very good. Of the 23 facility types, performing arts centres were the highest rated facility type with 88.8 per cent of respondents rating these facilities as good or very good (Figure 3-2)<sup>5</sup>.

Other highly rated infrastructure types were aquatic centres (86.6 per cent), art galleries (83.9 per cent), libraries (80.9 per cent), recreation spaces (80.2 per cent), child care and kindergartens (75.6 per cent) and playgrounds (75.0 per cent).

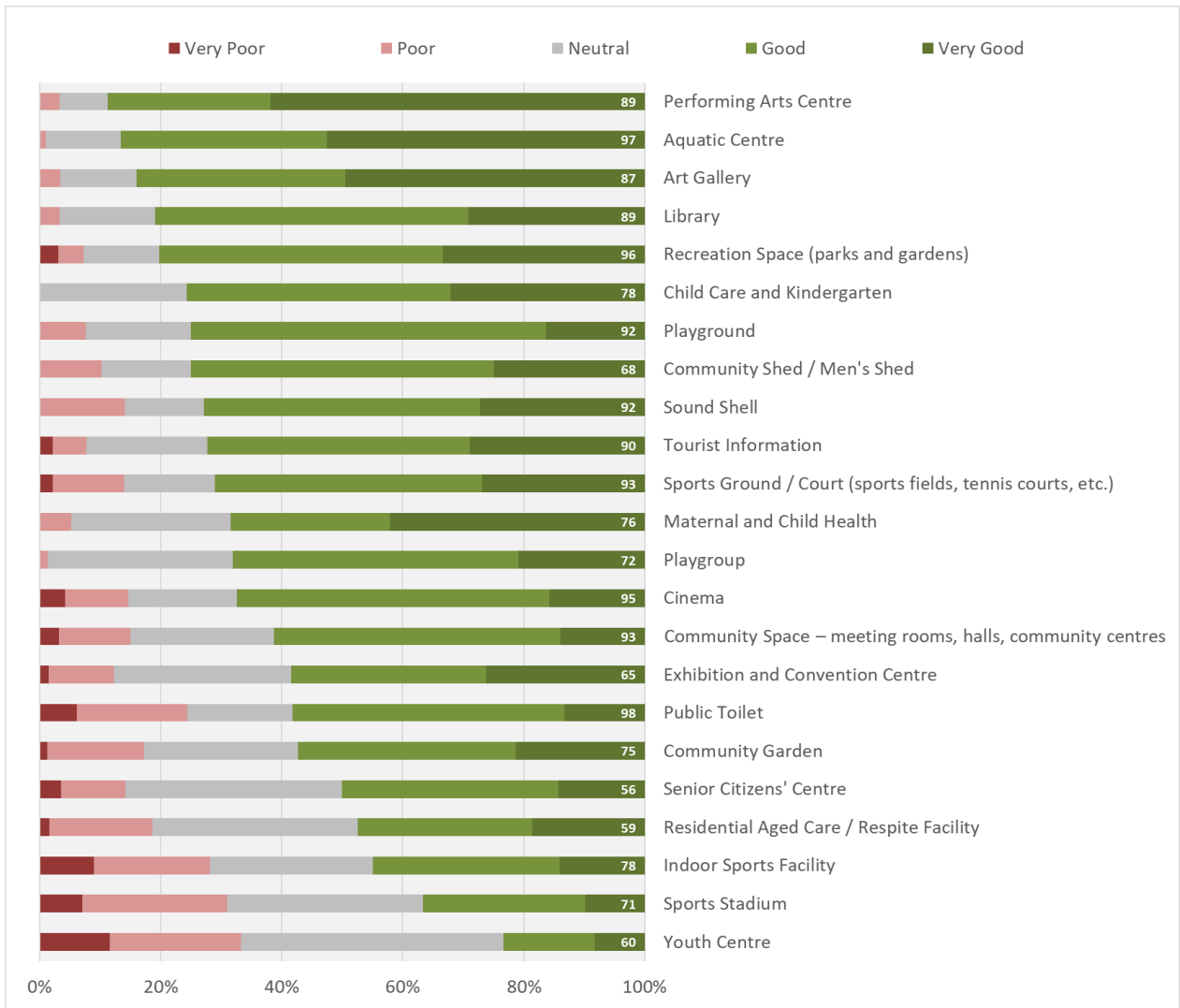
The next highest rated facilities were community sheds (75.0 per cent), the sound shell (72.8 per cent), visitor centre (72.2 per cent), and sports grounds and courts (71.0 per cent).

The lowest rated facilities were the youth centre (23.3 per cent), sports stadium (36.6 per cent), indoor sports facility (44.9 per cent), residential aged care and respite facilities (47.5 per cent), and senior citizens' centre (50.0 per cent). Some of these facilities are not provided in the Horsham Municipality however and respondents may have rated them poorly given this (even though there was an option to mark these facilities as "not provided").

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<sup>5</sup> Question 2: How would you rate the following types of social infrastructure in the Horsham municipality overall?

Figure 3-2. Overall rating by facility type, Social infrastructure community survey, 2019



Notes: Excludes "Not Applicable" / "Not Stated" responses – the number of responses for each facility type is shown in white text.

Respondents were again able to provide additional comments about their overall rating. Some of the respondents who provided additional comments noted the following needs (each by one respondent):

- There is sufficient quantity of facilities, but existing facilities need to be upgraded and maintained
- Need car parking
- Improvements to City Oval needed (to the field itself and associated facilities)
- Indoor sports stadium
- Additional facilities needed in Haven such as kindergarten, child care, after school hours care, maternal and child health service and community space, as well as upgraded tennis facilities and upgraded field (to synthetic surface)
- Public toilets need attention.

### Travel and Access

Respondents were asked to identify an appropriate travel time to each of the 23 facility types<sup>6</sup>. These travel times were used to help inform how facilities are considered to sit in the hierarchy of facilities. The results are shown below (Figure 3-3). To make reporting easier, the time categories were converted to an average time by car as below:

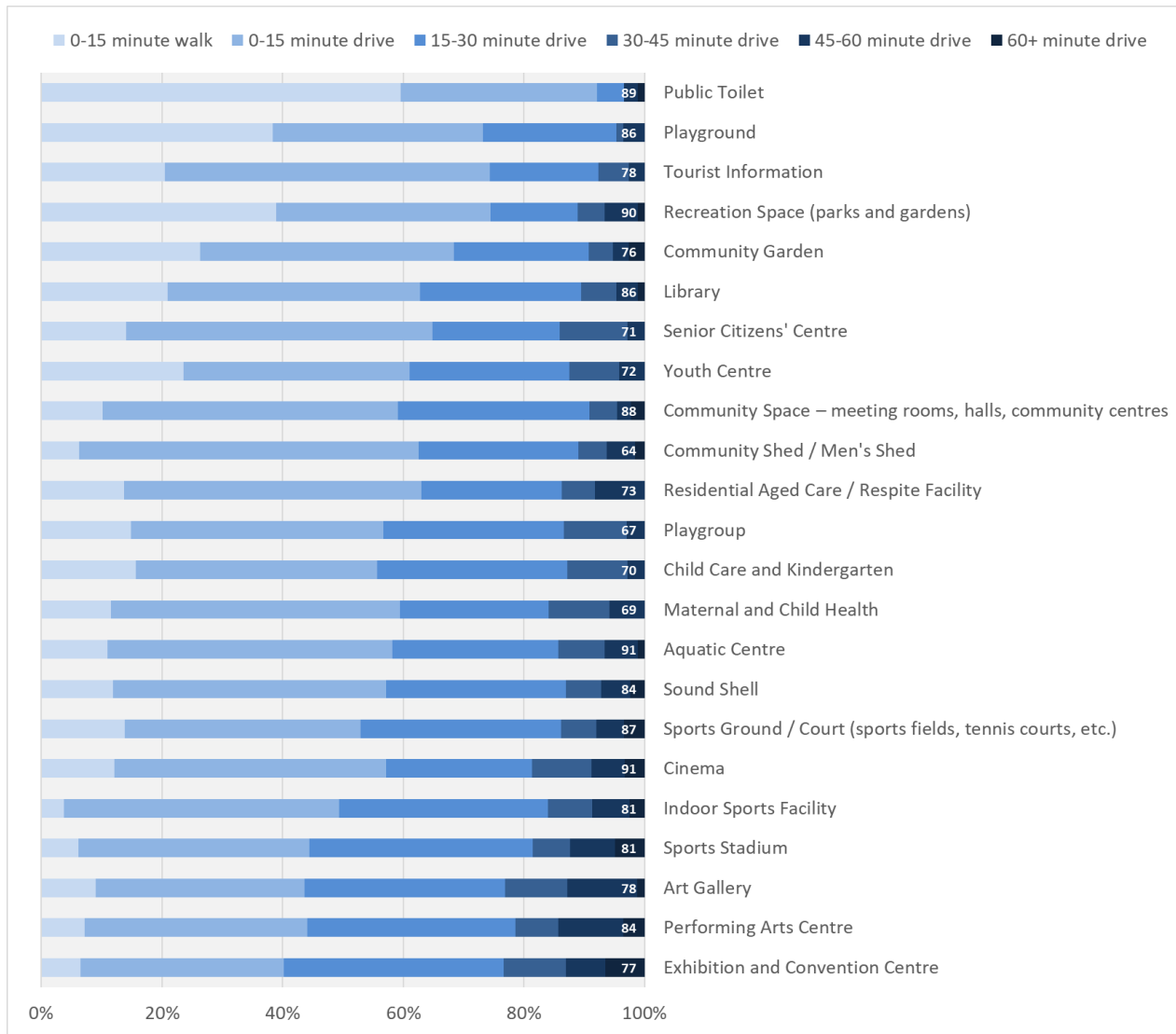
- 0-15 minute walk (2.5 min)
- 0-15 minute drive (7.5 min)
- 15-30 minute drive (22.5 min)
- 30-45 minute drive (37.5 min)
- 45-60 minute drive (52.5 min)
- 60+ minute drive (67.5 min).

Facilities that respondents expected close to their home, work and leisure activities included public toilets (7 min), playgrounds (11 min), recreation spaces (12 min), community gardens (13 min), libraries (14 min), senior citizens' centres (15 min), youth centres (15 min), community spaces (16 min) and child care and kindergartens (16 min).

Facilities that respondents thought could appropriately be located further away included aquatic centres (17 min), cinemas (18 min), indoor sports facilities (19 min), sports stadiums (21 min), art galleries (21 min), performing arts centre (21 min) and exhibition and convention centres (23 min).

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<sup>6</sup> Question 3: What is the maximum time you'd consider appropriate to travel to the following facilities?

**Figure 3-3. Appropriate travel time by facility type, Social infrastructure community survey, 2019**

Notes: Excludes "Not Applicable" / "Not Stated" responses – the number of responses for each facility type is shown in white text.

Respondents that lived in Horsham City were more likely to think that shorter travel times are appropriate compared to respondents that lived in the surrounding rural areas and other nearby towns. The data for appropriate average travel times by facility type has been disaggregated in the figure below based on where the respondent lived – Horsham City is noted as urban and other locations are noted as rural (Figure 3-4).

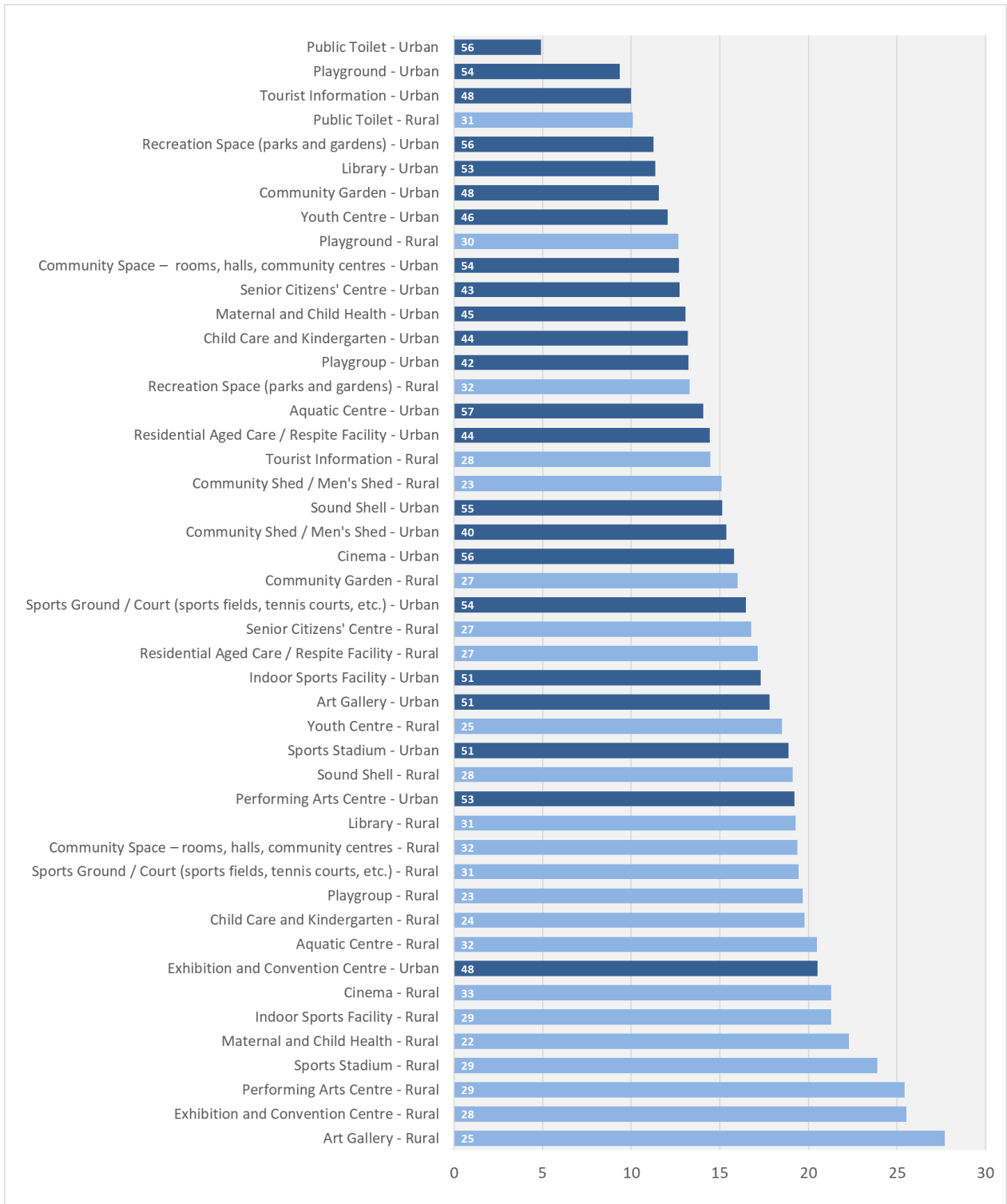
Overall, rural respondents were more likely to think that longer travel times were appropriate, however they still considered that low travel times were appropriate for public toilets (10 min), playgrounds (13 min) and recreation spaces (13 min).

Rural respondents were however overall, much more likely to think that longer travel times were appropriate than their urban counterparts. Some examples include:

- Library: 11 minutes for urban respondents, and 19 minutes for rural respondents
- Community meeting space: 13 minutes for urban respondents, and 19 minutes for rural respondents
- Child care and kindergarten: 13 minutes for urban respondents, and 20 minutes for rural respondents
- Maternal and child health facility: 13 minutes for urban respondents, and 22 minutes for rural respondents.

This data suggests that many rural respondents would expect higher order social infrastructure to be provided in larger centres within 15-30 minute drive from home, rather than being provided throughout the rural area. However, they still expect lower order facilities such as public toilets, playgrounds, recreation spaces, community sheds, and community gardens to be available in the rural area.

**Figure 3-4. Average appropriate travel time (in minutes) by facility type and rural / urban residency of respondent, Social infrastructure community survey, 2019**



Notes: Excludes "Not Applicable" / "Not Stated" responses – the number of responses for each facility type is shown in white text.

Some of the respondents provided additional comments, with some of the comments suggesting that the question was more relevant to Horsham City residents, rather than residents of the rural areas, as they access facilities in Horsham City and this generally involves more travel.

Other respondents noted that:

- A 15-30 minute walk may also be appropriate in some instances
- The location of facilities and parking is also a consideration not just time to access a facility.

The disaggregation above takes into account these differences between urban and rural travel time.

### 3.3.2 Stakeholder Workshops

#### Participants

Discussions with stakeholders were undertaken on 24-26 September in Horsham. Discussions were held with:

- External working group members, including representatives from:
  - Centre for Participation
  - Horsham and District Kindergarten Association
  - Horsham Community House
  - Horsham Seniors' Centre
  - Horsham U3A
  - Makers Gallery
  - Natimuk Seniors' Centre.
  - Wimmera Regional Library Service (Horsham Library)
  - YMCA Horsham.
- Council officers from Community Wellbeing, Infrastructure and Corporate Services.

The findings of the stakeholder workshops are summarised here, and the full records of the workshops and discussions are included below.

#### Current Challenges and Needs

Stakeholders identified the following key challenges and needs in the workshop discussions:

- **Need for newer purpose built, multi-purpose, flexible community meeting spaces:**
  - It was noted that many existing facilities (mainly relating to general community spaces, such as halls, pavilions, and libraries) were built for specific functions many years ago, and these functions have changed over time. The facilities have been retrofitted and upgraded over time, but still facility layouts and functionality do not fit their contemporary uses. This made use of facilities by multiple groups difficult, because appropriate storage is not provided and spaces were not designed to be closed off or opened up for different groups.
  - Many stakeholders noted that there was a need for general community spaces to be more flexible and adaptable, and the model for delivery should deliver a range of higher-order, multi-purpose flexible spaces that could be utilised by a range of groups.
  - The affordability of renting spaces in new community facilities was raised. For example, new facilities can be more expensive to lease, and this makes use of these facilities more difficult. There is still a need for low cost facilities. It was suggested that integrating commercial uses in larger hubs may help to offset some of the costs to offset costs for community groups.



- **May be more community meeting spaces than needed overall, but existing stock needs upgrading:**
  - It was suggested that some meeting places have low utilisation, for example, may only be utilised once a month, and that current facilities may not be meeting the requirements of a meeting place for communities. In some cases it was considered that a new facility may have been built to address contemporary needs, however the former building is retained by Council and therefore still requires maintenance.
  - Most stakeholders thought that there was perhaps even an oversupply of general community meeting spaces, in terms of the overall quantum and floor area / site area of facilities. However, they noted that these community meeting spaces were generally aged and not keeping up with contemporary standards.
  - It was suggested that closing some facilities, and reinvesting funds into upgrading and providing new higher order facilities was appropriate. However, it was acknowledged that this may be difficult as many communities have strong connections to their facilities – including strong emotional and historical connections. It was noted that halls in the rural areas meet local needs for meeting places.
- **Many facilities not meeting accessibility / universal design standards:**
  - Most stakeholders noted that many facilities are not meeting accessibility / universal design standards. Some facilities had been retrofitted multiple times in order to meet accessibility standards, but these standards keep being updated. It was noted that retrofitting building to meet accessibility standards can be expensive.
- **Need to extend utilisation of spaces, and activate surroundings:**
  - There were a number of suggestions around extending utilisation of existing facilities with simple upgrades. This included opening up the library for extended hours, utilising technology such as wi-fi to encourage use, and providing charging points to allow, for example, charging of laptops and phones, and charging of mobility scooters and therefore enabling extended use. Other suggestions included activating public outside spaces as public meeting spaces such as outside the library and in the central activity district.
- **Legacy ownership issues make change difficult:**
  - In some cases, stakeholders noted that general community meeting spaces should be shared more, allowing multiple use by different community groups and using the existing stock of facilities more efficiently. However, it was noted that legacy ownership and management issues make changing the status quo difficult. In some instances, for example, community groups have raised funds for upgrades of the facility that they utilise. In other instances, there are not clear arrangements around use.
  - It was noted by some community groups that this needed to be worked through by Council to make it clearer responsibilities and to allow sharing of facilities. Council stakeholders acknowledged the need to work through these issues in an appropriately organised way, to provide clear arrangements around use, ownership, etc.
- **Access to facilities is an important consideration:**
  - Some stakeholders noted the difficulty some residents have coming into Horsham to access facilities and services because of a lack of public transport or community transport. This was mainly a consideration for residents living outside of Horsham where the population is declining slightly and there is limited scope to provide additional facilities in these areas.
  - Ensuring parking availability was also a consideration for ensuring facilities were accessible.
- **Perception that some geographic areas missing out on facilities, and rural areas feeling neglected:**
  - Some stakeholders noted that there were limited facilities in some areas of Horsham City, for example, that social infrastructure was lacking in the south and west of the urban area.
  - It was also noted that communities in rural areas of the municipality sometimes feel neglected.

## Opportunities

Stakeholders identified the following opportunities for the provision of social infrastructure in the workshop discussions:

- **Efficient use of existing facilities:** Stakeholders identified opportunities for sharing of existing facilities. This included identifying opportunities to share facilities that are provided by the private sector and other levels of government. For example, state government facilities such as primary school facilities could be utilised for after school hours care, while private sector facilities such as meeting rooms and training rooms at the university campus could be utilised for community learning activities.
- **Multi-purpose and multi-partnership infrastructure provision:** There may be opportunities to progress multi-purpose and multi-partner approach to infrastructure provision. It was also suggested that the community is willing to support projects, and this could be a source of funds for community infrastructure provision if appropriate transparent ownership and management arrangements were put in place.
- **Primary school precinct in North Horsham:** The relocation of Horsham North Primary School may be considered by the State Government and could present opportunities for co-location of service and facilities related to children, youth and families in North Horsham.
- **Better use of grouping of Council facilities on Roberts Avenue:** There was general discussion of the opportunity to better utilise the facilities adjacent to Council offices on Roberts Avenue (Wesley Performing Arts Centre to the former kindergarten site, and through to the Nexus youth centre site). This was mentioned by a number of stakeholders as an opportunity.
- **Need for coordination and information sharing:** There was discussion of an opportunity for better information sharing between some of the community organisations that attended the workshop. Information sharing may assist organisations to refer residents making enquiries to other relevant services in Horsham, share learnings about past programs, and to reduce duplication of some programs or events (or coordinate delivery).

### 3.3.3 Organisations Survey

An online survey was emailed to infrastructure providers and community groups to identify gaps in existing infrastructure provision. The online survey was designed to gather more detailed information about specific facilities, including usage, condition and whether the facility was fit-for-purpose.

The organisations survey was open for responses between 16 September and 14 October 2019 and during this period was completed by 11 respondents.

The results of the survey were incorporated into the audit of facilities and considered alongside data available from Council on the condition and usage of some facilities.

## 3.4 Engagement Notes - Horsham Stakeholder Consultation - 24-26 September 2019

### 3.4.1 Workshop with Council Officers

Summary of key ideas and themes:

NOW: How would you describe social infrastructure now?	FUTURE: What is your future vision for social infrastructure?	Summary of Issues
<ul style="list-style-type: none"> <li>• Old, dated, tired</li> <li>• In demand</li> <li>• Single use?</li> <li>• Lacking in some areas</li> <li>• Insufficient quantity</li> <li>• Considered private property</li> <li>• Not fit for purpose</li> <li>• Inadequate</li> <li>• Forgotten in outer areas</li> <li>• Underused in outer areas – is there a need?</li> <li>• Universal access/accessibility</li> <li>• Not adaptable/flexible for needs now, and into the future</li> </ul>	<ul style="list-style-type: none"> <li>• Multi-use</li> <li>• Co-located</li> <li>• Connected</li> <li>• Fit for purpose</li> <li>• Contributing to a place-making role – contributing to place</li> <li>• Reflects place</li> <li>• Well planned, resourced and funded</li> <li>• Utilises technology (for example, utilise wi-fi)</li> <li>• Accessible</li> <li>• Safe (utilising CPTED principles)</li> <li>• Universal design</li> <li>• Reflects best practice</li> <li>• Contributes to liveability (encouraging professionals to base here)</li> <li>• Welcoming, colourful, interesting</li> <li>• Incorporates art and fun, and contributes to pride</li> <li>• Adaptable/flexible</li> <li>• Aged friendly / child friendly</li> <li>• Intergenerational</li> <li>• Affordable/equitable</li> </ul>	<ul style="list-style-type: none"> <li>• Disconnect:               <ul style="list-style-type: none"> <li>– Affordability and quality</li> <li>– Sole purpose/flexible/multiuse</li> <li>– Governance</li> <li>– Resistant to change</li> </ul> </li> <li>• High costs to maintain and upgrade (for example, halls)</li> <li>• Poor quality</li> <li>• Poor accessibility</li> <li>• No consistent standard (toilets)</li> <li>• Lack of facilities with universal access</li> <li>• Lack of resources to manage</li> <li>• Do not utilise technology</li> <li>• Issues with consolidation</li> <li>• Lack of facilities for seniors</li> <li>• Lack of mother's rooms</li> <li>• Not flexible/adaptable to allow multiple uses</li> <li>• Changing needs of residents</li> <li>• Changing needs based on population centres/growth</li> <li>• Changing needs based on transport – self driving cars for example</li> <li>• Asset management/delivery cycle could be improved – build new facilities and remove older facilities as when replaced</li> </ul>

#### Issues / Needs

##### Multi-Use, Adaptability

- Need additional facilities for older people, but need to be intergenerational, not seniors only.
- Pavilions could be utilised as general community spaces. Would need spaces to be more flexible for multiple users.
- Ability to compartmentalise spaces off from each other to allow multiple use at the same time.

##### Accessible / Universal Design

- Most facilities are not up to standards for accessibility, for example, the City Oval Grandstand / Pavilion, Library, Council building do not meet accessibility standards.
- People with a disability

- Accessible parking
- Inequity of access
- Need upgrades but compliance is expensive.

#### **Quantum of Community Facilities**

- Probably have sufficient footprint of community facilities, need to work on using that footprint appropriately.
- Seems to be a lot of buildings / enough space overall.
- Some halls only used once a month.
- Needs of the community has change.
- Memory of a facility has a strong connection in some communities. They maintain emotional/historical connection.
- Ensure a conscious approach to demolish / sell old facility when replacement is built.

#### **Utilisation**

- Some facilities are unused. In some cases, new facilities have been built to address contemporary needs resulting in existing facilities no longer being used.
- There is a general desire to repurpose existing facilities but there are some buildings that aren't suitable for contemporary uses.

#### **Building Design**

- Many existing buildings are older with layouts that don't fit contemporary uses.
- Difficult to achieve multi-use in some facilities.
- Community are attached to many existing facilities even though suit contemporary needs.

#### **Gatekeepers/Traditional Ownership Model**

- Legacy ownership and management agreements that make change difficult.

#### **Efficiency and Resourcing of Operations**

- Currently staff manage infrastructure management/booking, IT infrastructure, maintenance.
- Lack of investment – ad hoc, reactive.

#### **Technology**

- Need to consider charging stations for young people (phones, etc.) and for older people (mobility scooters).
- Incorporate wifi in public spaces and community facilities.

#### **Place Activation**

- Also need to activate public outside spaces as public meeting spaces.

#### **Access / Public Transport**

- No scope to put social infrastructure in outlying areas, more about how they can get improved access / travel to other facilities.
- Older people have trouble coming into town, tend to keep out of city centre due to lack of public transport.
- There are limited bus services at particular times of the day – for example, to attend appointments.

#### **Physical Divides**

- Generally, social infrastructure lacking in south and west, for example, toilets, no playground in the south, Haven lacking a sports facility. It was considered that they would use the sporting facilities near the river.

**Ageing**

- Increase in older population of 30 people a year and growing. Will need additional retirement living and residential aged care accommodation.

**Rural Areas Feeling Neglected**

- There is a general feeling of neglect being felt in rural areas.
- Natimuk service review currently being undertaken, library services will change with bus no longer visiting.

**Comments on Particular Facilities**

- Halls:
  - Quantong Hall: Very low utilisation, not fit for purpose.
  - Sailors Home Hall: Very low utilisation.
  - Hamilton Long Hall: Well utilised.
  - Natimuk Hall: Has a stage, potential for film festivals, cabaret, live performance.
  - Jung Hall: Has a stage, projector.
- Library:
  - Existing library needs to be upgraded. Could be an extension to Horsham Town Hall.
  - Mobile library being removed
- Public toilets:
  - Terrible/very poor quality.
  - Don't meet standards/community standards.
  - Number of public toilets is probably sufficient; however locations might need to be investigated.
  - Public toilets at skate park need urgent replacement.
  - Need hierarchy and design standards to outline strategy for when to provide mothers' rooms / change rooms, what type of soap dispensers, basins, etc are utilised.
  - In regional areas, toilets are not open much as attached to halls etc.
  - No public toilet south of the river (*to be confirmed*)
- Breastfeeding/mothers' rooms:
  - Need breastfeeding/mothers' rooms in key locations, not always with public toilets.
- Arts:
  - There is a large gap between entry level infrastructure and regional-level infrastructure with not much between.
  - There is demand for more making spaces.
  - Digital arts currently not being catered for.
  - Demand for the arts is growing.
  - Horsham Town Hall: Fairly close to capacity. Doesn't provide spaces for community performances / events – space is too big, and expensive.

- Jubilee Hall: Recently opened for arts and cultural activities and already 65% capacity without strong promotion. This use is temporary only.
- There is exhibition space at Goat Gallery at Natimuk.
- Red Rock Books exhibits artworks and has making space
- Cinema:
  - Cinema operator has a 5-year lease which includes a commitment to invest in the building.
  - However, not sure what happens after that 5-year lease period, use is challenging with the existing facility.
- Museum:
  - Legacy building next to Cinema.
  - Could be utilised as an Aboriginal cultural heritage space, or incorporating some Aboriginal exhibitions.
  - Horsham Historical Society.
  - Arapiles Climbing Museum at Natimuk. They utilise the Court House, Old Masonic Hall and Garage for exhibition space.
  - A feasibility study for Horsham Museum may have been undertaken.
- Older people facilities:
  - U3A facility – Current facility is not appropriate, needs additional space potentially sharing with Senior Citizens’ Centre.
- Youth facilities:
  - Strategy being developed to decide a model for youth facilities. Rebranded. May include a dedicated facility, or outreach services.
  - Youth Council has been established to help develop this strategy.
  - Youth need more engagement in spaces across the region, not just dedicated facility.
  - Not enough outdoor areas/place-making for that group (10-20 years of age).
  - Need to make skate parks more “girl-friendly” (for example, facility at Natimuk is more of a whole community facility).
  - NC2 acts as a youth facility – Do have to book and collect a key.
  - Outdoor wifi and electricity points can help make a space more youth friendly.
  - Youth are interested in activation of the river as a hangout spot.
- Community gardens:
  - Provision of community gardens is not really an issue – private groups are taking care of it.
- Commercial/corporate meeting rooms:
  - Not enough meeting places for corporate meetings in the 20-60 people sized room – demand is high in this area. As well as for interviews and small groups.
  - Need staff support not just room: projector, IT set up, catering etc.
  - Missed opportunity as good source of funding to subsidise other offerings.
- Tertiary education:
  - Need appropriate tertiary education courses to keep young adults in Horsham.

- Visitor centre:
  - Need to investigate the model of delivery of tourist information.
  - Tourist information may be less about brochures and more about digital experiences, connecting to iconic facilities, providing a visitor experience.
  - Could relocate to part of town or Horsham Town Hall.
  - However, relocating to town may reduce visitation as less accessible – current location has good parking and located on major route through town.
  - Currently costing around \$300,000 a year.
- Sound shell / outdoor entertainment:
  - Sound shell not used much for arts/culture. Needs changing rooms, improved power quality (cannot have food trucks currently), improved sound / lighting equipment, accessible seating, improved gradients for wheelchair access.
  - May Park lacking infrastructure to support the use for performance.
- Playground:
  - Regional accessible playground and park needed – play space with mix of experiences for different ages.
- Health services:
  - Family support hub needed, drug and alcohol facility needed.
  - Headspace facility is currently inadequate.
- Migrant spaces:
  - Migrant community may need a space in Horsham.

### Opportunities

- **Efficient use of existing facilities:** Need to consider opportunities for sharing facilities, including with private sector and other levels of government. State Government facilities: for example, primary schools and after school hours care. Private sector facilities: for example, meeting rooms and training rooms at Federation University.
- **Reopen Wesley Performing Arts Centre as performing arts space:** Opportunity to upgrade and reopen Wesley Performing Arts Centre as a black box theatre for smaller local performances and events.
- **Council precinct:** Need to undertake a concept planning exercise of the Council-owned land near the Council offices.
- **Primary school precinct in North Horsham:** Relocation of North Horsham primary school still on the cards and could present opportunities for co-location of children, family and youth services.

### 3.4.2 Workshop with Community Groups

#### Summary of key ideas and themes:

NOW: How would you describe social infrastructure now?	FUTURE: What is your future vision for social infrastructure?
<ul style="list-style-type: none"> <li>• Great facilities</li> <li>• Ageing facilities/need maintenance – they are dated</li> <li>• Greater access – wheelchair/accessibility</li> <li>• Not fit for purpose (for example, library)</li> <li>• Insufficient facilities (for example, kindergarten for 3-year-old children)</li> <li>• Cost effective/affordable</li>   <li>• Sustainable?</li> <li>• Suitable?</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable</li> <li>• Revitalisation (of existing facilities)</li> <li>• Clear ownership/management/arrangement to encourage investment</li> <li>• Clustered/co-located/hubs               <ul style="list-style-type: none"> <li>– But need to ensure these are accessible, for example, a bus service</li> </ul> </li> <li>• Affordability</li> <li>• Well signed               <ul style="list-style-type: none"> <li>– Awareness</li> </ul> </li> <li>• Accessible               <ul style="list-style-type: none"> <li>– Inclusive, public transport</li> </ul> </li> <li>• Planned well – consultation on design/involve users</li> <li>• Catering for demographics/socio-economic targeted               <ul style="list-style-type: none"> <li>– Retain families</li> </ul> </li> </ul>

#### Issues / Needs

##### Co-location, Multi-Use

- Need oversupply of existing buildings replaced with co-located hubs.
- However, these need to be designed well and offer reasonable prices so as to allow use by community groups.
- Need to integrate commercial uses in hubs to offset some of the costs.
- Spaces are currently not adaptable or flexible to allow multiple uses.
- Need flexibility of spaces.

##### Accessibility / Universal Design

- Many facilities have been retrofit multiple times to meet some form of accessibility standards.
- Getting to the point where new facilities needed from scratch to meet standards.

##### Ownership and Governance

- Spaces should not have an identified ‘main user’ as these push out other groups.
- Governance needs to be considered around useability and flexibility.

##### Technology, Multimedia and Science

- Need to incorporate technology to turn ordinary spaces within community facilities into tech spaces – wifi, power points, etc.
- Need spaces for children’s activities at the library, such as for robotics and use of tablets.

##### Duplication, Information Sharing

- Some duplication of activities between art gallery, library, Community House.



### Comments on Particular Facilities

#### Halls:

- Haven Hall: Well utilised. Offers markets, school uses it, playground, multi-purpose. Is a good model for successful multi-use creating vibrancy.

#### Library:

- The building is 50 years old and has been refurbished and upgraded. Has been adapted to allow accessible access, but now does not function well. For example, elevator in foyer area makes access hard for mobility scooters. Mobility scooters go up ramp, but nowhere to leave them.
- No space for youth. Young people often stand around outside to use wifi.
- Not adaptable for contemporary uses, for example, libraries are no longer just a space filled with books but also serve as a social space, a place to meet, access technology etc.
- Library bus approach is ending. Currently the bus visits the school at Natimuk and visits Laharum, but this will end soon. May be replaced with some other model of delivery.

#### Public toilets:

- Change rooms needed at library, no longer fit for purpose.
- Also a lack of changing rooms for disabled adults.
- Unisex toilets probably better.
- Nothing down Aldi end of town.

#### Kindergartens:

- At capacity at the moment.

#### After school hours care:

- 45 places currently available.
- After school hours care currently at capacity.
- Increasing demand with trend for both parents to work, and also single parent families.

#### Arts spaces:

- Need additional local public spaces for exhibition.
- Even vacant shop fronts difficult to get for temporary use.

#### Youth spaces:

- There is currently no dedicated youth space in the Horsham area. There needs to be one.
- The youth centre (Nexus) was well utilised.
- Youth Council are investigating a new model for use of Nexus and broader needs.
- Need to upgrade public spaces and offer 24/7 wifi and charge points to provide youth spaces.
- Could be more appropriate to create temporary spaces where young people already are, such as at the skate park.

#### Mother's facilities:

- No suitable facilities provided with feeding and change facilities
- Needed at library and other locations as well

**Kalkee Road Children's and Community Hub:**

- Hub is somewhat imposing / not welcoming.
- Not well signed.
- Often people do not know it is a space anyone can walk in to.
- New facility means it is expensive to rent space. Not well designed for users. (Kindergarten)

**Community House:**

- Perception that it is only for disadvantaged families.

**Parking in the city centre:**

- Parking in general in the CBD is an issue. Workers are pushing out users of community facilities.
- Parking near library and Maker's Gallery and Studio is limited to 3 hours.

**Parks and playgrounds:**

- Need local parks within 5-10 min walk from home and work.
- Playgrounds.
- May Park is high quality.

**Opportunities**

- **Coordination, information sharing:** Need to share information to reduce duplication of some programs.
- **Multi-purpose and multi-partnership infrastructure provision.**
- **Council precinct:** May be opportunity to create a precinct for particular uses around the Wesley Performing Arts Centre, Jubilee Hall, and Nexus space. These spaces are opposite Council's offices.

### 3.4.3 Workshop with Senior Citizens' Groups

#### **Natimuk Senior Citizens:**

- Currently rent RSL Hall.
- Monthly meeting and meal at the pub.
- Car travel can be a barrier to access. Bus comes through but not necessarily convenient.
- Flexibility is important to meet changing needs, for example, indoor bowls previously popular but now in decline.

#### **Horsham U3A:**

- 300 members, 30 classes per week.
- Currently administration of the club is undertaken at the Railway Station – 140 years old.
- Three rooms with about 10 people capacity, and one room with 20 people capacity.
- Training activities occur in variety of meeting spaces around Horsham, including halls, aquatic centre, Italian club room, etc.
- The fragmentation of the classes makes administration / governance difficult.
- Limited storage facilities.
- Would like a dedicated purpose built facility large enough to gather together as a group as well as provide for all classes they run. Also requesting lounge and social spaces, kitchen area, etc. Also requesting own vehicle.

#### **Horsham Senior Citizens:**

- Parking is an issue. Only five dedicated parking spaces.
- Currently utilised for indoor sport activities. Floor is uneven, not flat. Needs upgrading.

#### **Other comments:**

- Public toilets; may need more public toilets in central area.
- There is a general fragmentation of facilities and groups that offer services for older people.

### 3.4.4 Interview with Horsham Service Provider (anonymous)

#### Issues:

**Strong community infrastructure is essential.**

#### Ownership and management

- Being clear about ownership and management is important:
- Who owns it? How do community have a say in it?
- Council partner with community organisations to deliver / upgrade infrastructure BUT then Council want to remove it
- Crown land – tension around ownership and management.
- For example, Horsham Cycle Club provided effort and funding to build facility, but Council wants to take it over. Need to be clear about lease arrangements / process for ownership and management. Issues of who is going to have that discussion.

#### Engagement:

- Consultation is good for recent projects (City to River, Open Space Strategy) BUT who's telling the community the rules of engagement. Not brought along.
- Access and equity: Not just white middle class. Who deserves a say – other cultures. Youth space = utilised by many diverse cultured children.

#### Access:

- Good facilities however access is an issue sometimes, for example, the library is only open 9-5pm, perhaps could open 12-9pm instead.

#### Comments on Particular Facilities:

- Community spaces:
  - Community spaces need to be flexible for changing needs over time.
  - There are probably enough community facilities and meeting spaces. Need to focus on sharing spaces. Need to retrofit facilities with large storage areas to encourage multiple users. Some halls are underutilised.
- Youth spaces:
  - Need youth space. Closing Nexus before having something to replace it was not a good idea.
  - Do not necessarily need dedicated youth space, but programs in different spaces around the city needed.
- Senior spaces:
  - Similar to youth spaces, need programs delivered in different spaces around the city, as mobility is an issue.
- Maybe not enough public toilets in the town itself.
- Tourism information centre. Parking is probably the main priority.
- Not enough green space. Nothing in the south of the CBD except the riverside. May Park is good.

**Opportunities:**

- May be an opportunity for community to put in funding for facilities. If there are clear boundaries around investment. Currently don't have a system to enable. For example, Table Tennis Horsham borrowed \$300,000 from managers without documentation. Not long-term sustainable debt. Table Tennis Horsham is more than sports activity, they do a good job of engaging people who have a disability or are socially isolated and involving them in a community activity.

## Document 4: Facilities Audit and Maps

An audit of facilities was undertaken according to the facility definitions determined for the study. The audit was based on data provided by Council, desktop searches and survey information. The results of the audit are included below (Table 4-3). The facilities were not individually inspected and therefore the audit is indicative only.

### Asset Condition

In addition to information gathered through desktop searches and survey information, asset condition data from HRCC was incorporated where available. The asset condition data categorised each asset into five categories as outlined below (Table 4-1). The assessment considered only the physical condition of the building, not whether the facility was fit-for-purpose or providing appropriate disability access.

**Table 4-1. Condition assessment categories (as provided by Horsham Rural City Council)**

Condition	Condition Criteria	Performance Criteria	Actions	Programs
● 1 (New asset)	No observable defects or deterioration	Asset is performing as designed	Consider extending standard inspection interval	Strategic monitoring
● 2 (Relatively new asset)	Minor defects and deterioration within expected design rates	Asset is performing as designed	Continue inspection at standard intervals	Strategic monitoring
● 3 (Almost about half of useful life consumed)	Identified defects and deterioration that may reduce service life or asset performance, or risk failure before the next inspection	Asset is not performing with complete reliability, but currently above minimum standard	Consider measures to reduce deterioration rates. Reduce inspection interval. Additional investigation	Specific maintenance, monitoring and improvement programs
● 4 (Poorer state of asset, recommended for renewal)	Identified defects and deterioration that lead to an unacceptable risk of failure within 5-10 years depending on the type of asset	Asset performance is below the required standard	Implement risk mgt strategies and programmed rehabilitation	5 year program for asset renewal
● 5 (Not renewing will result in a safety risk)	Defects indicating actual failure or unacceptable risk of imminent failure	Asset is not performing its required function	Emergency repair or repair within 1 year	Emergency works Must include in 1 year renewal program

### Current and Future Need

An indication of current and future need is also provided in the table based on the application of population benchmarks developed for the project. A ‘traffic light’ system was used to give an indication as to whether the quantity of provision is above or below benchmarks (Table 4-2).

This assessment of need was based on the quantity of facilities and population benchmarks only. The needs assessment (Background Document 5) however considered a broad range of factors in determining need, including demographic information, engagement findings, the condition of facilities (where available), and their geographic distribution. The needs assessment should be reviewed to understand the actual current and future needs in more detail.

**Table 4-2. Current and future need categories (based on population benchmarks only)**


















Current and Future Need (2036)	
●	Potential overprovision according to application of population benchmarks
●	Supply meeting needs according to application of population benchmarks
●	Potential undersupply according to application of population benchmarks.

Table 4-3. Facilities audit, including indication of current and future need (based on population benchmarks only)

ID	Facility Type and Name	Catchment – Local	Catchment - Neighbourhood	Number	Year Built (Council Data)	Condition (Council Data) (see notes)	Current Need (indicative)	Future Need (indicative)
<b>Local</b>								
<b>Community Spaces</b>								
<b>Community Meeting Space - Local</b>				<b>13</b>			●	●
37	Aquatic Centre - Meeting Rooms	Central	City - Central Horsham	1				
31	Civic Centre	Central	City - Central Horsham	3				
38	Horsham Agricultural Society	Horsham North-East	City - Central Horsham	2				
33	Horsham East Rotary Club Shed	Central	City - Central Horsham	1				
34	Horsham Lions Club Shed	Central	City - Central Horsham	1	1983	● 2.99		
35	Horsham Town Hall - Meeting Rooms	Central	City - Central Horsham	2	2016	● 2.49		
36	Old Police Station - Meeting Rooms	Central	City - Central Horsham	2				
20	Scout Hall	Central	City - Central Horsham	1	1980	● 2.87		
<b>Public Toilet Facility</b>				<b>25</b>			●	●
62	Bennett Rd Public Toilets	Horsham West	City - Central Horsham	1	1960	● 3.01		
63	Botanical Gardens Public Toilets	Central	City - Central Horsham	1	1980	● 2.23		
82	Cherrypool Public Toilets	Brimpaen	Region - West	1	1938	● 2.09		
64	City Oval - Toilet Block	Central	City - Central Horsham	1	1980	● 2.61		
65	Dudley Cornell Park Toilets	Horsham North	City - North Horsham	1	1965	● 2.42		
83	Firebrace St Commercial Toilets	Central	City - Central Horsham	1				
66	Green Lake Toilet Block	Drung	Region - East	1	1960	● 2.96		
67	Haven Toilets	Haven	City - South Horsham	1	2012	● 2.07		
84	Laharum Hall Toilets	Wartook	Region - West	1	1938	● 2.90		
85	Laharum Recreation Reserve Toilets	Wartook	Region - West	1	1980	● 3.00		
68	May Park Public Toilets	Horsham West	City - Central Horsham	1	2017	● 2.37		
86	Mitre Public Hall - Toilet Block	Natimuk District	Region - West	1	1915	● 2.95		
69	Natimuk Public Toilets	Natimuk	Region - West	1	1991	● 2.49		
70	Police Paddock Public Toilets	Horsham North	City - North Horsham	1	2015	● 2.08		
87	Quantong Hall - Toilets	Quantong	Region - West	1	1950	● 3.00		
71	Roberts Ave Public Toilets	Central	City - Central Horsham	1	1980	● 2.14		
72	Rowing Club Public Toilets	Central	City - Central Horsham	1				
73	Skatepark Public Toilets	Horsham West	City - Central Horsham	1	2012	● 2.64		
74	Soundshell Public Toilets / Sawyer Park	Central	City - Central Horsham	1	1976	● 2.95		
75	Sunnyside Park Toilet Block	Horsham North-East	City - Central Horsham	1				
76	Taylor's Lake Hall	Laharum & Dadswell Bridge	Region - East	1				
88	Telangatuk Toilets	Brimpaen	Region - West	1	1955	● 2.95		
81	Toolondo Public Toilets	Toolondo	Region - West	1				
77	Visitor Information Centre - Public Toilets	Central	City - Central Horsham	1	1977	● 2.10		
78	Weir Park Public Toilets	Horsham South-West	City - Central Horsham	1	1971	● 3.00		
<b>Recreation and Open Space</b>								
<b>Playgrounds - Local</b>				<b>10</b>			●	●
428	Bodey Court Park	Horsham West	City - Central Horsham	1				
421	Charisma Park	Horsham North	City - North Horsham	1				

ID	Facility Type and Name	Catchment – Local	Catchment - Neighbourhood	Number	Year Built (Council Data)	Condition (Council Data) (see notes)	Current Need (indicative)	Future Need (indicative)
420	City Oval East Playground	Central	City - Central Horsham	1				
426	Drummond Park	Horsham South-West	City - Central Horsham	1				
423	Elbourne Park	Horsham North	City - North Horsham	1				
427	Gardenia Street Park	Horsham South-West	City - Central Horsham	1				
424	Oatlands Park	Horsham North	City - North Horsham	1				
415	South Bank Playground	Central	City - Central Horsham	1				
419	Telangatuk Hall	Brimpaen	Region - West	1				
425	Uebergang Park	Horsham South-East	City - South Horsham	1				
	<b>Neighbourhood</b>							
	<b>Community Spaces</b>			<b>17</b>				
	<b>Community Meeting Space - Neighbourhood</b>						●	●
5	Brass Band Hall	Central	City - Central Horsham	1	1969	● 2.63		
6	Dadswells Bridge Hall	Laharum & Dadswell Bridge	Region - East	1	2013	● 2.92		
7	Guide Hall	Central	City - Central Horsham	1	1968	● 2.99		
8	Hamilton Lamb Hall	Horsham North	City - North Horsham	1	1950	● 2.64		
9	Haven Hall	Haven	City - South Horsham	1	1950	● 2.96		
10	Horsham Town Hall - Heritage Hall	Central	City - Central Horsham	1	2016	● 2.49		
11	Jubilee Hall	Central	City - Central Horsham	1	1940	● 2.96		
12	Jung Hall	Jung	Region - East	1	1926	● 2.95		
13	Laharum Hall	Wartook	Region - West	1	1938	● 2.02		
14	Mitre Public Hall	Natimuk District	Region - West	1	1915	● 3.02		
15	Nati & Dist Soldiers Memorial Hall	Natimuk	Region - West	1	1909	● 3.03		
16	Pipe Band Hall	Central	City - Central Horsham	1	1948	● 3.07		
17	Pynsent St Hall - Previously Nexus Youth Centre	Central	City - Central Horsham	1	1930	● 3.03		
18	Quantong Hall	Quantong	Region - West	1				
19	Sailors Home Hall	Pimpinio and Kalkee	Region - East	1	1925	● 3.00		
401	Taylor's Lake Hall	Laharum & Dadswell Bridge	Region - East	1	1938	● 2.96		
400	Telangatuk East Hall	Brimpaen	Region - West	1	1955	● 2.96		
	<b>Community Centre</b>			<b>2</b>			●	●
1	Kalkee Road Integrated Children's Hub	Horsham North	City - North Horsham	1				
2	Natimuk Community Centre (NC2)	Natimuk	Region - West	1				
	<b>Community Garden</b>			<b>2</b>			●	●
3	Horsham Showgrounds Community Garden	Horsham North-East	City - Central Horsham	1				
4	The Patch' at the Salvos	Horsham North	City - North Horsham	1				
	<b>Community Shed</b>			<b>2</b>			●	●
59	Barkuma Men's Shed	Horsham North-East	City - Central Horsham	1				
58	Horsham Men's Shed	Central	City - Central Horsham	1	1975	● 2.95		
	<b>Age Specific Support</b>							
	<b>Play Group</b>			<b>16</b>			●	●
118	Black Cockatoos	Horsham North	City - North Horsham	1				



ID	Facility Type and Name	Catchment – Local	Catchment - Neighbourhood	Number	Year Built (Council Data)	Condition (Council Data) (see notes)	Current Need (indicative)	Future Need (indicative)
119	Busy Bees Playgroup/Play Café	Horsham North	City - North Horsham	1				
120	Haven Bush Playgroup	Haven	City - South Horsham	1				
121	Horsham Community Playgroup	Horsham West	City - Central Horsham	1				
122	Horsham Treasure Time Group	Horsham North	City - North Horsham	1				
123	HRCC Playgroup	Horsham North	City - North Horsham	1				
124	Jelly Beans Migrant Playgroup	Central	City - Central Horsham	1				
125	Kindergym	Natimuk	Region - West	1				
126	Lutheran Church Playgroup	Inner North	City - Central Horsham	1				
127	Mainly Music	Horsham South	City - South Horsham	1				
128	Natimuk (HRCC) Playgroup	Natimuk	Region - West	1				
129	Natimuk Playdate	Natimuk	Region - West	1				
130	Rhyme Time	Central	City - Central Horsham	1				
131	Story Time	Central	City - Central Horsham	1				
132	Twinkle Twinkle Little Stars	Central	City - Central Horsham	1				
133	Wimmera Toy Library	Horsham North	City - North Horsham	1				
	<b>Child Care</b>			<b>330</b>				
98	Community Kids Horsham Early Education Centre	Inner North	City - Central Horsham	96				
96	Good Start Early Learning Horsham	Central	City - Central Horsham	70				
99	Green Leaves Early Learning Horsham	Horsham West	City - Central Horsham	100				
97	Horsham Community Child Care Centre	Central	City - Central Horsham	64				
	<b>Kindergarten</b>			<b>14</b>				
101	Bennett Road Kindergarten	Horsham West	City - Central Horsham	29	1959	 2.08		
106	Community Kids Horsham Early Education Centre	Inner North	City - Central Horsham	22				
102	Goodstart Early Learning Horsham	Central	City - Central Horsham	16				
107	Green Leaves Early Learning Horsham	Horsham West	City - Central Horsham	44				
103	Green Park Kindergarten	Horsham South-East	City - South Horsham	54	2003	 2.62		
104	Horsham Community Child Care Centre	Central	City - Central Horsham	19				
108	Kalkee Road Kindergarten	Horsham North	City - North Horsham	55				
109	Laharum Preschool	Wartook	Region - West	13				
110	Natimuk Preschool	Natimuk	Region - West	23	1977	 2.89		
105	Natimuk Road Kindergarten	Horsham West	City - Central Horsham	30	1963	 2.96		
	<b>Outside of Hours Care</b>			<b>45</b>				
117	Horsham YMCA OSHC	Horsham West	City - Central Horsham	45				
	<b>Youth Space – Neighbourhood</b>			<b>0</b>				
	None identified.							
	<b>Seniors' Space – Neighbourhood</b>			<b>2</b>				
134	Horsham Senior Citizen Clubroom	Central	City - Central Horsham	1	1965	 2.96		
135	Natimuk RSL Clubrooms	Central	City - Central Horsham	1				
	<b>Aged Care Facility</b>			<b>202</b>				
92	Kurrajong Lodge, Horsham	Horsham North-East	City - Central Horsham	36				
308	Natimuk Nursing Home	Natimuk	Region - West	41				

ID	Facility Type and Name	Catchment – Local	Catchment - Neighbourhood	Number	Year Built (Council Data)	Condition (Council Data) (see notes)	Current Need (indicative)	Future Need (indicative)
93	Sunnyside Lutheran Retirement Village	Horsham North-East	City - Central Horsham	75				
95	Wimmera Nursing Home	Horsham North-East	City - Central Horsham	50				
	<b>Respite Facility</b>			<b>5</b>			●	●
91	Barkuma Respite	Horsham North-East	City - Central Horsham	1				
310	Kurrajong Lodge, Horsham	Horsham North-East	City - Central Horsham	1				
311	Sunnyside Lutheran Retirement Village	Horsham North-East	City - Central Horsham	1				
94	Wimmera Day Centre (Wimmera Health Care Group)	Horsham North-East	City - Central Horsham	1				
312	Wimmera Nursing Home	Horsham North-East	City - Central Horsham	1				
	<b>Recreation and Open Space</b>							
	<b>Playgrounds – Neighbourhood</b>			<b>6</b>			●	●
416	Apex Park	Horsham West	City - Central Horsham	1				
430	Jung Peppertree Park	Jung	Region - East	1				
431	Lake Avenue - Natimuk Creek	Natimuk District	Region - West	1				
429	Lawrence Street Park	Horsham North East	City - Central Horsham	1				
432	Quantong Recreation Reserve	Quantong	Region - West	1				
418	Sunnyside Oval - Playground	Horsham North-East	City - Central Horsham	1				
	<b>Club Room/Pavilion</b>			<b>27</b>			●	●
229	Blue Ribbon Raceway	Pimpinio and Kalkee	Region - East	1				
230	Central Wimmera Clay Target Club	Pimpinio and Kalkee	Region - East	1				
210	City Oval Grandstand	Central	City - Central Horsham	2	1930	● 2.65		
231	Drung Golf Club	Drung	Region - East	1				
212	Dudley Cornell Dressing Rooms	Horsham North	City - North Horsham	1	1980	● 2.60		
214	Fly Fishing Clubrooms	Horsham South-West	City - Central Horsham	1	1974	● 3.06		
215	Green Lake Kiosk	Drung	Region - East	1	1970	● 3.00		
217	Hocking St - AFL Wimmera Mallee	Central	City - Central Horsham	1				
233	Horsham Agricultural Society	Horsham North-East	City - Central Horsham	1				
218	Horsham City Rowing Club	Central	City - Central Horsham	1				
306	Horsham Community Pavillion	Horsham West	City - Central Horsham	1				
234	Horsham Golf Club	Haven	City - South Horsham	1				
232	Horsham Lawn Tennis Club	Central	City - Central Horsham	1				
235	Horsham Panthers Rugby League Club	Horsham West	City - Central Horsham	1				
236	Horsham Yacht Club	Drung	Region - East	1				
222	Laharum Clubrooms	Wartook	Region - West	1				
238	Natimuk Golf Club	Natimuk District	Region - West	1				
239	Natimuk Lake Water Ski Club	Natimuk District	Region - West	1				
224	Netball Clubrooms	Central	City - Central Horsham	1	1980	● 2.14		
225	Quantong Community Centre Old Clubrooms	Quantong	Region - West	1				

ID	Facility Type and Name	Catchment – Local	Catchment - Neighbourhood	Number	Year Built (Council Data)	Condition (Council Data) (see notes)	Current Need (indicative)	Future Need (indicative)
226	Sunnyside Pavillion	Horsham North-East	City - Central Horsham	4	1982	● 2.94		
228	Telangatuk Pavillion & Toilets	Brimpaen	Region - West	1				
240	Wimmera Kart Racing Club	Dooen and Vectis	Region - East	1				
	<b>Municipal</b>							
	<b>Community Spaces</b>							
	<b>Visitor Centre</b>			1			NA	NA
90	Visitor Information Centre	Central	City - Central Horsham	1	1977	● 2.13		
	<b>Age Specific Support</b>							
	<b>Maternal and Child Health</b>			3			●	●
112	Kalkee Road Children's and Community Hub	Horsham North	City - North Horsham	3				
	<b>Youth Space – Municipal</b>			0			●	●
	None identified.							
	<b>Seniors' Space – Municipal</b>			0			●	●
	None identified.							
	<b>Arts and Culture</b>							
	<b>Library</b>			1			●	●
199	Horsham Library	Central	City - Central Horsham	1				
	<b>Arts Facility - Municipal</b>			1			●	●
197	Maker's Gallery & Studio	Central	City - Central Horsham	1				
	<b>Performing Arts Facility - Municipal</b>			1			●	●
201	Wesley Performing Arts Centre	Central	City - Central Horsham	1	1940	● 3.03		
	<b>Cinema</b>			1			●	●
198	Centre Cinema	Central	City - Central Horsham	1				
	<b>Recreation and Open Space</b>							
	<b>Playgrounds - Municipal</b>			6			●	●
433	City Oval West Playground	Central	City - Central Horsham	1				
413	Horsham Botanic Gardens	Central	City - Central Horsham	1				
412	Horsham River Playground	Horsham South-West	City - Central Horsham	1				
434	Jardwa Park	Horsham North-East	City - Central Horsham	1				
435	Natimuk Creek Reserve	Natimuk	Region - West	1				
436	Adventure Island	Horsham South West	City - Central Horsham	1				
	<b>Aquatic Centre</b>			1			●	●
203	Aquatic Centre	Central	City - Central Horsham	1				
	<b>Indoor Sports Facility - Municipal</b>			1			●	●
241	Basketball Stadium	Horsham North-East	City - Central Horsham	1	1974	● 2.52		
	<b>Sound Shell</b>			1			NA	NA
438	Sound Shell	Central	City - Central Horsham	1				
	<b>Botanic Garden</b>			1			NA	NA
207	Botanical Gardens	Central	City - Central Horsham	1				
	<b>Regional</b>							
	<b>Arts and Culture</b>							
	<b>Arts Facility - Regional</b>			1			●	●
196	Horsham Regional Art Gallery	Central	City - Central Horsham	1	2016	● 2.49		

ID	Facility Type and Name	Catchment – Local	Catchment - Neighbourhood	Number	Year Built (Council Data)	Condition (Council Data) (see notes)	Current Need (indicative)	Future Need (indicative)
	<b>Performing Arts Facility - Regional</b>			<b>1</b>			●	●
200	Horsham Town Hall - Theatre	Central	City - Central Horsham	1	2016	● 2.49		
	<b>Exhibition/Convention Centre</b>			<b>1</b>			●	●
60	Wimmera Events Centre	Jung	Region - East	1				
	<b>Recreation and Open Space</b>							
	<b>Playgrounds - Regional</b>			<b>2</b>			●	●
414	May Park <sup>7</sup>	Horsham West	City - Central Horsham	1				
437	Weir Park <sup>8</sup>	Horsham South-West	City - Central Horsham	1				
	<b>Sports Stadium</b>			<b>0</b>			NA	NA
	None identified.							

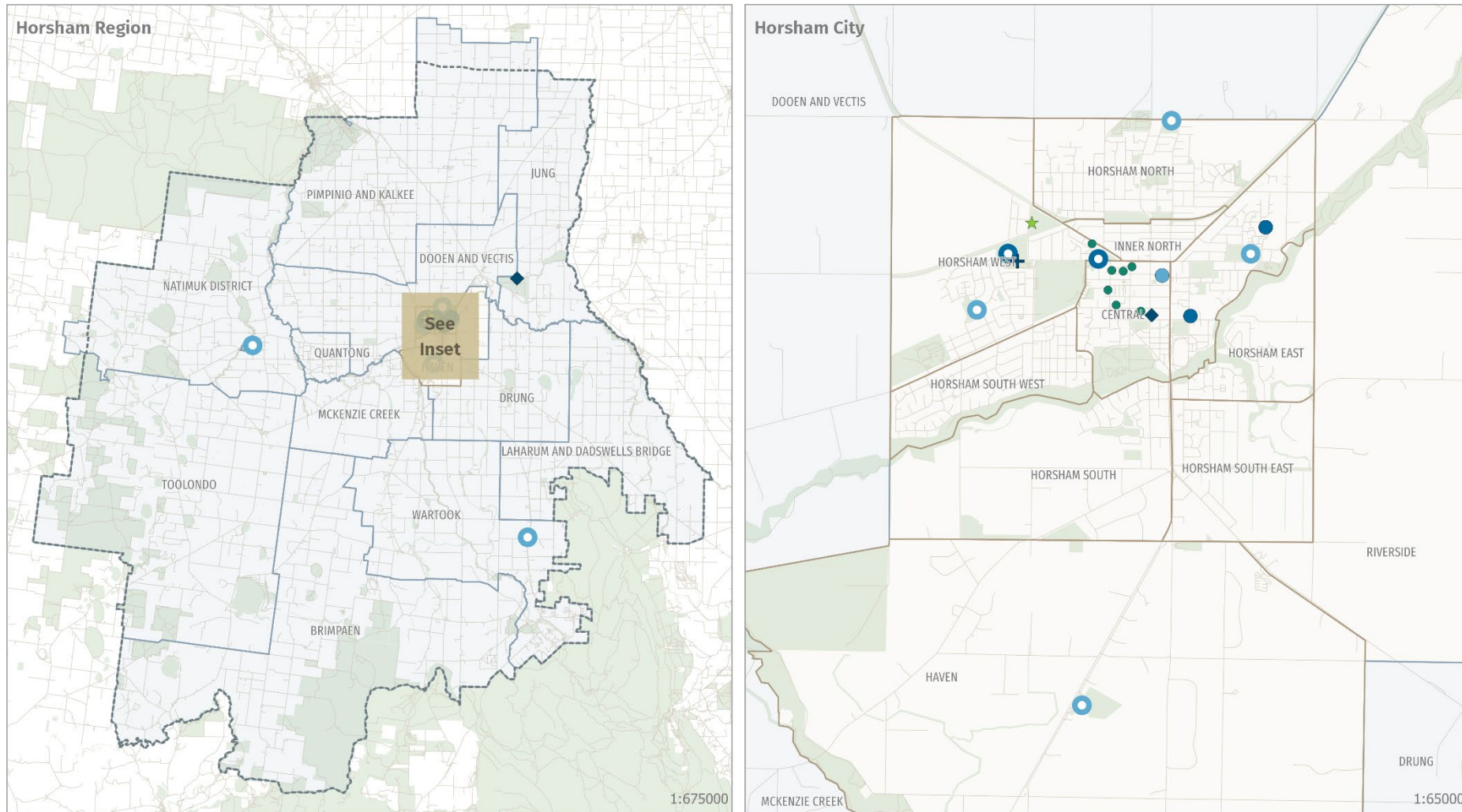
The audit also included education and training facilities; health, safety and emergency facilities; and community services that are mainly provided by the state government. No further analysis was undertaken on these facilities, however the maps produced from the audit are included below (Figure 4-1 to Figure 4-3).

The purpose of these maps is to show the general spatial distribution of the facilities, rather than to pinpoint each facility. All of the detailed audit information was provided to HRCC for use in GIS and other databases.

<sup>7</sup> Although classified as a regional playground in other studies, Council staff advised that this facility does not meet standards and therefore should not be considered in this category.

<sup>8</sup> Although classified as a regional playground in other studies, Council staff advised that this facility does not meet standards and therefore should not be considered in this category.

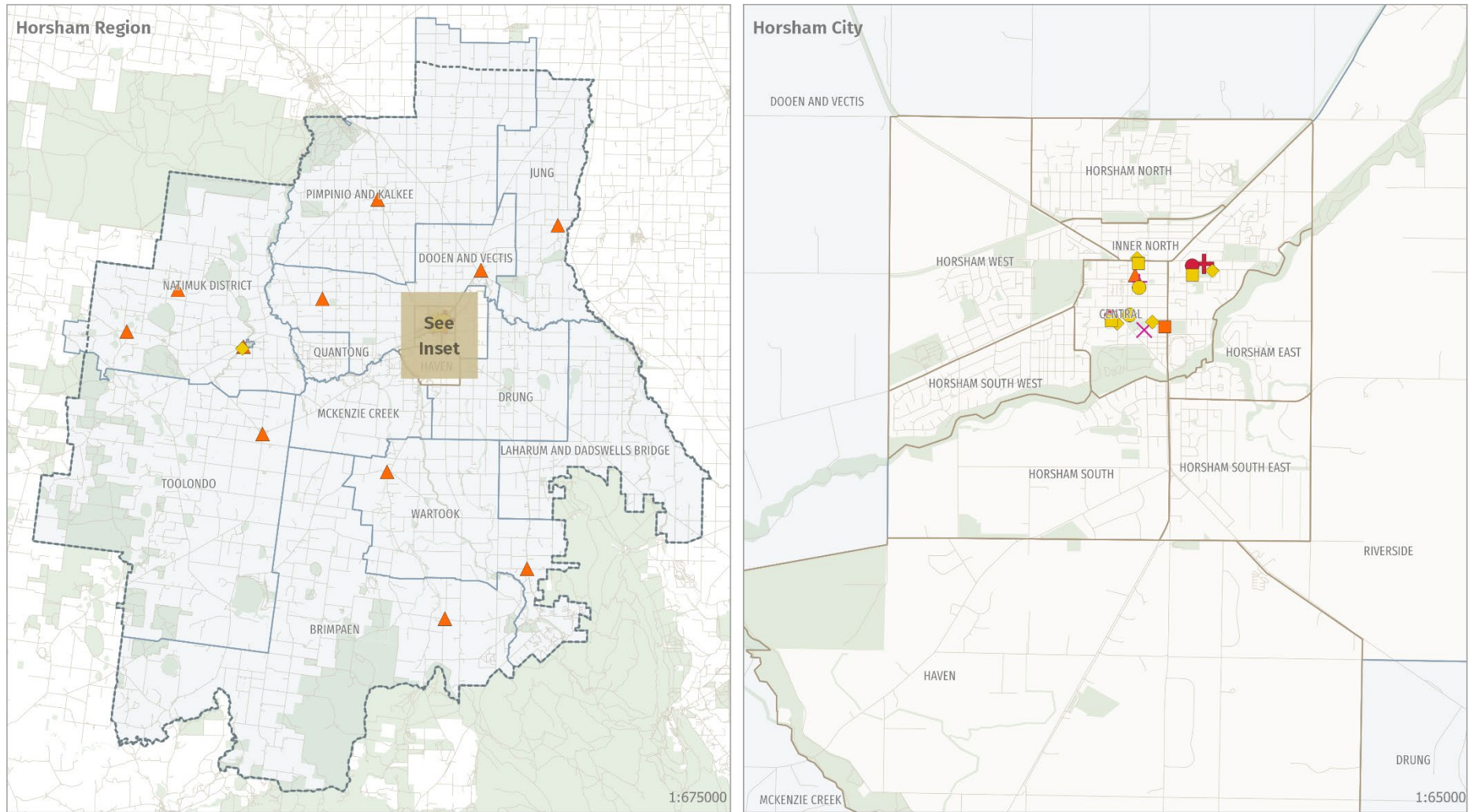
Figure 4-1. Location of social infrastructure (Education and Training)



Legend

- Primary School - Public
- Primary School - Private
- Secondary School - Public
- Secondary School - Private
- ★ Special School
- ◆ Vocational Education
- + University
- Employment and Training Service

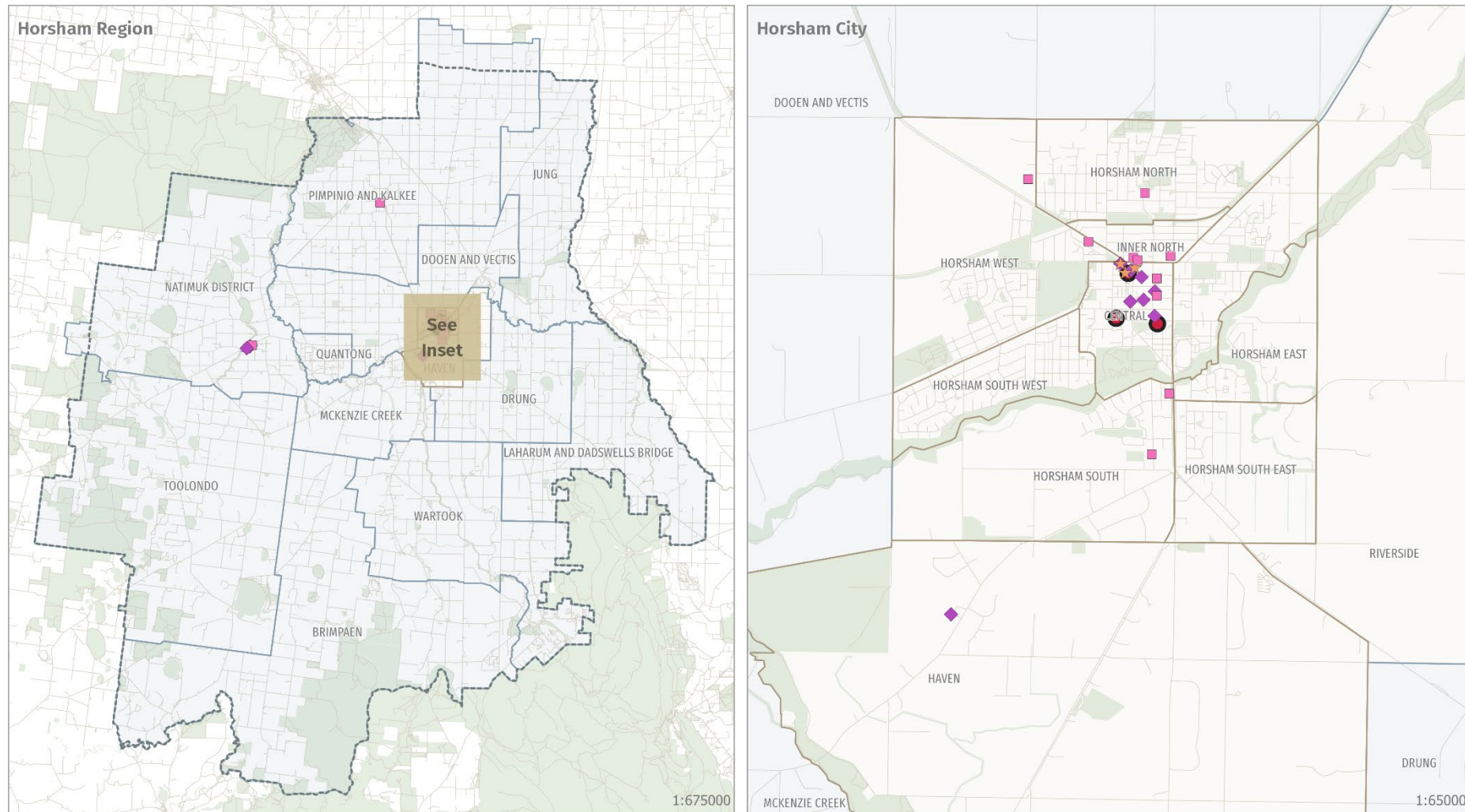
Figure 4-2. Location of social infrastructure (Health, Safety and Emergency)



Legend

- ▲ Country Fire Authority Brigade
- State Emergency Service
- ✕ Ambulance Station
- ⊕ Police Station
- ⊕ Public Hospital
- Community Health Service
- Family Assistance
- ◆ General Health Facility
- Mental Health Facility

Figure 4-3. Location of social infrastructure (Community Service)



Legend

- Aboriginal Community/Health Service
- ★ Disability Service
- ◆ Charitable Organisation
- Religious and Spiritual Place

## Document 5: Social Infrastructure Needs Assessment

### 5.1 Community Space

#### 5.1.1 Community Meeting Space

##### Community meeting space

Community facilities provide meeting spaces, social, educational and recreational activities, health and / or support services and information. They include civic centres, community centres, neighbourhood centres, local halls, neighbourhood houses and meeting rooms.

- **Meeting space – Local:** A local community meeting space is a local space that is readily accessible to the general community that would accommodate 20-50 people (seated). It may not have any other associated facilities. This type of facility may be provided by council or private organisations.
- **Meeting space – Neighbourhood:** A neighbourhood community meeting space is a community meeting space with capacity for 50-100 people (seated) and offers full kitchen facilities and/or a stage. This type of facility is generally provided by council.
- **Meeting space – Community Centre:** A community centre is a larger multi-functional facility that provides community meetings spaces and delivers programs or services. This type of facility may include dedicated or specialised multipurpose spaces for early years, youth, arts, or older people activities.

##### Review of Background Information

The following information was gathered from background literature:

- The Wimmera Southern Mallee Regional Growth Plan (Victorian Government, 2014) identifies a series of principle and objectives for growth that may be relevant to the provision of social infrastructure generally. These include a priority to encourage population and economic growth throughout the region. It notes that urban development and the provision of social infrastructure should be provided in existing settlements, for example, it notes that Horsham and district towns should act as focal points for development and provide facilities for surrounding smaller communities. The Plan draws a link between the provision of social infrastructure and liveability which is important to support population retention and growth. It also notes that social infrastructure should be provided that is well-located, flexible and accessible.
- Victoria's 30 Year Infrastructure Strategy (Infrastructure Victoria, 2016) notes the need to provide social infrastructure to provide spaces for communities to come together. It also notes the importance of using existing assets more efficiently rather than building new facilities.
- The Council Plan 2019-23 (Horsham Rural City Council, 2019) noted the need to invest in quality services and cultural activities to attract and retain residents. Opportunities for social connection are also identified as priorities. Specific actions related to community meeting spaces include:
  - Facilitate ongoing development of community facilities at Cameron Oval, Laharum
  - Facilitate ongoing development of community facilities at Haven Recreational Reserve
  - Investigate and plan Jubilee Hall upgrade.
- Council's Municipal Strategic Statement (Victoria State Government (Environment, Land, Water and Planning), 2019) notes the importance of community and cultural infrastructure to support community connections and the health, wellbeing and vitality of the community. It also acknowledges the importance of investment in these types of infrastructure to support liveability. The Strategic Statement also includes specific objectives around community spaces. Supporting the retention, refurbishment and upgrade of the network of rural halls is identified as an objective, as is supporting the upgrade of community and recreation facilities within the Haven Precinct and Laharum Precinct, and supporting the retention and refurbishment of Jubilee Hall for community purposes.
- The Wimmera Sports Stadium Business Case and Concept Design Report (Horsham Rural City Council, 2017) proposes the inclusion of a large meeting room which can operate as a small function space.

The analysis of socio-economic data found:

- The population of Horsham Municipality is projected to grow by just 700 people between 2016 and 2036, and the Wimmera Region population is projected to decline by nearly 4,000 people during this 20-year period.



### Community meeting space

- There were particular areas of socio-economic disadvantage in North Horsham in 2016. There were some 1,500 residents living in neighbourhoods in North Horsham which were considered within the bottom five per cent of most disadvantaged neighbourhoods in the whole of Australia. Of these, around 750 residents were living in neighbourhoods in the bottom two per cent of disadvantaged neighbourhoods in Australia. Disadvantaged residents may benefit from community garden programs through learning to grow their own cost-effective and healthy food.

### Audit of Facilities/Current and Planned Facilities

A large number of community meeting spaces were identified in the audit. These included:

- 13 local community meeting spaces
- 17 neighbourhood meeting spaces
- 2 community centres.

Community meeting spaces that Council identified as being in relatively poor condition and with relatively short remaining useful lives, included:

- Haven Hall
- Jung Hall
- Mitre Public Hall
- Pipe Band Hall
- Sailors Home Hall
- Taylors Lake Hall
- Telangatuk Hall.

Relatively new facilities included:

- A large multi-purpose space at the Kalkee Road Children's and Community Hub.

### Engagement Findings

#### Community Survey

A majority of respondents to the community survey noted that community spaces were important, with around 70 per cent of the 107 respondents who answered this question noting that they thought the provision of this type of facility was very important or extremely important (34 per cent very important and 36 per cent extremely important). In terms of importance, community spaces were ranked in the middle of the facilities considered (11th of 23 facilities considered in the survey).

In terms of the overall rating of the existing provision of community spaces, respondents to the community survey rated this type of facility fairly low compared to other facilities (15th of the 23 facilities considered). Around 61 per cent of the 93 respondents who answered this question thought that the current provision was good or very good, while around 15 per cent of respondents thought provision was poor or very poor.

Respondents who lived in Horsham City thought that an appropriate travel time to a community space was 13 minutes, while respondents who lived in Horsham Region thought that 19 minutes was appropriate.

There was also some additional specific feedback on the Haven Hall, with 15 respondents listing it as one of the top three facilities that they utilised most. These respondents rated their overall level of satisfaction with Haven Hall as being neither satisfied nor dissatisfied. The five respondents that were dissatisfied or very dissatisfied with the Haven Hall thought that it was not fit for purpose (aged, not maintained), not accessible for people with a disability, too small, too busy or the location was hard to access.

#### Workshops

Participants of the stakeholder workshops noted that many of the facilities in Horsham Municipality were dated and tired, including meeting spaces. Meeting spaces were often not accessible for people with a disability or mobility issues, did not comply with disability access standards and/or did not incorporate universal design principles. Stakeholders suggested that many facilities had been retrofitted and upgraded to provide better accessibility but this had not always been integrated well.

Some participants suggested that these types of facilities were also underutilised, with some community meeting spaces only used once per month. Participants noted that the existing spaces were not flexible enough to allow a variety of uses, and were generally each utilised by a single group. This was not helped by some facilities being named after the group that primarily uses

### Community meeting space

them, and a legacy of informal agreements for use, that do not provide clear guidance about how investments made by tenants will be treated, or encouraging use by other groups and organisations.

Ownership and governance arrangements were raised as specific issues of some spaces used by community groups where the land or building is owned by Council. In some instances, these groups have raised money and invested in upgrades to their facilities. Any changes to usage arrangements need to be progressed collaboratively, equitably and transparently with all groups.

It was noted that some community members have strong affiliations with some facilities, including emotional and historical connections and would therefore not support changes to these facilities. Participants noted that some residents of the rural parts of the municipality are of the view that the rural areas miss out or are not considered by Council, but at the same time, with population change, it may not be financially prudent to upgrade or replace facilities in rural areas.

Some participants provided an indication of the utilisation of some of the community meeting spaces:

- Quantong Hall – low utilisation
- Sailors Home Hall – low utilisation
- Hamilton Hall – well utilised
- Natimuk Hall – well utilised
- Haven Hall – well utilised.

### Results of Desired Standards of Service Benchmarking

#### Benchmark Utilised:

1 local meeting space per 1,000 population in Horsham Region or 2,500 population in Horsham City

1 neighbourhood meeting space per 4,000 population

1 community centre per 8,000 population.

Benchmarks for community meeting spaces have been based on a variety of sources and adapted to the local Horsham Municipality context.

#### Benchmarking Results:

The following table shows the application of benchmarks across the various catchments based on current and future population projections. It shows additional need for facilities, and therefore positive numbers suggest additional need (an undersupply of facilities) and negative numbers suggest there no additional need (a potential oversupply of facilities).

Meeting Space - Local	Audit	2016	2021	2026	2031	2036
Wimmera Region	NA	NA	NA	NA	NA	NA
<b>Horsham Municipality</b>	<b>13</b>	<b>-3.0</b>	<b>-3.0</b>	<b>-3.0</b>	<b>-3.0</b>	<b>-3.0</b>
<b>Horsham City</b>	<b>13</b>	<b>-6.4</b>	<b>-6.3</b>	<b>-6.2</b>	<b>-6.1</b>	<b>-5.9</b>
Central Horsham	13	-9.5	-9.4	-9.4	-9.3	-9.2
North Horsham		1.3	1.3	1.4	1.4	1.4
South Horsham		1.7	1.8	1.8	1.8	1.9
<b>Horsham Region</b>	<b>0</b>	<b>3.4</b>	<b>3.3</b>	<b>3.2</b>	<b>3.1</b>	<b>3.0</b>
Region - East	0	1.3	1.3	1.3	1.2	1.2
Region - West	0	2.1	2.0	2.0	1.9	1.8

## Community meeting space

Meeting Space - Neighbourhood	Audit	2016	2021	2026	2031	2036
Wimmera Region	NA	NA	NA	NA	NA	NA
<b>Horsham Municipality</b>	<b>17</b>	<b>-12.0</b>	<b>-12.0</b>	<b>-11.9</b>	<b>-11.9</b>	<b>-11.9</b>
<b>Horsham City</b>	<b>8</b>	<b>-3.9</b>	<b>-3.8</b>	<b>-3.8</b>	<b>-3.7</b>	<b>-3.6</b>
Central Horsham	6	-3.8	-3.8	-3.7	-3.7	-3.6
North Horsham	1	-0.2	-0.2	-0.1	-0.1	-0.1
South Horsham	1	0.1	0.1	0.1	0.1	0.2
<b>Horsham Region</b>	<b>9</b>	<b>-8.1</b>	<b>-8.2</b>	<b>-8.2</b>	<b>-8.2</b>	<b>-8.3</b>
Region - East	4	-3.7	-3.7	-3.7	-3.7	-3.7
Region - West	5	-4.5	-4.5	-4.5	-4.5	-4.6

Meeting Space – Community Centre	Audit	2016	2021	2026	2031	2036
Wimmera Region	NA	NA	NA	NA	NA	NA
<b>Horsham Municipality</b>	<b>2</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>0.6</b>	<b>0.6</b>
<b>Horsham City</b>	<b>1</b>	<b>1.1</b>	<b>1.1</b>	<b>1.1</b>	<b>1.2</b>	<b>1.2</b>
Central Horsham		1.1	1.1	1.1	1.2	1.2
North Horsham	1	-0.6	-0.6	-0.6	-0.6	-0.6
South Horsham		0.5	0.6	0.6	0.6	0.6
<b>Horsham Region</b>	<b>1</b>	<b>-0.6</b>	<b>-0.6</b>	<b>-0.6</b>	<b>-0.6</b>	<b>-0.6</b>
Region - East		0.2	0.2	0.2	0.2	0.1
Region - West	1	-0.7	-0.7	-0.8	-0.8	-0.8

According to benchmarks, the current provision of local and neighbourhood meeting spaces is adequate. There is a current overprovision of local and neighbourhood spaces, mostly due to the large number of halls in Horsham Municipality. Although there is a need identified for local meeting spaces in North Horsham, South Horsham and Horsham Region West, these areas each have higher order neighbourhood facilities that assist with meeting needs.

Overall, provision of community centres is appropriate in Horsham Municipality, however, an additional community centre is potentially needed in Central Horsham according to benchmarks.

## Assessment of Need

There were a large number of community meeting spaces identified in the audit. Many of the facilities were outdated, ageing and no longer fit for purpose, including offering universal access. They require ongoing maintenance that is cost prohibitive especially given the requirement for upgrades to meet universal access standards.

Many of the facilities are utilised by a single group. Some facilities reportedly have extremely low utilisation (for example, once per month). Given maintenance and upgrade costs, there is a need for the number of community meeting spaces to be reduced, and the demand for community meeting spaces to be more efficiently and cost-effectively met in a smaller number of larger facilities.

Inspections of the facilities have not been undertaken as part of the scope of this assessment, and therefore detailed recommendations about the facilities cannot be provided. However, based on desktop analysis, information supplied by council on the physical condition of facilities, and feedback from engagement, the following provisional recommendations are provided.

Horsham Region

Based on the analysis undertaken and available information, the following six community meeting spaces could be prioritised in Horsham Region.

- Neighbourhood Meeting Space:
  - Natimuk Community Centre (consider upgrade / refurbishment)
- Local Meeting Space:
  - Natimuk Soldiers Memorial Hall (consider upgrade / refurbishment)
  - Laharum Hall
  - Dadswells Bridge Hall

### Community meeting space

- Telangatuk East Hall (would need upgrade / refurbishment)
- Either Taylors Lake Hall or Jung Hall (either would need upgrade / refurbishment).

These facilities provide a good geographic coverage of the rural areas of the municipality. These facilities should be maintained to a high-standard as local and neighbourhood level meeting spaces, including being upgraded to improve amenity, disability access and safety. Toilets provided with these facilities should be upgraded to include disability access. It is appropriate for toilets provided with local meeting spaces to only be accessible when the hall is in use (rather than being public toilets open all the time).

The upgrade of these facilities would be predicated on the disposal of some facilities in order to help cover construction costs and reduce the ongoing maintenance costs of existing ageing facilities. The following facilities could be considered for disposal (further analysis is required to confirm appropriateness of these facilities for disposal):

- Mitre Public Hall
- Quantong Hall
- Sailors Home Hall
- Either Taylors Lake Hall or Jung Hall.

These facilities are located close to other facilities. They were also identified as being of low quality or having low utilisation. Further analysis should be undertaken to progress this assessment.

#### Horsham City

The following four community meeting spaces could be prioritised in Horsham City:

- Hamilton Lamb Hall and Kalkee Road Children's and Community Hub
- Haven Hall (consider upgrade / refurbishment)
- New community hub in Horsham Central (Learning and Cultural Hub)
- New community hub in south of Horsham Central or in north of Horsham South (Inter-Generational Community Hub).

It is recommended that two new hubs are delivered in Horsham City over the medium term:

- One library and cultural hub in Horsham Central should be planned to integrate a relocated library as well as new meeting spaces for community groups, and the Makers Space and shop (re-located from existing facility). Opportunities should be sought to locate the facility closer to the Horsham Town Hall and Regional Art Gallery in Central Horsham, if possible. This facility could be referred to as a Learning and Cultural Hub. This facility could provide one large meeting space suitable for band rehearsals and offer storage for hire for band and orchestra groups. This hub should provide spaces and programs for youth and seniors at designated times rather than dedicated spaces.
- One community hub should be provided towards the south east of Horsham Central or north of Horsham South. It should provide meeting spaces of various sizes for use by community groups. This hub should provide a specific focus on older people, although should not provide exclusive access for senior citizens' groups or U3A. The hub could be co-located with a kindergarten and / or a child care service (with commercial lease) to provide an Inter-Generational Community Hub. This facility could provide 3-4 meeting rooms for 20-30 people that can be joined together into larger multi-purpose spaces. Again, storage should be provided for hire so that community groups can more effectively utilise spaces. This hub should provide spaces and programs for youth and seniors at designated times rather than dedicated spaces.

The provision of new hubs would be predicated on the disposal of some facilities in order to help cover construction costs, and reduce the ongoing maintenance costs of existing ageing facilities. The following existing facilities could be considered further for disposal (further analysis is required to determine appropriateness of these facilities for disposal):

- Pipe Band Hall (potentially integrate user group into hub, and utilise land for Wimmera River Precinct redevelopment currently being planned)
- Brass Band Hall (potentially integrate user group into hubs, and utilise land for Wimmera River Precinct Redevelopment currently being planned)
- Pynsent St Hall (previous Nexus youth space) (potentially utilise land for arts precinct around Wesley Performing Arts Centre)
- Old Police Station Rooms (potential integrate user groups into hubs).

Tenure arrangement for the following facilities should be reviewed (for example, consider whether these assets can be transferred to groups for them to cover maintenance):

- Horsham East Rotary & Horsham Rotary Club Shed

**Community meeting space**

- Horsham Apex Club
- Horsham Lions & City of Horsham Lions Club Shed
- Horsham Scout Hall
- Horsham Guide Hall.

Any redevelopment of Council offices (as suggested in the Wimmera River Precinct and Central Activities District Master Plan) should include provision of community meeting spaces available for community hire (similar to those currently provided).

Although benchmarked as a community meeting space, the Jubilee Hall is currently utilised temporarily as an arts space. The long-term use of Jubilee Hall should be considered further. The site could be utilised to support the long term use of Wesley Performing Arts Complex as a neighbourhood performing arts venue. This could potentially include redevelopment and ongoing commercial lease of the space as a restaurant. There is also potential to amalgamate the various Council-owned properties in this area to create a cultural and dining precinct, including outdoor temporary activations. This is discussed further in the arts and culture section of the needs analysis.

### 5.1.2 Community Shed

Community Shed
<p>A community shed (including men's shed or women's shed) is a place for working on projects together that assist the community. These facilities may have a range of wood and metal working tools and equipment, or tools and equipment for other pursuits such as working with electronics, fabric, etc.</p>
<p><b>Review of Background Information</b></p> <p>The following information was gathered from background literature:</p> <ul style="list-style-type: none"> <li>• Council's Municipal Strategic Statement (Victoria State Government (Environment, Land, Water and Planning), 2019) identifies supporting the establishment and ongoing operation of men's sheds as a strategy to achieve the objective of providing opportunities for social connection.</li> <li>• Horsham Rail Corridor Master Plan (Geografia, 2016) identified the potential for expanded community facilities to be located in the rail corridor (between Wawunna Road and McPherson Street), including a new men's shed.</li> </ul> <p>The analysis of socio-economic data found:</p> <ul style="list-style-type: none"> <li>• Although not specifically for a particular age group, older males tend to be involved in men's sheds. The number of older males 60 years of age and older, is projected to increase by around 750 people in Horsham Municipality between 2016 and 2036 (from 2,350 males in 2016 and 3,100 males in 2036). All of this growth will occur in Horsham City, with a slight decline in this age group in Horsham Region.</li> </ul>
<p><b>Audit of Facilities/Current and Planned Facilities</b></p> <p>Two community sheds were identified in the audit:</p> <ul style="list-style-type: none"> <li>• Horsham Men's Shed, Horsham</li> <li>• Barkuma Men's Shed, Horsham.</li> </ul> <p>Horsham Men's Shed is located on O'Callaghans Parade in Central Horsham in a relatively large building (around 480 sqm) (the old ambulance station building). The shed has limited opening hours (two days per week). The site is owned by Council and is leased by the Horsham Men's Shed.</p> <p>Barkuma Men's Shed is a small facility located at Barkuma Respite Centre which is operated by Wimmera Health Care Group. It is a service offered as respite care and therefore only accessible by referral. The service has limited opening hours (one day per week).</p>
<p><b>Engagement Findings</b></p> <p><b>Community Survey</b></p> <p>A majority of respondents to the community survey noted that community sheds / men's sheds were important. However the level of importance was relatively low compared to the range of other facility types that were considered in the survey. Around 59 per cent of the 106 respondents that answered this question noted that they thought the provision of this type of facility was very important or extremely important (32 per cent very important and 27 per cent extremely important).</p> <p>However, in terms of overall rating of the provision of community sheds / men's sheds, respondents to the community survey rated this type of facility quite high compared to other facilities. Around 75 per cent of the 68 respondents that answered this question thought that the current provision was good or very good. Only 7 respondents, or 10 per cent of respondents noted that they thought provision was poor (no respondents thought provision was very poor).</p> <p>Respondents who lived in Horsham City and Horsham Region both thought that an appropriate travel time to community sheds / men's sheds was 15 minutes.</p> <p><b>Workshops</b></p> <p>There were no specific comments about the need for community sheds from the stakeholder workshops.</p>

## Community Shed

### Results of Desired Standards of Service Benchmarking

#### Benchmark Utilised: 1 community shed per 10,000 residents

There was no accepted population benchmark identified for the provision of community sheds. The facility type was considered to be a neighbourhood level facility according to the social infrastructure model utilised for the project, and a benchmark of 10,000 residents was suggested as being appropriate given this level of the hierarchy. This benchmark also reflects the current provision of community sheds in Horsham Municipality which was considered suitable (given that engagement findings did not raise any particular issues with the current provision of community sheds).

#### Benchmarking Results:

The following table shows the application of benchmarks across the various catchments based on current and future population projections. It shows additional need for facilities, and therefore positive numbers suggest additional need (an undersupply of facilities) and negative numbers suggest there no additional need (a potential oversupply of facilities).

Community Shed	Audit	2016	2021	2026	2031	2036
Wimmera Region	NA	NA	NA	NA	NA	NA
<b>Horsham Municipality</b>	<b>2</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.1</b>
<b>Horsham City</b>	<b>2</b>	<b>-0.4</b>	<b>-0.3</b>	<b>-0.3</b>	<b>-0.3</b>	<b>-0.2</b>
Central Horsham	2	-1.1	-1.1	-1.1	-1.1	-1.1
North Horsham		0.3	0.3	0.3	0.3	0.4
South Horsham		0.4	0.4	0.5	0.5	0.5
<b>Horsham Region</b>	<b>0</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>
Region – East		0.1	0.1	0.1	0.1	0.1
Region – West		0.2	0.2	0.2	0.2	0.2

According to the application of population benchmarks, the current provision of community sheds is adequate based on the current and future population needs of Horsham Municipality. Both sheds are centrally located in Central Horsham.

### Assessment of Need

According to the application of population benchmarks, current provision of community sheds is considered adequate to meet the needs of the existing and future population of Horsham Municipality. However, Horsham Municipality may have higher than average need for men's sheds given the strong agricultural connection of the area. The growth in older males may also increase the need for men's sheds over time. These factors are not considered in the population benchmark.

Barkuma Men's Shed is relatively small, has limited opening hours and is accessed by referral for respite care. Horsham Men's Shed, on the other hand, utilises a relatively large facility (around 480 sqm) in a prominent location. The building is around 50 years old but is considered suitable for use as a men's shed based on community feedback.

There may be need for a second general community shed in Horsham Municipality. A new facility should provide a different focus to the existing facility so that they complement each other and operate as a network. A new shed may focus on technology and / or gardening for example.

Both the existing shed, and any new shed, should consider whether a space only for men is needed, or whether women can also use the space. In order to retain the value offered by providing men only and female only interactions, sheds may be used by the different groups on different days. This would help to ensure that the facility is utilised to its full capacity (the existing facility is only open Tuesday and Wednesday).

Benchmarks suggest an additional facility would be appropriate in South Horsham or North Horsham. The redevelopment of the rail corridor in North Horsham has been identified as an opportunity to provide an additional new purpose-built building for a community shed. Given the location of the existing facility in the south of Central Horsham, it is relatively accessible from South Horsham, and therefore locating a new facility in the north is supported.

### 5.1.3 Community Garden

#### Community Garden

A community garden is a parcel of land made available to community members to grow food crops and undertake associated activities. Community gardens may be located on council owned land or other land and may operate under a range of structures and levels of formality.

#### Review of Background Information

The following information was gathered from background literature:

- The Jung Community Plan (Horsham Rural City Council, 2011) was created by the community of approximately 100 residents and features a key goal of creating a community garden (and kiosk to sell produce). The proposal for a community garden still needed community support, identification of a suitable site, sourcing funding, and a working bee to create the plots / beds. The proposal however may not have progressed in the past eight years as no community garden in Jung was identified.
- The Horsham Health and Wellbeing Strategy 2017-21 (Horsham Rural City Council, 2017) undertook engagement with members of the Horsham community. Only 30 per cent of respondents rated the overall health and wellbeing of the community as high. The respondents identified the top three health priorities as alcohol and drug use, mental health issues and healthy eating and active living. Healthy eating and active living were identified as priorities of the strategy given the high proportion of residents with diabetes, chronic obstructive pulmonary disease and high blood pressure, compared to Victoria. One of the actions identified to improve healthy eating was to develop and promote a Healthy Eating Charter, which links, where appropriate, with existing programs such as the Heat Health Project.

The analysis of socio-economic data found:

- There were particular areas of socio-economic disadvantage in North Horsham in 2016. There were some 1,500 residents living in neighbourhoods in North Horsham that were considered within the bottom five per cent of most disadvantaged neighbourhoods in the whole of Australia. Of these, around 750 residents were living neighbourhoods in the bottom two per cent of disadvantaged neighbourhoods in Australia. Disadvantaged residents may benefit from community garden programs through learning to grow their own cost-effective and healthy food.

#### Audit of Facilities/Current and Planned Facilities

Two community gardens were identified in the audit:

- The Patch at the Salvos, North Horsham
- Horsham Showgrounds Community Garden, Horsham.

Both of these sites and facilities are privately owned and managed.

Additional community gardens were identified however they were not included in the benchmarking because of limited access (located on school grounds for example) or smaller size.

The Patch opened in 2018 on a vacant site next to an existing Salvation Army property. The garden is a three-way partnership with the Salvation Army, Landcare and the Western District Employment Access. The site is approximately 2,300 sqm in size and is owned by the Salvation Army. The garden incorporates activities for people receiving an employment benefit, and food grown in the garden will be used in a weekly lunch provided by the Salvation Army.

The Horsham Showgrounds Community Garden is a small garden, with a site area of approximately 150 sqm, at the Horsham Showgrounds. It is supported by the Horsham Agricultural Society and GJ Gardner Homes. The garden was established in 2016. Some school students have utilised the garden as part of their schooling, and the Horsham U3A group has visited the garden as part of their programs.



## Community Garden

### Engagement Findings

#### Community Survey

A low proportion of respondents to the community survey noted that community gardens were important. The level of importance was low compared to the range of other facility types that were considered in the survey (second lowest facility of the 23 facilities considered). Only around 45 per cent of the 107 respondents that answered this question noted that they thought the provision of this type of facility was very important or extremely important (27 per cent very important and 18 per cent extremely important).

In terms of overall rating of the provision of community gardens, respondents to the community survey rated this type of facility quite low compared to other facilities. Around 57 per cent of the 75 respondents who answered this question thought that the current provision was good or very good. Around 17 per cent of respondents noted that they thought provision was poor or very poor.

Respondents who lived in Horsham City thought that an appropriate travel time to a residential aged care / respite facility was 12 minutes, while respondents who lived in Horsham Region thought that 16 minutes was appropriate.

#### Workshops

Participants in the stakeholder workshops noted that community groups were successfully providing community gardens to the community, and therefore there is limited need for Council to assist by providing additional facilities or sites for community gardens.

### Results of Desired Standards of Service Benchmarking

#### Benchmark Utilised: 1 community garden per 10,000 residents

There was no accepted population benchmark identified for the provision of community gardens. The facility type was considered to be a neighbourhood level facility according to the social infrastructure model utilised for the project, and a benchmark of 10,000 residents was suggested as being appropriate given this level of the hierarchy. This benchmark also reflects the current provision of community gardens in Horsham Municipality which was considered suitable given that engagement findings did not raise any particular issues with the current provision of community gardens.

#### Benchmarking Results:

The following table shows the application of benchmarks across the various catchments based on current and future population projections. It shows additional need for facilities, and therefore positive numbers suggest additional need (an undersupply of facilities) and negative numbers suggest there no additional need (a potential oversupply of facilities).

Community Garden	Audit	2016	2021	2026	2031	2036
Wimmera Region	NA	NA	NA	NA	NA	NA
<b>Horsham Municipality</b>	<b>2</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.1</b>
<b>Horsham City</b>	<b>2</b>	<b>-0.4</b>	<b>-0.3</b>	<b>-0.3</b>	<b>-0.3</b>	<b>-0.2</b>
Central Horsham	1	-0.1	-0.1	-0.1	-0.1	-0.1
North Horsham	1	-0.7	-0.7	-0.7	-0.7	-0.6
South Horsham		0.4	0.4	0.5	0.5	0.5
<b>Horsham Region</b>	<b>0</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>
Region - East		0.1	0.1	0.1	0.1	0.1
Region - West		0.2	0.2	0.2	0.2	0.2

According to this benchmarks, the current provision of community gardens is adequate based on the current and future population of Horsham Municipality.

### Assessment of Need

The current provision of two community gardens in Horsham Municipality is considered appropriate for the current and future population.

### Community Garden

One of the existing gardens, The Patch, provides a large space with related programs for disadvantaged groups. This garden is located in North Horsham which has a very socio-economically disadvantaged community. The ability for local residents to learn about growing their own food may assist with social and health outcomes in this community, as well as the other benefits of visiting a community garden such as social connection.

The other facility, the Horsham Showgrounds Community Garden, is smaller but also involves students and older people in activities at the garden. There may be a need for this community garden to grow based on community interest and involvement. The draft Wimmera River Precinct and Central Activities District Masterplan does not currently identify a space for the garden to be included in this redeveloped area, and therefore a new site may need to be identified. There may be potential for a community garden to be integrated into the design of the Wimmera River Precinct, for example, within or close to the Botanic Gardens. This would need further investigation and a group interested in pursuing the action.

The Jung community has expressed interest in a community garden in the past, however it is unclear if there is still community interest in establishing a garden. It is not considered there is a need for a community garden in Jung unless there is clear support and ongoing interest by community members.

### 5.1.4 Visitor Centre

#### Visitor Centre

A visitor centre provides information to visitors and tourists to an area. They are generally managed by tourist associations or councils, and may be operated by paid staff or volunteers.

#### Review of Background Information

The following information was gathered from background literature:

- The Council Plan 2019-23 (Horsham Rural City Council, 2019) identified the need to improve and enhance facilities including the Horsham and Grampians Visitor Information Centre. It also recommends that outcomes for the Visitor Information Centre Review should be implemented by 30 June 2019.
- The Horsham Economic Development Strategy 2017-21 (Urban Enterprise, 2018) recommends that the review of Horsham's Visitor Information Centre is implemented, including addressing the location and utilisation of the existing centre, online and digital presence, and visitor information needs and requirements. The strategy also identifies the need to improve wayfinding and promotional signage to the existing visitor information centre.

#### Audit of Facilities/Current and Planned Facilities

One visitor centre was identified in the audit:

- Horsham and Grampians Visitor Information Centre, Horsham. The facility is approximately 150 sqm. It is located in a prominent location in Horsham, on O'Callaghans Parade, providing good access to major passing traffic, and good on-street parking opportunities (although a dedicated car park is not provided).

#### Engagement Findings

##### Community Survey

The majority of respondents to the community survey noted that visitor centres were important. However, the level of importance was low compared to the range of other facility types that were considered in the survey (14th out of the 23 facilities considered). Around 67 per cent of the 107 respondents who answered this question noted that they thought the provision of this type of facility was very important or extremely important (31 per cent very important and 36 per cent extremely important).

In terms of overall rating of the provision of visitor centres, respondents to the community survey rated this type of facility quite highly compared to other facilities (10th out of the 23 facilities considered). Around 72 per cent of the 90 respondents who answered this question thought that the current provision was good or very good. Around 8 per cent of respondents noted that they thought provision was poor or very poor.

Respondents who lived in Horsham City thought that an appropriate travel time to a visitor centre was 12 minutes, while respondents that lived in Horsham Region thought that 16 minutes was appropriate.

##### Workshops

Council stakeholders identified an opportunity to rethink how visitor centre services are provided, including offering digital experiences and linking tourist information provision with some of the iconic tourist facilities (for example, the Horsham Town Hall). However, it was noted that parking and visibility were also key considerations for provision.

#### Results of Desired Standards of Service Benchmarking

##### Benchmark Utilised: 1 facility per major tourism centre

There was no accepted population benchmark identified for the provision of tourism information. Rather, visitor centres may be provided for each major tourist activity centre in a region. For Horsham Municipality, the visitor centre was therefore identified as a municipal facility. One facility would be appropriate for the municipal population.

**Visitor Centre****Assessment of Need**

While the existing provision of one visitor centre is considered suitable to meet existing and future needs there are opportunities to consider more innovative ways to deliver the provision of tourist information in the Horsham Municipality.

Encouraging tourists to access tourist information at a key tourist location would provide useful synergies. This key tourist location could be within the central activities district or integrated into a redeveloped tourist attractor close to the river. A facility close to the Wimmera River would encourage visitors into this key feature of the municipality and may be more accessible to tourists travelling via private vehicle than a facility located in the central activities district.

### 5.1.5 Public Toilet Facility

#### Public Toilet Facility

A public toilet facility is a toilet facility that is accessible to the general public without a fee, without entering another facility and that is open most of the day.

#### Review of Background Information

The following information was gathered from background literature:

- The Age Friendly Communities Implementation Plan 2019-23 (Horsham Rural City Council, 2019) identified a need for additional public toilets in the south of Horsham Central and along the river. There was a preference identified for unisex toilets. There was also a need identified for additional parent rooms with baby change facilities.
- OSS Strategy: Horsham North – Public toilets at Langland’s Park and Charisma Park.
- The Horsham Economic Development Strategy 2017-21 (Urban Enterprise, 2018) suggests a need for additional toilets at destination lakes and waterways to encourage greater visitation.
- The draft Wimmera River Precinct and Central Activities District (CAD) Master Plan (Horsham Rural City Council, 2019) does not cover public toilets, however notes that the redevelopment of the Sound Shell / Sawyer Park Toilets may be needed as part of the creation of a new meeting place and plaza near their existing location. It also proposes to redevelop the Horsham Showgrounds with facilities to include various sporting uses, as well as cultural and arts facilities, tourism uses and river access.

#### Audit of Facilities/Current and Planned Facilities

A total of 25 public toilet facilities were identified in the audit. These facilities were mostly council provided. The facilities included:

- 12 public toilet facilities in Central Horsham
- 2 public toilet facilities in North Horsham
- 1 public toilet facility in South Horsham
- 2 public toilet facilities in Horsham Region – East
- 8 public toilet facilities in Horsham Region – West.

Public toilets included in the audit should only include those that are open most of the day and most of the week, and not accessible by entering another facility. The opening hours and access arrangements of public toilet facilities were not clear, and some facilities that do not meet this criteria may be included in the audit.

Individual inspections of public toilet facilities were not undertaken for the audit. However, based on Council’s assessment of their remaining useful life, around one third of these facilities are currently due for replacement. This means that they were originally built more than 50 years ago (although they may have been upgraded since).

Public toilets that Council identified as being in relatively poor condition and with relatively short remaining useful lives, included:

- Telangatuk Hall Toilets
- Laharum Hall Toilets
- Mitre Public Hall Toilets
- Bennett Road Toilets
- Laharum Recreation Reserve Toilets
- Sailors Home Hall Toilets
- Quantong Recreation Reserve Public Toilets
- Weir Park Public Toilets
- Jung Hall Toilets
- Sound Shell Public Toilets
- Green Lake Toilet.

## Public Toilet Facility

### Engagement Findings

#### Community Survey

A high proportion of respondents to the community survey noted that public toilets were important. They were considered the most important facility out of the range of facilities that were considered in the survey (23 facilities in total). Around 92 per cent of the 106 respondents who answered this question thought the provision of this type of facility was very important or extremely important (21 per cent very important and 72 per cent extremely important).

In terms of overall rating of the provision of public toilet facilities, respondents to the community survey rated this type of facility low compared to other facilities (17th out of the 23 facilities considered). Around 58 per cent of the 98 respondents that answered this question thought that the current provision was good or very good. Around 24 per cent of respondents noted that they thought provision was poor or very poor (18 per cent poor and 6 per cent very poor).

Respondents who lived in Horsham City thought that an appropriate travel time to a public toilet was 5 minutes, while respondents who lived in Horsham Region thought that 10 minutes was appropriate.

#### Workshops

Participants of the council officer and stakeholder workshops identified a need for upgraded toilet facilities in the Horsham Municipality. They noted that public toilets were of a very poor standard, and that there were not meeting community standards. It was suggested that the number of public toilets is probably adequately meeting demand, however the location of facilities may need to be assessed. Participants of the workshops also noted that the opening hours of toilets need to be considered as some facilities in the rural areas may not be accessible as they are attached to halls. A preference for unisex toilets was identified for safety reasons and to be inclusive of transgender people.

Council participants noted that there needs to be a hierarchy and design standards for public toilets to prioritise replacement and streamline delivery.

There were specific comments about the public toilets at the skate park needing urgent replacement. It was also noted that there were limited or no facilities in South Horsham. A potential need for additional public toilets in the central activity district of Horsham was mentioned by a variety of stakeholders.

The discussion of public toilets often moved into consideration of changing rooms for babies and disabled adults. The need for mothers' rooms or rooms for breastfeeding was also raised. Stakeholders suggested that there were no suitable facilities for breastfeeding and changing babies in the municipality.

There was a specific comment about changing rooms at the library no longer being fit for purpose. A need for a mothers' room at the library was also specifically raised.

## Public Toilet Facility

### Results of Desired Standards of Service Benchmarking

#### Benchmark Utilised: 1 public toilet facility per 1,000 residents

There was no accepted benchmark identified for the provision of public toilet facilities. Public toilet facilities were considered to be a local level facility according to the social infrastructure model utilised for the project, and a benchmark of 1,000 residents was suggested as being appropriate given this level of the hierarchy. This benchmark was used for a general indication of need only, as public toilet provision is generally based on alignment with key tourism and recreation activities, rather than population of residents. Additional assessment is needed to determine an appropriate standards of service for public toilet facilities according to a hierarchy.

#### Benchmarking Results:

The following table shows the application of benchmarks across the various catchments based on current and future population projections. It shows additional need for facilities, and therefore positive numbers suggest additional need (an undersupply of facilities) and negative numbers suggest there no additional need (a potential oversupply of facilities).

Public Toilets	Audit	2016	2021	2026	2031	2036
Wimmera Region	NA	NA	NA	NA	NA	NA
<b>Horsham Municipality</b>	<b>25</b>	<b>-5.1</b>	<b>-5.0</b>	<b>-4.8</b>	<b>-4.6</b>	<b>-4.4</b>
<b>Horsham City</b>	<b>15</b>	<b>1.5</b>	<b>1.7</b>	<b>2.0</b>	<b>2.3</b>	<b>2.6</b>
Central Horsham	12	-3.2	-3.1	-2.9	-2.8	-2.6
North Horsham	2	1.3	1.4	1.4	1.5	1.6
South Horsham	1	3.4	3.4	3.5	3.6	3.7
<b>Horsham Region</b>	<b>10</b>	<b>-6.6</b>	<b>-6.7</b>	<b>-6.8</b>	<b>-6.9</b>	<b>-7.0</b>
Region – East	2	-0.7	-0.7	-0.7	-0.8	-0.8
Region – West	8	-5.9	-6.0	-6.0	-6.1	-6.2

According to this benchmarks, there is a current overprovision of public toilet facilities in the Horsham Municipality based on current and future populations. Despite this general overprovision there does appear to be a lack of facilities in South Horsham only one facility identified in this area, and North Horsham with only two facilities identified.

### Assessment of Need

There were considered to be an appropriate number of public toilet facilities in the Horsham Municipality overall to meet current and future need. However, this was based on a benchmark of 1 facility per 1,000 residents. This benchmark was used for a general indication of need only, as public toilet provision is generally based on alignment with key tourism and recreation activities.

Inspections of the facilities have not been undertaken as part of the scope of the assessment, and therefore detailed recommendations about facilities cannot be provided. The recommendations that follow should be considered as indicative and should be explored further based on a more detailed audit and assessment of public toilet facilities. A hierarchy of public toilet provision and prioritisation framework have been developed to assist with this audit and assessment (Box 5-1 and Box 5-2).

#### Horsham Region

The recommendations outlined for community meeting spaces include the potential closure or disposal of a number of facilities in Horsham Region. This would mean that the following existing toilets facilities would either no longer be available or would no longer be available as public toilets (and instead only be available when the community meeting space is in use):

- Mitre Public Hall
- Quantong Hall
- Taylors Lake Hall
- Telangatuk East Hall
- Sailors Home Hall.

Remaining public toilets in the Horsham Region would include facilities at:

- Natimuk
- Toolondo

### Public Toilet Facility

- Cherrypool
- Laharum
- Green Lake.

These five facilities are considered appropriate given their locations in key centres and close to important recreation areas. An analysis of accessibility, condition and usage of facilities would be needed to assess the appropriateness of these facilities (potentially using the frameworks provided in Box 5-1 and Box 5-2) and the upgrades required to bring them to a suitable standard. Consideration of priority tourism areas in the Horsham Region should also feed into this analysis.

#### Horsham City

The following discussion relates to public toilets provision in Horsham City:

- Apart from public toilets at Roberts Avenue, there were few other public toilet facilities provided by Council as stand-alone facilities in the central activities district. Toilets were however available at the Horsham Library, Horsham Town Hall, Horsham Plaza and near Woolworths that provided access throughout the day. These are not included in the audit as they do not meet the definition, but they do assist with meeting community need to some extent. However, there were no toilet facilities located in the south east of the central activities district, around for example, the eastern part of Wilson Street.
- Three public toilet facilities were identified in close proximity to each other around City Oval (Civic Oval, Sound Shell / Sawyer Park Toilets and the Visitor Information Centre Toilets). At least two of these facilities were small and dated, and safety may be an issue for users given their design and orientation (City Oval and Sound Shell / Sawyer Park Toilets). Although not specifically covered in the draft Wimmera River Precinct and Central Activities District Masterplan, there may be opportunities through this process to replace these facilities with new, well-designed and safe public toilets in this area.
- There were no facilities located near the current showgrounds. This may be appropriate currently, however with the redevelopment of the Wimmera River Precinct, this area is proposed to become used for various recreational, cultural and tourism uses and the provision of a stand-alone public toilet facility in this area is recommended as new recreation facilities and tourist attractions are provided.
- Only one facility was identified in South Horsham (Haven Toilets), and there may be a need for an additional facility close to the recreation areas along the southern bank of the Wimmera River. Although there are two bridges across the river which provide access to public toilets on the northern side, the Sound Shell / Sawyer Park Toilets, as noted above, are of low quality, and the Rowing Club Toilets are also of poor quality and provide little assurance of safety. Provision of a new toilet facility on the southern bank of the Wimmera River near the Southbank Reserve playground should be considered.

The following summary of recommendations should be considered:

- Additional provision of public toilets in the central or south eastern part of the central activities district in Horsham Central
- Additional provision of public toilets near the existing showgrounds as part of Wimmera River Precinct upgrades
- Consolidation or integrated planning for replacement of existing facilities at Civic Oval, Sound Shell / Sawyer Park Toilets and the Visitor Information Centre Toilets into one or two facilities as part of Wimmera River Precinct upgrades.
- Additional provision of public toilets on the south side of river near Southbank Reserve Playground and potential closure of Rowing Club public toilets (only used for rowing club).

#### Overall

This assessment has not considered changing rooms and mothers' rooms. Although these were often discussed alongside public toilets, they should be considered as a separate facility type and separate standards for delivery be considered.

There is need for a comprehensive review of public toilets, changing rooms, and mothers' rooms in the Horsham Municipality. This review should include a site inspection and disability access assessment of each of the public toilet facilities, and assessment against a desired standard of service for provision. While this social infrastructure strategy has not offered detailed recommendations for prioritising actions on specific facilities, a framework for assessing public toilets has been provided to assist with auditing public toilets and prioritising upgrades (Box 5-1 and Box 5-2).



**Box 5-1. Example public toilet facilities hierarchy and standards of service**

The following standards of service for public toilet facilities align with the social infrastructure model and hierarchy developed for all social infrastructure. The provision of public toilet facilities should align with the level of the hierarchy of the attracting facility. For example, a park identified as a municipal park should include access to a municipal public toilet facility.

**Example public toilet facilities hierarchy and standards of service**

Level of Service	Public Toilet Facility – Local	Public Toilet Facility – Neighbourhood	Public Toilet Facility – Municipal
<b>Minimum number of cubicles</b>	Three	Four	Four or more
<b>Configuration / typology</b>	Individual cubicles comprising: <ul style="list-style-type: none"> <li>• One unisex disabled cubicle</li> <li>• One male and one female cubicle (or two unisex cubicles).</li> </ul>	Individual cubicles comprising: <ul style="list-style-type: none"> <li>• Two unisex disabled cubicles</li> <li>• One male and one female cubicle (or two unisex cubicles).</li> </ul> <b>OR</b> Split gender toilet block comprising at least: <ul style="list-style-type: none"> <li>• One unisex disabled toilet</li> <li>• At least one male and one female cubicle.</li> </ul>	Individual cubicles comprising at least: <ul style="list-style-type: none"> <li>• One unisex disabled toilet</li> <li>• One unisex/ambulant/family friendly toilet</li> <li>• At least one male and one female cubicle (or two unisex cubicles).</li> </ul> <b>OR</b> Split gender toilet block comprising at least: <ul style="list-style-type: none"> <li>• One unisex disabled toilet</li> <li>• One male and one female cubicle.</li> </ul> <b>CONSIDER including:</b> <ul style="list-style-type: none"> <li>• One 'Changing places' facility<sup>9</sup>.</li> </ul>
<b>Example locations</b>	<ul style="list-style-type: none"> <li>• Neighbourhood parks, reserves and open space</li> <li>• Adjacent to high use playgrounds</li> <li>• Local activity / commercial areas</li> <li>• Other high use locations.</li> </ul>	<ul style="list-style-type: none"> <li>• Multi-use recreation reserves</li> <li>• Sports pavilions.</li> </ul>	<ul style="list-style-type: none"> <li>• Regional/municipal parks and open space</li> <li>• High use recreation reserves</li> <li>• Regional playgrounds</li> <li>• Large activity centres</li> <li>• Other high-use locations.</li> </ul>
<b>Opening hours</b>	Dawn to dusk or 24 hours	Dawn to dusk or 24 hours	Dawn to dusk or 24 hours
<b>Minimum cleaning frequency</b>	Once per day	Once per day or after each event	Two to three times per day depending on usage and season

Source; Based on City of Bendigo, 2017;

<sup>9</sup> The concept of 'Changing Places' was first introduced in Australia in 2014 and there are currently 15 certified facilities located across the country. These facilities are designed for people who require a hoist to use a toilet. As such, 'changing places' are different from standard accessible or disabled toilets as they also include additional features such as an adult change table, hoist, shower, screens and large circulation spaces (City of Bendigo, 2017).

**Box 5-2. Example prioritisation framework for public toilet upgrades**

The following prioritisation framework may be useful in prioritising the upgrade of public toilet facilities in Horsham Municipality. A high score in this framework suggests a higher prioritisation for upgrade of the facility. Council may wish to amend or adjust this framework to place higher importance on some areas of consideration.

**Example prioritisation framework for upgrading public toilet facilities**

Key Area of Consideration	Key Considerations	Rating	
		0	1
<b>Hierarchy</b>	<ul style="list-style-type: none"> <li>Does the public toilet facility meet the standards of service determined for its required level in the hierarchy? For example, if located near a neighbourhood level park, does the facility meet the standards of service for a neighbourhood level public toilet facility?</li> </ul>	Yes	No
<b>Site Context</b>	<ul style="list-style-type: none"> <li>Is this facility located in a current or future activity generating site, such as an open space/recreation, tourist or commercial area?</li> </ul>	No	Yes
<b>Functionality</b>	<ul style="list-style-type: none"> <li>Does the public toilet facility have any features that are broken or do not work properly?</li> </ul>	No	Yes
	<ul style="list-style-type: none"> <li>Is the facility easily maintained, for example, does the facility utilise quality, durable materials?</li> </ul>	Yes	No
	<ul style="list-style-type: none"> <li>Is the facility regularly impacted by vandalism or graffiti (and/or is this vandalism / graffiti difficult to address)?</li> </ul>	No	Yes
	<ul style="list-style-type: none"> <li>Is it difficult to maintain the facility in a hygienic state?</li> </ul>	No	Yes
<b>Safety</b>	<ul style="list-style-type: none"> <li>Is the facility considered safe to use during all of its opening hours, for example, are there appropriate sightlines to the entry and building from the street or other publicly accessible and well utilised area, is there appropriate lighting, etc.?</li> </ul>	Yes	No
	<ul style="list-style-type: none"> <li>Does the facility utilise natural light and have appropriate ventilation?</li> </ul>	Yes	No
<b>Usage</b>	<ul style="list-style-type: none"> <li>Is the facility well utilised throughout its opening hours?</li> </ul>	No	Yes
<b>Access</b>	<ul style="list-style-type: none"> <li>Does the facility comply with AS1428 of the Disability Discrimination Act 1992 in terms of the general requirements for access<sup>10</sup>?</li> </ul>	Yes	No
	<ul style="list-style-type: none"> <li>Does the facility comply with 'universal access' principles such as allowing use by people with diverse abilities, simple and intuitive design, minimal hazards, etc.?</li> </ul>	Yes	No
<b>Total</b>		/ 12	

Source: Based on Brisbane City Council, 2013; City of Bendigo, 2017; City of Sydney, 2014; City of Yarra, 2017;

<sup>10</sup> AS1428.1-2001 Australia Standard, Design for access and mobility, Part 1: General requirements for access – New building work

## 5.2 Age Specific Support

### 5.2.1 Maternal and Child Health Consulting Rooms

#### Maternal and Child Health Consulting Rooms

The maternal and child health (MCH) service is a free service provided to all Victorian families from newborns to young children. The service includes support information and advice regarding parenting, child health, development and maternal health and wellbeing and family planning. Maternal and child health services are delivered from consulting rooms, as outreach services to homes, and at other community facilities as a visiting service. To be considered a maternal and child health consulting room, the service should be provided with priority access, and the service should be available regularly each week.

#### Review of Background Information

The following information was gathered from background literature:

- The State Government is providing additional funding to maternal and child health services as part of the early childhood reforms (Victoria State Government, 2018). This includes additional funding for “Enhanced MCH” services for children up to three years of age with increased need, and funding to provide an additional visit to women and children considered at risk of family violence.
- The Council Plan 2019-23 (Horsham Rural City Council, 2019) identifies a priority to review future use of all kindergartens and maternal and child health services after the delivery of the Horsham North Children's Hub.
- Council's Budget 2019/20 (Horsham Rural City Council, 2019) provides service performance indicators for some Council services including maternal and child health. The figures show that the proportion of children enrolled in the service who attend at least once was slightly below target of 85 per cent in 2017/18 (at 83.7 per cent). For Aboriginal children, the proportion was around 10 percentage points below the target. This below target utilisation of services may be for a range of reasons not related to provision of consulting rooms, however this should be considered in the analysis.
- Council's Municipal Strategic Statement (Victoria State Government (Environment, Land, Water and Planning), 2019) notes the importance of providing early years investment in terms of contributing to health, social and emotional wellbeing of children and their intellectual development. Early years investment can also break the cycle of disadvantage. The Strategic Statement notes that there are three early years centres proposed in Horsham. The first, Kalkee Road Children's and Community hub has been delivered. The plan envisages similar services in Horsham West and Horsham South, providing long day child care, occasional care, kindergarten, maternal and child health services, play group and other services. However, we understand that Council no longer plans to deliver the two additional hubs.
- Council's draft Early Years Plan 2019-23 (Horsham Rural City Council, 2019) notes that Horsham Municipality has high rates of reported family violence incidents and children are present in one third of family violence cases reported to police. The plan provides participation rates for the 2016/17 financial year for each scheduled visit. Participation rates were generally lower than the Victorian average for the first two visits (home visit and two week visit), at around 95 per cent for Horsham Municipality for the first visit compared to nearly 100 per cent for Victoria, and around 93 percent for the two week visit compared to around 96 per cent for Victoria. However, for the remaining visits, Horsham Municipality had higher rates of participation than the Victorian averages. Horsham Municipality also had higher immunisation rates at five years at 98.2 per cent compared to 95.3 per cent for Victoria.

The analysis of socio-economic data found:

- The number of young children (aged under five) is expected to decline in the Horsham Municipality over the next 20 years. There were an estimated 1,300 children in this age group in 2016, this number is projected to decline quickly to 1,160 children in 2021 and then gradually decline to around 1,050 children in 2031. The demand for this service may decline over time based on population projections (however this does not consider increasing service requirements).
- The analysis of socio-economic data showed that there were particular areas of socio-economic disadvantage in North Horsham in 2016. There were some 1,500 residents living in neighbourhoods in North Horsham that were considered within the bottom five per cent of most disadvantaged neighbourhoods in the whole of Australia. Of these, around 750 residents were living neighbourhoods in the bottom two per cent of disadvantaged neighbourhoods in Australia. Although there may be disadvantaged households living through Horsham, there is particular concentration in North Horsham. Mothers with young children living in this area may need additional support.

## Maternal and Child Health Consulting Rooms

### Audit of Facilities/Current and Planned Facilities

There were three maternal and child health consulting rooms identified in the audit. All of these were located at the Kalkee Road Children's and Community Hub in North Horsham. These are shared consulting rooms, and may be utilised by a range of other professional and allied health services.

Maternal and child health services are also provided as a visiting service at the Goolum Goolum Aboriginal Co-operative / Medical Clinic. This is a visiting service offered two days per month.

### Engagement Findings

#### Community Survey

A majority of respondents to the community survey noted that maternal and child health services were important. The level of importance was high compared to the range of other facility types that were considered in the survey (6th out of the 23 facilities considered). Around 77 per cent of the 106 respondents who answered this question noted that they thought the provision of this type of facility was very important or extremely important (22 per cent very important and 56 per cent extremely important).

In terms of overall rating of the provision of maternal and child health services, around 68 per cent of the 76 respondents who answered this question thought that current provision was good or very good, with only around 5 per cent of respondents noting that they thought provision was poor or very poor.

One of the respondents to the survey outlined a range of facilities needed in Haven, which included provision of maternal and child health services.

Respondents who lived in Horsham City thought that an appropriate travel time to a maternal and child health service was 13 minutes, while respondents who lived in Horsham Region thought that 22 minutes was appropriate.

#### Workshops

Stakeholders that participated in workshops noted that there was a need for breastfeeding/mothers' rooms in key locations, and that were not always provided with public toilets but in more appropriate locations. There was also some specific feedback about the Kalkee Road Children's and Community Hub. At least one participant noted that the building was imposing, which may be discouraging residents from using the facility. It was noted that better signage and alterations to make the facility more welcoming may encourage use. These comments were related to the range of uses within the hub, not maternal and child health services specifically.

## Maternal and Child Health Consulting Rooms

### Results of Desired Standards of Service Benchmarking

#### Benchmark Utilised: 1 consulting room per 100 children aged 0 years of age

There was no accepted benchmark identified for the provision of maternal and child health consulting rooms. The ASRR Guide (Australian Social and Recreation Research, 2009) uses a benchmark of one consulting room per 140 children aged 0-12 months of age, however this was based on an assessment of provision in one municipality only.

A benchmark of one consulting room for every 100 newborn babies has been utilised to more closely reflect the current rate of provision in Horsham Municipality. This benchmark was used as a general indication of need only.

The rationale for this benchmark is that the current participation rates for maternal and child health services are slightly below the Victorian average for the first and second visits, and participation rates are slightly below target. The service however does exceed Victorian averages for later visits and this higher participation should be supported. The benchmark does not aim to take into account rates of at-risk children and mothers that may utilise enhanced and family violence consultations. This needs to be considered separately in the analysis.

The rationale for using children aged 0 years of age as the benchmark population is that although services are provided to children beyond their first twelve months, approximately 75 per cent of hours are allocated to consultations in the children's first twelve months (of the Key Ages and Stages consultations) (Victoria State Government, 2018). This was therefore considered a suitable age group to base the benchmark.

#### Benchmarking Results:

The following table shows the application of benchmarks across the various catchments based on current and future population projections. It shows additional need for facilities, and therefore positive numbers suggest additional need (an undersupply of facilities) and negative numbers suggest there no additional need (a potential oversupply of facilities).

Maternal and Child Health – Rooms	Audit	2016	2021	2026	2031	2036
Wimmera Region	NA	NA	NA	NA	NA	NA
<b>Horsham Municipality</b>	<b>3</b>	<b>-0.4</b>	<b>-0.7</b>	<b>-0.8</b>	<b>-0.9</b>	<b>-0.9</b>
<b>Horsham City</b>	<b>3</b>	<b>-0.8</b>	<b>-1.0</b>	<b>-1.1</b>	<b>-1.2</b>	<b>-1.2</b>
Central Horsham		1.2	1.1	1.0	0.9	0.9
North Horsham	3	-2.6	-2.6	-2.6	-2.6	-2.6
South Horsham		0.6	0.5	0.5	0.5	0.5
<b>Horsham Region</b>	<b>0</b>	<b>0.4</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>
Region - East		0.2	0.1	0.1	0.1	0.1
Region - West		0.2	0.2	0.2	0.2	0.2

According to the application of population benchmarks, the current provision of maternal and child health consulting rooms is appropriate for the existing and future population of the Horsham Municipality.

**Maternal and Child Health Consulting Rooms****Assessment of Need**

The existing provision of three maternal and child health consulting rooms is considered adequate to meet current and future needs. The population of children aged 0 to 4 years is expected to decrease over the next 20 years by around 20 per cent. This equates to a reduction in the number of newborn babies by around 50 children each year. This will reduce demand for services over time.

Services are also being delivered as outreach and visiting services, and this may reduce the need for consulting rooms. However, at the same time the State Government is increasing funding for maternal and child health services and expanding access, and this may continue in the future, increasing the need for spaces as services expand.

The current provision of three shared consulting rooms at Kalkee Road Children's and Community Hub means that disadvantaged families in the north have easy access to appointments, however other areas of Horsham City have to travel to the service.

Community meeting spaces suitable for the delivery of maternal and child health services should be delivered through the two general community hubs recommended in this plan. The most ideal situation would be that additional shared consulting rooms should be provided in these hubs for maternal and child health services. Services could be based in these facilities, or could continue to be based at Kalkee Road Children's and Community Hub, with nurses regularly visiting the other facilities to undertake consultations.

## 5.2.2 Play Group

### Play Group

Play group is a group for babies, toddlers and preschoolers and their parent or carers. Play groups are run at community venues such as maternal and child health centres, kindergartens, halls, community centres, primary schools and aged care facilities.

#### Review of Background Information

The following information was gathered from background literature:

- Council's Municipal Strategic Statement (Victoria State Government (Environment, Land, Water and Planning), 2019) notes the importance of providing early years investment in terms of contributing to health, social and emotional wellbeing of children and their intellectual development. Early years investment can also break the cycle of disadvantage. The Strategic Statement notes that there are three early years centres proposed in Horsham. The first, Kalkee Road Children's and Community hub has been delivered. The plan envisages similar services in Horsham West and Horsham South, providing long day child care, occasional care, kindergarten, maternal and child health services, play group and other services. However, we understand that Council no longer plans to deliver the two additional hubs.
- The Horsham North Urban Design Framework (Horsham Rural City Council, 2013) identified a need to support play groups in the area.

The analysis of socio-economic data found:

- The number of young children (aged under five) is expected to decline in the Horsham Municipality over the next 20 years. There were an estimated 1,300 children in this age group in 2016. This number is projected to decline quickly to 1,160 children in 2021 and then gradually decline to around 1,050 children in 2031. Play group participation may decline over time based on these population projections.

#### Audit of Facilities/Current and Planned Facilities

Sixteen play groups were identified in the audit. Play groups are benchmarked based on the number of groups, rather than the facilities in which they meet as they can be a range of different facility types. The play groups identified were:

- Black Cockatoos (for Aboriginal and Torres Strait Islander children and families)
- Busy Bees Play Group/Play Café (birth to 5 years)
- Haven Bush Play Group (birth to 5 years)
- Horsham Community Play Group (birth to 5 years)
- Horsham Treasure Time Group
- HRCC Play Group (birth to 5 years)
- Jelly Beans Migrant Play Group (birth to 5 years)
- Kindergym
- Lutheran Church Play Group
- Mainly Music
- Natimuk (HRCC) Play Group (birth to 5 years)
- Natimuk Playdate (birth to 5 years)
- Rhyme Time (birth to 18 months)
- Story Time (18 months to 5 years)
- Twinkle Twinkle Little Stars (birth to 5 years)
- Wimmera Toy Library (for Aboriginal and Torres Strait Islander children and families).

## Play Group

### Engagement Findings

#### Community Survey

A majority of respondents to the community survey noted that play groups were important, however the level of importance was fairly low compared to the range of other facility types that were considered in the survey (16th out of the 23 facilities considered). Around 66 per cent of the 107 respondents who answered this question noted that they thought the provision of this type of facility was very important or extremely important (33 per cent very important and 34 per cent extremely important).

In terms of overall rating of the provision of play groups, around 68 per cent of the 72 respondents who answered this question thought that current provision was good or very good. Only 1 per cent of respondents noting that they thought provision was poor or very poor.

Respondents who lived in Horsham City thought that an appropriate travel time to a play group was 13 minutes, while respondents who lived in Horsham Region thought that 20 minutes was appropriate.

#### Workshops

There were no specific comments about the need for play groups from the stakeholder workshops.

### Results of Desired Standards of Service Benchmarking

#### Benchmark Utilised: 1 play group per 475 children aged 0-5 years

The ASRR Guide (Australian Social and Recreation Research, 2009) notes a provision benchmark of one play group per 475 children aged 0-5 years. This was considered an appropriate guide for provision.

#### Benchmarking Results:

The following table shows the application of benchmarks across the various catchments based on current and future population projections. It shows additional need for facilities, and therefore positive numbers suggest additional need (an undersupply of facilities) and negative numbers suggest there no additional need (a potential oversupply of facilities).

Play Group - Groups	Audit	2016	2021	2026	2031	2036
Wimmera Region	NA	NA	NA	NA	NA	NA
<b>Horsham Municipality</b>	<b>16</b>	<b>-12.7</b>	<b>-13.0</b>	<b>-13.2</b>	<b>-13.3</b>	<b>-13.3</b>
<b>Horsham City</b>	<b>13</b>	<b>-10.2</b>	<b>-10.5</b>	<b>-10.6</b>	<b>-10.7</b>	<b>-10.8</b>
Central Horsham	6	-4.5	-4.6	-4.7	-4.8	-4.8
North Horsham	5	-4.4	-4.5	-4.5	-4.5	-4.5
South Horsham	2	-1.3	-1.3	-1.4	-1.4	-1.4
<b>Horsham Region</b>	<b>3</b>	<b>-2.5</b>	<b>-2.5</b>	<b>-2.6</b>	<b>-2.6</b>	<b>-2.6</b>
Region - East		0.2	0.2	0.2	0.2	0.2
Region - West	3	-2.7	-2.7	-2.7	-2.7	-2.7

According to the population benchmark, the current number of play groups is adequate to meet current and future needs.

### Assessment of Need

The current number of play groups is considered adequate to meet current and future needs according to the application of population benchmarks. Engagement results suggest that the current number of play groups is meeting needs, and no specific comments were made about a lack of access or need for additional play groups.

According to population projections, the number of young children will decline in Horsham Municipality by around 20 per cent of the next 20 years which may reduce the need for play groups.

The play groups meet in a number of locations across Horsham Municipality and this provides good access to residents.



### 5.2.3 Kindergarten and Child Care

#### Kindergarten and Child Care

A kindergarten focuses on early learning for children 3-4 years of age (3 years of age from 2022). Kindertartens can be stand-alone facilities or a kindergarten programs can be provided by child care centres. The terms kindergarten and preschool are sometimes used interchangeably in Victoria.

Child care is a centre-based long day care, which comprises services aimed primarily at 0-5 years old that are provided in a purpose-built building. Child care centres can provide a kindergarten program.

#### Review of Background Information

The following information was gathered from background literature:

- Council's Municipal Strategic Statement (Victoria State Government (Environment, Land, Water and Planning), 2019) notes the importance of providing early years investment in terms of contributing to health, social and emotional wellbeing of children and their intellectual development. Early years investment can also break the cycle of disadvantage. The Strategic Statement notes that there are three early years centres proposed in Horsham. The first, Kalkee Road Children's and Community hub has been delivered. The plan envisages similar services in Horsham West and Horsham South, providing long day child care, occasional care, kindergarten, maternal and child health services, play group and other services. However, we understand that Council no longer plans to deliver the two additional hubs.
- The Council Plan 2019-23 (Horsham Rural City Council, 2019) identifies a priority to review future use of all kindertartens and maternal and child health services after the delivery of the Horsham North Children's Hub.
- Council's draft Early Years Plan 2019-23 (Horsham Rural City Council, 2019) notes that Horsham Municipality is nominated for commencement of kindergarten for three-year-old children in 2023. Children will need to have access to at least five hours in a kindergarten program delivered by a teacher. This will then progressively scale up to reach a full 15-hour program by 2029. The plan identifies a need to establish a working group to investigate 3-year-old kindergarten by 2023 to ensure kindergarten is accessible to all, including gathering data on current attendance and participation.

The analysis of socio-economic data found:

- The number of young children (aged under five) is expected to decline in the Horsham Municipality over the next 20 years. There were an estimated 1,300 children in this age group in 2016. This number is projected to decline quickly to 1,160 children in 2021 and then gradually decline to around 1,050 children in 2031. This may mean that the number of 3 to 4-year-old children will decrease from 520 children in 2016, to 442 children in 2026, and 420 children in 2036.

#### Audit of Facilities/Current and Planned Facilities

Ten kindertartens (providing an estimated 13 kindergarten rooms) were identified in the audit:

- Bennett Road Kindergarten – approved for 29 places, providing one room
- Community Kids Horsham Early Education Centre – approved for 22 places and one room
- Good Start Early Learning Horsham – approved for 16 places and one room
- Green Leaves Early Learning Horsham – approved for 44 places and two rooms
- Green Park Kindergarten – approved for 29 places, providing two rooms
- Horsham Community Child Care Centre – approved for 19 places and one room
- Kalkee Road Kindergarten – approved for 93 places (including child care), estimated to provide 55 places and three rooms
- Laharum Preschool - approved for 13 places, providing one room
- Natimuk Preschool - approved for 23 places, providing one room
- Natimuk Road Kindergarten - approved for 30 places, providing one room.

Five of these facilities are associated with Council. Kindergarten places provided by long day care centres were estimated in the audit (ten places for each centre) as centres can be flexible with delivery.

Four child care facilities (providing 330 child care places) were identified in the audit:

- Community Kids Horsham Early Education Centre – providing 96 places
- Good Start Early Learning Horsham – providing 80 places
- Green Leaves Early Learning Horsham – providing 100 places

## Kindergarten and Child Care

- Horsham Community Child Care Centre – providing 64 places.

### Engagement Findings

#### Community Survey

A majority of respondents to the community survey noted that kindergarten and child care facilities were important, and these facilities ranked highly compared to the range of other facility types that were considered in the survey (7th out of the 23 facilities considered). Around 76 per cent of the 107 respondents who answered this question noted that they thought the provision of this type of facility was very important or extremely important (26 per cent very important and 50 per cent extremely important).

In terms of overall rating of the provision of kindergarten and child care facilities, around 76 per cent of the 78 respondents who answered this question thought that current provision was good or very good. There were no respondents who rated these facilities as poor or very poor.

Respondents who lived in Horsham City thought that an appropriate travel time to a kindergarten and child care facilities was 13 minutes, while respondents who lived in Horsham Region thought that 20 minutes was appropriate.

#### Workshops

Participants in the stakeholder workshops suggested that there may be a need for additional kindergarten facilities with the introduction of kindergarten for 3-year-old children. It was noted that existing kindergartens were at capacity, however it was unclear if this was a comment referring to all kindergarten (including child care kindergarten programs), or only sessional kindergartens.

One participant also noted that while the Kalkee Road Children's and Community Hub is an excellent new facility, the lease on the space is expensive compared to other facilities.

### Results of Desired Standards of Service Benchmarking

#### Benchmark Utilised:

- 1 kindergarten room per 75 children aged 3-4 years (once 3-year-old kindergarten implemented) OR
- 1 sessional kindergarten place per 1.65 children aged 3-4 years or 1 kindergarten place in long day child care per 1 child aged 3-4 years (once 3-year-old kindergarten implemented)
- 1 child care place per 6.6 children aged 0-5 years

The ASRR Guide (Australian Social and Recreation Research, 2009) notes a provision benchmark of one kindergarten room per 75 children aged 4 years. This benchmark can be adapted to include 3-year-old children given the introduction of kindergarten for this age group.

A more detailed benchmark for kindergarten provision has also been developed based on kindergarten places. A benchmark of one sessional kindergarten place per 1.65 children aged 3 to 4 years is considered appropriate to account for children attending only three days per week, while for kindergarten programs in long day child care, one place may be required for each child.

The ASRR Guide notes a provision benchmark of one long day child care place for every 6.6 children aged 0 to 5 years. This benchmark essentially suggests that around 15 per cent of children in this age group will attend child care on a regular basis.

#### Benchmarking Results:

The following table shows the application of benchmarks across the various catchments based on current and future population projections. It shows additional need for facilities, and therefore positive numbers suggest additional need (an undersupply of facilities) and negative numbers suggest there is no additional need (a potential oversupply of facilities).

Kindergarten - Rooms	Audit	2016	2021	2026	2031	2036
Wimmera Region	NA	NA	NA	NA	NA	NA
<b>Horsham Municipality</b>	<b>14</b>	<b>-10.5</b>	<b>-10.9</b>	<b>-8.1</b>	<b>-8.4</b>	<b>-8.4</b>
<b>Horsham City</b>	<b>12</b>	<b>-9.1</b>	<b>-9.4</b>	<b>-7.0</b>	<b>-7.3</b>	<b>-7.3</b>
Central Horsham	7	-5.4	-5.6	-4.3	-4.5	-4.5
North Horsham	3	-2.4	-2.5	-2.0	-2.0	-2.1
South Horsham	2	-1.2	-1.3	-0.7	-0.7	-0.8
<b>Horsham Region</b>	<b>2</b>	<b>-1.5</b>	<b>-1.5</b>	<b>-1.1</b>	<b>-1.1</b>	<b>-1.1</b>

### Kindergarten and Child Care

Region - East		0.2	0.2	0.4	0.4	0.4
Region - West	2	-1.7	-1.7	-1.4	-1.5	-1.4

Kindergarten - Places	Audit	2016	2021	2026	2031	2036
Wimmera Region	NA	NA	NA	NA	NA	NA
<b>Horsham Municipality</b>	<b>305</b>	<b>-107.3</b>	<b>-124.6</b>	<b>2.8</b>	<b>-8.9</b>	<b>-10.5</b>
<b>Horsham City</b>	<b>269</b>	<b>-95.8</b>	<b>-109.8</b>	<b>-2.6</b>	<b>-13.9</b>	<b>-16.2</b>
Central Horsham	160	-49.1	-56.6	0.5	-5.5	-6.7
North Horsham	55	-28.1	-30.9	-9.3	-11.5	-12.0
South Horsham	54	-18.6	-22.3	6.1	3.1	2.5
<b>Horsham Region</b>	<b>36</b>	<b>-11.5</b>	<b>-14.8</b>	<b>5.4</b>	<b>5.0</b>	<b>5.7</b>
Region - East	0	9.6	8.3	16.2	16.0	16.3
Region - West	36	-21.1	-23.1	-10.8	-11.1	-10.6

Child Care – Places	Audit	2016	2021	2026	2031	2036
Wimmera Region	NA	NA	NA	NA	NA	NA
<b>Horsham Municipality</b>	<b>330</b>	<b>-93.5</b>	<b>-115.0</b>	<b>-127.5</b>	<b>-136.3</b>	<b>-138.6</b>
<b>Horsham City</b>	<b>330</b>	<b>-131.2</b>	<b>-148.4</b>	<b>-159.3</b>	<b>-167.6</b>	<b>-170.3</b>
Central Horsham	330	-224.1	-233.2	-239.0	-243.5	-244.9
North Horsham		40.1	36.7	34.5	32.8	32.2
South Horsham		52.7	48.2	45.3	43.1	42.4
<b>Horsham Region</b>	<b>0</b>	<b>37.7</b>	<b>33.4</b>	<b>31.7</b>	<b>31.3</b>	<b>31.7</b>
Region - East		14.8	13.1	12.4	12.3	12.4
Region - West		23.0	20.3	19.3	19.1	19.3

According to population benchmarks, the current provision of approved kindergarten and child care places is appropriate to meet current and future needs.

To consider future provision, the benchmarking results for kindergartens consider that kindergartens are transitioning to include 3-year-old children. For 2021, only 4-year-old children are included, while in 2026, both 3 and 4-year-old children are planned for. Attendance at kindergarten is optional, however 4-year-old children mostly attend. It is unclear yet whether a similar take up for 3-year-old kindergarten will eventuate.

By 2026, there may be a need for a small number of additional kindergarten places in Horsham Municipality from 2026 with the supply of approved places only just meeting estimated demand. There is a need for an additional 16 kindergarten places in Horsham Region East by 2026 which may be enough to consider a small facility.

Current provision of child care places is appropriate to meet current and future need overall in the Horsham Municipality, however all of the facilities are located in Central Horsham, and there may be some demand for places in all of the other areas considered in the analysis. More spatially dispersed child care places may be needed to help meet the appropriate travel times that were gathered in the community survey.

### Assessment of Need

The general community hubs recommended in this plan can include early years services (child care / kindergarten, maternal and child health service delivery and play groups) but these would be provided in a facility that is more of a general community hub that can target use by the whole community.

There may be a period where demand for kindergarten places in Horsham Municipality is very closely matched with supply as kindergartens start to cater for 3-year-old children between 2023 and 2029. Given the analysis included all approved kindergarten places, including those provided within long day child care centres, this close matching of supply and demand is considered inadequate to meet community needs and provide flexibility and choice of service. There may consequently be a need for additional places in the Municipality once 3-year-old kindergarten is introduced.

### Kindergarten and Child Care

This additional need may be met in a number of ways:

- An additional small centre could be provided in Central Horsham (with around 30 places). There is a growing need for kindergarten places in Horsham Region East, and an additional centre in this area may meet local needs as well as help to meet needs across the municipality.
- One or two of the existing centres in Central Horsham could be expanded or relocated into larger facilities to offer additional places (for example, one of the centres could be co-located with the community hub suggested in this report to create an intergenerational hub).
- Existing long day child care centres in Horsham Municipality could increase offerings of kindergarten places. Long day child care centres can be flexible with the delivery of kindergarten programs and this may help to meet any overhang in demand.

A combination of these options may also be appropriate. For example, a new small centre and upgrading and / relocation of existing centres may help to meet demand, while long day care centres could take up any additional demand for kindergarten places that was unforeseen.

Ongoing engagement with kindergarten providers and monitoring of the roll-out of 3-year-old kindergarten is needed to ensure adequate spaces to 2036.

Current provision of child care places is considered appropriate to meet current and future needs. However, all of the current facilities are located in Central Horsham. Access could be improved if one of these facilities was located in South Horsham.

## 5.2.4 Outside of School Hours Care

### Outside of School Hours Care

Outside school hours care comprises services provided for school-aged children (5-12-year-old children) outside school hours during term and vacations. Care may also be provided on student-free days and when school finishes early.

### Review of Background Information

The following information was gathered from background literature:

- Horsham North Urban Design Framework (Horsham Rural City Council, 2013) suggested there was a need for after-school care in North Horsham based on engagement with government stakeholders and community members.

The analysis of socio-economic data found:

- There were around 1,800 primary school aged children in the Horsham Municipality in 2016. The number of primary school aged children is projected to decline in Horsham Municipality over time, by around 270 students between 2016 and 2036. However, the population projections are only available for age groups based on five-year brackets. Therefore, the projections of future primary school aged children used in the benchmarking are only broad estimates.

### Audit of Facilities/Current and Planned Facilities

There is one provider of outside of school hours care in Horsham Municipality:

- Horsham YMCA OSHC, Horsham West – offering 45 places. The service is currently run from the Rosebrook Building at 59 Dimboola Road, Horsham.

### Engagement Findings

#### Community Survey

The community survey did not specifically ask for comment about outside of school hours care, however respondents did note the need for additional before and after school care and vacation care. The comment from one of these respondents was general in nature, however another respondent specifically stated there was a need for this type of service in Haven.

#### Workshops

One of the participants attending a stakeholder workshop was from the Horsham YMCA OSHC program and noted that the current service offers 45 places. The participant noted that the current program is at capacity. It was noted by other stakeholders that there is increasing demand for out of school hours care as there seems to be a trend with more families with both parents working, and more single parent families.

### Results of Desired Standards of Service Benchmarking

#### Benchmark Utilised: 1 outside of school hours care place per 10 children aged 5-12 years

The ASRR Guide (Australian Social and Recreation Research, 2009) suggests a benchmark of 150 places per 1,000 children aged 0-5 years, however this is considered less than ideal given it does not base demand on population groups using the service.

A benchmark of one out of school hours care place per 10 children aged 5 to 12 years was utilised. This benchmark is based on a rate of 10 per cent of children attending out of school hours care regularly. Based on evidence, there is a need for additional after school hours care in the municipality and other localities have levels of participation in outside of school hours care at rates higher than 10 per cent, however the context of Horsham Municipality as a region city and surrounding rural areas may mean that rates of utilisation are lower than in other urban contexts.

#### Benchmarking Results:

The following table shows the application of benchmarks across the various catchments based on current and future population projections. It shows additional need for facilities, and therefore positive numbers suggest additional need (an undersupply of facilities) and negative numbers suggest there no additional need (a potential oversupply of facilities).

### Outside of School Hours Care

Outside of School Hours Care	Audit	2016	2021	2026	2031	2036
Wimmera Region	NA	NA	NA	NA	NA	NA
<b>Horsham Municipality</b>	<b>45</b>	<b>163.9</b>	<b>172.0</b>	<b>157.6</b>	<b>144.4</b>	<b>137.1</b>
<b>Horsham City</b>	<b>45</b>	<b>124.7</b>	<b>132.6</b>	<b>122.4</b>	<b>111.7</b>	<b>104.9</b>
Central Horsham	45	45.4	49.6	44.2	38.5	34.9
North Horsham		34.3	35.9	33.8	31.6	30.3
South Horsham		45.0	47.1	44.4	41.6	39.8
<b>Horsham Region</b>	<b>0</b>	<b>39.2</b>	<b>39.5</b>	<b>35.2</b>	<b>32.7</b>	<b>32.2</b>
Region - East		15.4	15.5	13.8	12.8	12.6
Region - West		23.9	24.0	21.4	19.9	19.6

Population benchmarks suggest that there is a current need for an additional three outside of school hours care services in Horsham Municipality (if a similar size to the existing service – 45 places each). The benchmarking suggests that one of these additional facilities should be provided in South Horsham.

#### Assessment of Need

Even with the number of primary school aged children declining in future years, there is a current need for additional outside of school hours care places in Horsham Municipality. Benchmarks suggest a need for three additional services that are of a similar size to the existing YMCA service, however the need could also be met by a smaller number of services with more places available.

There is a current need for a service in South Horsham, and this need should be met with a service offering around 45 places so that it meets current demand and is sustainable into the future (based on need in South Horsham alone). Another facility may be appropriately located in the eastern section of Central Horsham given the location of the existing service and primary schools in the area.

There may also be an opportunity to plan for one of the additional services to be provided with the Horsham North Primary School if it is relocated in North Horsham. This may provide an opportunity for a facility to be provided on site that can be utilised by the school during school hours, and the outside school hours care service at other times. However, given that the new primary school may not come to fruition, or could be many years away from delivery, this will not assist with meeting current demand and is at best a medium term opportunity (5-10 years).

### 5.2.5 Youth Space

#### Youth Space

A neighbourhood youth space is a community space specialising in meeting the needs of young people. Youth spaces may be accommodated within multi-purpose facilities however they require a specific focus.

A municipal youth space is a dedicated youth facility that provides a base for a youth worker or program coordinator to deliver on-site and outreach youth programs and services. Services may include advocacy, legal advice, counselling, information and referral, recreation and health services.

#### Review of Background Information

The following information was gathered from background literature:

- The Council Plan 2019-23 (Horsham Rural City Council, 2019) identifies a priority to review youth services in consultation with other agencies and develop a strategy.
- The Horsham Youth Strategy (Horsham Rural City Council, 2018) identified a number of issues being experienced by young people including alcohol and drug use, family violence, unplanned pregnancy, youth crime, unstable living conditions and bullying. In addition, young people thought that there were limited career paths and education options.
- As part of consultation for the strategy, young people were asked what they would like to change about Horsham and the top answer was more youth-friendly places to go (40 per cent). All four of the top responses to this question related to social infrastructure. Wanting more youth-friendly places was followed by wanting more things to do such as night time activities (36 per cent), wanting upgrades and improvements to social infrastructure including the river (24 per cent), and wanting more sports opportunities (12 per cent).
- A number of actions and strategies were identified, including an action to co-design youth-friendly public spaces in the central activities district, Wimmera River precinct and rural towns that address a range of age specific needs. Including spaces and facilities such as seating and spaces to hang out with friends, affordable cafes, multipurpose courts, play/parkour equipment, interactive and colourful public art, table tennis/games, food trucks, and spaces for events. Another strategy was to move away from a centre-based youth services model to an outreach and collective impact model, and to review the future of the former Nexus Youth Centre facility.
- The Horsham North Urban Design Framework (Horsham Rural City Council, 2013) identified a need to develop a high-quality contemporary youth focused facility in Horsham North to provide opportunities for physical exercise, social interaction, performance, events and gatherings, and a positive place for young people to 'hang out'.

The analysis of socio-economic data found:

- The number of young people in the Horsham Municipality is projected to remain fairly steady in future years. The number of 10 to 24 year old residents is projected to increase from around 3,600 in 2016 to around 3,800 in 2026 and 2031 (an increase of 200 residents), however the number then decreases to 3,630 residents by 2036.

#### Audit of Facilities/Current and Planned Facilities

There are currently no dedicated youth spaces in Horsham Municipality. The Nexus Youth Centre closed in March 2019. It operated as a dedicated youth centre in Horsham for around ten years.

#### Engagement Findings

##### Community Survey

A majority of respondents to the community survey noted that youth facilities were important, however they ranked fairly low compared to the range of other facility types that were considered in the survey (13th out of the 23 facilities considered). Only a small number of young people responded to the survey and this may have impacted the results. Around 69 per cent of the 106 respondents who answered this question noted that they thought the provision of this type of facility was very important or extremely important (30 per cent very important and 39 per cent extremely important).

In terms of overall rating of the provision of youth facilities, around 23 per cent of the 60 respondents who answered this question thought that current provision was good or very good. Around 33 per cent of respondents rated the current provision of these facilities as poor or very poor. This was the lowest rating of any of the facilities considered.

## Youth Space

Respondents who lived in Horsham City thought that an appropriate travel time to a youth facility was 12 minutes, while respondents who lived in Horsham Region thought that 19 minutes was appropriate.

### Workshops

Participants in the Council officers workshop noted that a Youth Council has been established to assist Council to consider the future of youth services and whether there is a need for a dedicated youth space.

A number of participants of the stakeholder workshops noted that there are opportunities for youth services to be delivered as outreach services, rather than as a dedicated drop-in centre. This would allow better access to programs, and young people could get involved in locations that they already use (such as the skate park). Others suggests that there needs to be a dedicated youth space in the municipality. They noted that the Nexus Youth Centre was well utilised. It was noted that closing Nexus before a replacement facility, or strategy, was identified was not appropriate.

It was also suggested that a number of public spaces could be more youth friendly if they were upgraded to include outdoor internet access and device charging points for people to charge laptops and other devices. Young people for example generally stand outside the library to access internet, rather than come inside (which may also be partially due to a lack of a youth-friendly space inside).

The Wimmera River foreshore was also noted as a popular space for young people and the activation of this space would increase useability.

One stakeholder noted that it is not so much about the number of young people accessing a facility, but the number of vulnerable children, and noted that the Nexus Youth Space was well utilised by children from diverse backgrounds as a space they felt comfortable.

## Results of Desired Standards of Service Benchmarking

### Benchmark Utilised:

1 neighbourhood youth space per 8,000 residents

1 municipal youth space per 60,000 residents

Benchmarks for youth spaces have been based on a variety of sources and adapted to the local Horsham Municipality context. The benchmarks are designed to provide a general indication of need.

### Benchmarking Results:

The following table shows the application of benchmarks across the various catchments based on current and future population projections. It shows additional need for facilities, and therefore positive numbers suggest additional need (an undersupply of facilities) and negative numbers suggest there no additional need (a potential oversupply of facilities).

Youth Space - Neighbourhood	Audit	2016	2021	2026	2031	2036
Wimmera Region	NA	NA	NA	NA	NA	NA
<b>Horsham Municipality</b>	<b>0</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>	<b>2.6</b>	<b>2.6</b>
<b>Horsham City</b>	<b>0</b>	<b>2.1</b>	<b>2.1</b>	<b>2.1</b>	<b>2.2</b>	<b>2.2</b>
Central Horsham		1.1	1.1	1.1	1.2	1.2
North Horsham		0.4	0.4	0.4	0.4	0.4
South Horsham		0.5	0.6	0.6	0.6	0.6
<b>Horsham Region</b>	<b>0</b>	<b>0.4</b>	<b>0.4</b>	<b>0.4</b>	<b>0.4</b>	<b>0.4</b>
Region - East		0.2	0.2	0.2	0.2	0.1
Region - West		0.3	0.3	0.2	0.2	0.2

Youth Space - Municipal	Audit	2016	2021	2026	2031	2036
Wimmera Region	NA	NA	NA	NA	NA	NA
<b>Horsham Municipality</b>	<b>0</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>
<b>Horsham City</b>	<b>0</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>
Central Horsham		0.1	0.1	0.2	0.2	0.2
North Horsham		0.1	0.1	0.1	0.1	0.1
South Horsham		0.1	0.1	0.1	0.1	0.1
<b>Horsham Region</b>	<b>0</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>	<b>0.0</b>



### Youth Space

Region - East		0.0	0.0	0.0	0.0	0.0
Region - West		0.0	0.0	0.0	0.0	0.0

Population benchmarks suggest the need for two neighbourhood level youth spaces in the Horsham Municipality. One of these should be located in Central Horsham (potentially in the north) and one may be appropriately located in South Horsham.

### Assessment of Need

As well as a range of youth programs and outreach services, there is a need for designated youth spaces in the Horsham Municipality. These youth spaces can be designated in any two of the hubs provided or planned in the Horsham Municipality as part of this Plan (Kalkee Road Children's and Community Hub, Learning and Cultural Hub, or Intergenerational Community Hub). These facilities would not be dedicated youth centres, but youth friendly spaces within a multi-purpose community centre, library or arts centre that used by a range of users. A youth space within one of these facilities should be designed with young people in mind, offering functionality that they would utilise and legitimises their use of space.

These two spaces should offer different focuses. One could focus on creative uses (such as music rehearsals, offering computers with creative software, or space to listen to music) and perhaps another on technology (for example, offering spaces for working on a laptop).

These spaces would be able to be used by young people, without booking, at specific times and days each week and may be staffed by youth outreach staff at those particular times. At other times, these facilities would be general community spaces for booking or use by all members of the community.

In addition, public spaces in the central activities district of Horsham and redeveloped areas in the Wimmera River precinct should be retrofitted or redesigned with infrastructure to encourage and legitimise use by young people. This may include additional public seating areas, activation activities and the provision of free internet access and charging facilities that are available at certain times of the day and night.

While hubs are being planned and delivered, programs and activities for youth can be delivered in existing facilities such as the library and / or indoor sports facilities.

This assessment of need should be considered alongside planning and engagement being undertaken with the Youth Council.

## 5.2.6 Seniors' Space

### Seniors' Space

A neighbourhood seniors' space is a community space specialising in meeting the needs of older people. Seniors' spaces may be accommodated within multi-purpose facilities, however require a specific focus.

A municipal seniors' space is a dedicated seniors' space offering specific facilities for older people. It may operate as a separate senior citizens' centre, or integrated with a community meeting place.

#### Review of Background Information

The following information was gathered from background literature:

- The Aged Friendly Communities Plan (Horsham Rural City Council, 2019) identifies a need to explore provision of a combined multi-purpose facility for U3A and seniors.

The analysis of socio-economic data found:

- The population of the Horsham Municipality is ageing. The proportion of the population aged 60 years of age and older will increase from 25.6 per cent of the population in 2016 to 31.7 per cent of the population in 2036. This is an increase from 5,100 people in 2016 to 6,500 people in 2036, or an additional 1,400 older people. This will increase the need for activities for older people to assist them to stay connected and active.

#### Audit of Facilities/Current and Planned Facilities

Two seniors' spaces were identified in the audit:

- Horsham Senior Citizen Club Room, Horsham
- Natimuk RSL Club Rooms, Natimuk.

The Horsham Senior Citizens' Club Room is located in Central Horsham. The facility is outdated, has flooring issues, and no dedicated parking is provided. The Natimuk RSL Club Rooms is not a dedicated seniors' space but is regularly used by the Natimuk Senior Citizens' group. Both of these facilities were considered to be neighbourhood facilities. Although the Horsham Senior Citizen Club Room is utilised only by seniors, it is of a low quality and does not offer much flexibility of use.

In addition, the University of the Third Age (U3A) operates in various facilities in Horsham Municipality. The administration centre is at the Railway Station, however this building is ageing and not suitable to run a wide variety of classes (having only four small meeting rooms). While not strictly a seniors' space, the U3A offers similar programs and benefits and is considered in conjunction with seniors' spaces in this analysis.

#### Engagement Findings

##### Community Survey

A majority of respondents to the community survey noted that seniors' facilities were important. Seniors' facilities were considered more important than youth facilities according to this measure. However, only a small number of young people responded to the survey and this may have impacted the results. Around 71 per cent of the 107 respondents who answered this question noted that they thought the provision of this type of facility was very important or extremely important (36 per cent very important and 35 per cent extremely important).

In terms of overall rating of the provision of seniors' facilities, around 50 per cent of the 56 respondents who answered this question thought that current provision was good or very good. Around 14 per cent of respondents rated the current provision of these facilities as poor or very poor. This was a low rating compared to the other facilities considered (19th of the 23 facilities considered).

Respondents who lived in Horsham City thought that an appropriate travel time to a seniors' facility was 13 minutes, while respondents who lived in Horsham Region thought that 17 minutes was appropriate.

##### Workshops

Participants of the stakeholder workshops noted a lack of facilities for seniors, but it was considered that these need to be multi-purpose, not dedicated for seniors. One participant noted that having programs delivered from a range of facilities would assist older people to access programs. Other participants advocated strongly for the delivery of a dedicated purpose-built facility for the U3A and senior citizens' clubs to operate from.

## Seniors' Space

As well as facilities, participants raised access issues for older people, including universal access to buildings, availability of parking close to facilities and public or community transport into and around Horsham for those unable to drive. These access issues limit participation.

### Results of Desired Standards of Service Benchmarking

#### Benchmark Utilised:

1 neighbourhood seniors' space per 10,000 residents

1 municipal seniors' space per 60,000 residents

Benchmarks for youth spaces have been based on a variety of sources and adapted to the local Horsham Municipality context. The benchmarks are designed to provide a general indication of need.

#### Benchmarking Results:

The following table shows the application of benchmarks across the various catchments based on current and future population projections. It shows additional need for facilities, and therefore positive numbers suggest additional need (an undersupply of facilities) and negative numbers suggest there no additional need (a potential oversupply of facilities).

Seniors' Space - Neighbourhood	Audit	2016	2021	2026	2031	2036
Wimmera Region	NA	NA	NA	NA	NA	NA
<b>Horsham Municipality</b>	<b>2</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.1</b>
<b>Horsham City</b>	<b>2</b>	<b>-0.4</b>	<b>-0.3</b>	<b>-0.3</b>	<b>-0.3</b>	<b>-0.2</b>
Central Horsham	2	-1.1	-1.1	-1.1	-1.1	-1.1
North Horsham		0.3	0.3	0.3	0.3	0.4
South Horsham		0.4	0.4	0.5	0.5	0.5
<b>Horsham Region</b>	<b>0</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>
Region - East		0.1	0.1	0.1	0.1	0.1
Region - West		0.2	0.2	0.2	0.2	0.2

Seniors' Space - Municipal	Audit	2016	2021	2026	2031	2036
Wimmera Region	NA	NA	NA	NA	NA	NA
<b>Horsham Municipality</b>	<b>0</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>
<b>Horsham City</b>	<b>0</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>
Central Horsham		0.1	0.1	0.2	0.2	0.2
North Horsham		0.1	0.1	0.1	0.1	0.1
South Horsham		0.1	0.1	0.1	0.1	0.1
<b>Horsham Region</b>	<b>0</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>	<b>0.0</b>
Region - East		0.0	0.0	0.0	0.0	0.0
Region - West		0.0	0.0	0.0	0.0	0.0

According to population benchmarks, the current provision of seniors' spaces is appropriate for the current and future population.

### Assessment of Need

While the current provision of two neighbourhood seniors' spaces is considered appropriate, the quality of these spaces is lacking.

Similarly to youth spaces, there is a need for a high-quality multi-purpose designated seniors' spaces in the municipality. At least one of the existing spaces should be replaced with this new facility.

The delivery of this space should be co-located with a multi-purpose community centre or library that is used by a range of users. A seniors' space within one of these facilities should be designed with older people in mind, offering functionality that they would utilise for a range of activities.

This seniors' space would be able to be used by older people, without booking, at specific times and days each week. At other times, these facilities would be general community spaces for booking or use by all members of the community at similar rates.

**Seniors' Space**

This facility should also prioritise use by the U3A in terms of scheduling. It should offer appropriate rooms for their classes (including storage to rent for their materials) and a large gathering space for larger lectures. The spaces used by U3A should be available to other groups at other times of the day.

## 5.2.7 Aged Care Facility

### Aged Care Facility

A residential aged care facility provides a home for older people with a disability or requiring care. This type of facility provides different levels of care to meet the requirements of each patient.

### Review of Background Information

The following information was gathered from background literature:

- The Council Plan 2019-23 (Horsham Rural City Council, 2019) identifies a priority to determine council's future role in aged care as a consequence of Commonwealth Government Aged Care reforms currently being undertaken.
- The Age Friendly Communities Implementation Plan 2019-23 (Horsham Rural City Council, 2019) noted a preference for ageing in place – this was considered to mean being able to stay at home for as long as possible with the help of support services, as opposed to entering a facility. The plan also noted that there was a potential shortfall in current provision, with at least one participant suggesting that finding a place close to home is difficult. Generally, for older people, it was also noted there were issues with many people living alone and also affordability of housing, particularly for single women.

The analysis of socio-economic data found:

- The population of the Horsham Municipality is ageing. The proportion of the population aged 70 years of age and older will increase from 13.8 per cent of the population in 2016 to 20.6 per cent of the population in 2036, an increase of almost 1,500 people. The population 70 years of age and older of Horsham Municipality is projected to grow by 50 people per year to 2021, and then increase strongly to around 80 people per year between 2021 and 2036. Most of this growth is projected to occur in Horsham City, but the population 70 years of age and older in Horsham Region is also projected to increase from around 360 people in 2016 to 505 people in 2036.

### Audit of Facilities/Current and Planned Facilities

Four residential aged care facilities were identified in the Horsham Municipality:

- Kurrajong Lodge, Horsham – providing 36 beds
- Sunnyside Lutheran Retirement Village, Horsham – providing 75 beds
- Wimmera Nursing Home, Horsham West – providing 50 beds
- Natimuk Nursing Home, Natimuk (including Alan W Lockwood Special Care Hostel and Trescowthick Hostel) – providing 41 beds.

### Engagement Findings

#### Community Survey

A majority of respondents to the community survey noted that residential aged care / respite facilities were important. Around 83 per cent of the 104 respondents who answered this question noted that they thought the provision of this type of facility was very important or extremely important (32 per cent very important and 51 per cent extremely important). By this measure, residential aged care / respite care was considered one of the top five facility types by level of importance.

However, in terms of overall rating of the provision of residential aged care / respite facilities, respondents to the community survey rated this type of facility quite low compared to other facilities. Only around 48 per cent of the 59 respondents who answered this question thought that current provision was good or very good, with around 19 per cent of respondents noting that they thought provision was poor or very poor.

Respondents who lived in Horsham City thought that an appropriate travel time to a residential aged care / respite facility was 14 minutes, while respondents that lived in Horsham Region thought that 17 minutes was appropriate.

#### Workshops

Council officers identified the need for additional residential aged care beds (and retirement living units) in workshops undertaken for the project. One stakeholder mentioned that there was strong growth in older people per year in Horsham Municipality and these people need places to live.

## Aged Care Facility

### Results of Desired Standards of Service Benchmarking

**Benchmark Utilised:** 1 aged care bed per 12.8 person 70 years of age and older

The population benchmark is based on target rates of provision for aged care beds from the Federal Government (Australian Government (Aged Care Financing Authority), 2018). The benchmark equates to 78 beds for every 1,000 population aged 70 years of age and older.

#### Benchmarking Results:

The following table shows the application of benchmarks across the various catchments based on current and future population projections. It shows additional need for facilities, and therefore positive numbers suggest additional need (an undersupply of facilities) and negative numbers suggest there no additional need (a potential oversupply of facilities).

Aged Care Facility	Audit	2016	2021	2026	2031	2036
Wimmera Region	NA	NA	NA	NA	NA	NA
<b>Horsham Municipality</b>	<b>202</b>	<b>12.9</b>	<b>32.6</b>	<b>65.1</b>	<b>103.5</b>	<b>129.4</b>
<b>Horsham City</b>	<b>161</b>	<b>25.8</b>	<b>41.2</b>	<b>70.4</b>	<b>103.6</b>	<b>131.0</b>
Central Horsham	161	-61.5	-53.2	-37.7	-20.0	-5.4
North Horsham		37.7	40.8	46.7	53.4	59.0
South Horsham		49.6	53.6	61.4	70.2	77.5
<b>Horsham Region</b>	<b>41</b>	<b>-12.9</b>	<b>-8.6</b>	<b>-5.3</b>	<b>-0.1</b>	<b>-1.6</b>
Region - East		11.0	12.7	14.0	16.0	15.4
Region - West	41	-23.9	-21.3	-19.3	-16.1	-17.0

Population benchmarking, based on Australian Government targets for provision of residential aged care beds, suggest there is a current need for 13 aged care beds in the Horsham Municipality. This current small shortfall grows to around 32 beds in 2021, 65 beds in 2026, 100 beds in 2031 and 130 beds in 2036.

### Assessment of Need

Benchmarks suggest a current shortfall of around 13 beds and the need for an additional 130 beds in the Horsham Municipality by 2036. This number of beds may be provided in one to four additional facilities over the next 20 year period depending on the number of beds in each facility.

If multiple smaller facilities are provided, it may be appropriate for one of these facilities to be located in North Horsham and one located in South Horsham (according to benchmarks). This would ensure that residents of these areas are able to enter residential aged care facilities in their existing communities. However, it is likely that older people will assess which facility to enter based on a range of factors, not just locational factors. Also, given the relatively small distance between these areas and Central Horsham (and the willingness to travel to this type of facility), the importance of locating facilities in these areas over Central Horsham is less important than providing facilities to meet future need.

Given the relatively small number of beds in three of the existing facilities, extension of these facilities to offer additional beds would be appropriate to help meet future needs.

The provision of home care services was not considered in this assessment of need for residential aged care beds. However, the Australian Government target utilised includes the provision of 45 home care services per 1,000 population 70 years of age and older, in addition to these beds. A more detailed analysis of home care services may uncover a higher provision of home care services, and this would reduce the need for residential aged care beds, however given the ageing of the population, it is likely that additional beds will be required in any case.

As well as residential aged care, adaptable housing standards should be considered in Horsham Municipality to ensure dwellings are appropriate for older residents to age in their home (with home care services as support).

## 5.2.8 Respite Facility

### Respite Facility

A respite facility provides short-term care for older people with a disability or requiring support, or people with a disability, in order to allow their carer to rest or undertake other activities. Often care is provided during the day or can be provided overnight.

### Review of Background Information

No references to respite facilities were identified in the background literature.

The analysis of socio-economic data found:

- In addition to frail elderly people, respite facilities are utilised by people with a profound or severe disability of any age. In total there were 1,179 people in Horsham Municipality that had a profound or severe disability for which they required assistance (according to the ABS Census definition), which equated to 6.0 per cent of the population. This rate of profound or severe disability was similar in Horsham Municipality compared to Regional Victoria (both 6.0 per cent). High proportions of the population in Horsham North East (12.2 per cent) and Natimuk (15.7 per cent) had a profound or severe disability. Of the 1,179 people in Horsham Municipality with a profound or severe disability, 643 people (54.5 per cent) were under 70 years of age, and 354 people (30 per cent) were under 50 years of age.

### Audit of Facilities/Current and Planned Facilities

Five facilities offering respite were identified in the Horsham Municipality:

- Barkuma Respite (Wimmera Health Care Group), Horsham – providing 4 beds
- Wimmera Day Centre (Wimmera Health Care Group), Horsham – providing day programs
- Kurrajong Lodge, Horsham
- Sunnyside Lutheran Retirement Village, Horsham
- Wimmera Nursing Home (Wimmera Health Care Group), Horsham West.

### Engagement Findings

#### Community Survey

A majority of respondents to the community survey noted that residential aged care / respite facilities were important. Around 83 per cent of the 104 respondents that answered this question noted that they thought the provision of this type of facility was very important or extremely important (32 per cent very important and 51 per cent extremely important). By this measure, residential aged care / respite care was considered one of the top five facility types by level of importance.

However, in terms of overall rating of the provision of residential aged care / respite facilities, respondents to the community survey rated this type of facility quite low compared to other facilities. Only around 48 per cent of the 59 respondents who answered this question thought that current provision was good or very good. With around 19 per cent of respondents noted that they thought provision was poor or very poor.

Respondents who lived in Horsham City thought that an appropriate travel time to a residential aged care / respite facility was 14 minutes, while respondents that lived in Horsham Region thought that 17 minutes was appropriate.

#### Workshops

There were no specific comments about the need for respite facilities from the stakeholder workshops.

## Respite Facility

### Results of Desired Standards of Service Benchmarking

#### Benchmark Utilised: 1 respite facility per 10,000 residents

The benchmark for a respite facility is general in nature and derived from a range of sources. The benchmark reflects the current provision of respite facilities in Horsham Municipality which was considered suitable given that engagement findings did not raise any particular issues with the current provision of respite facilities.

#### Benchmarking Results:

The following table shows the application of benchmarks across the various catchments based on current and future population projections. It shows additional need for facilities, and therefore positive numbers suggest additional need (an undersupply of facilities) and negative numbers suggest there no additional need (a potential oversupply of facilities).

Respite Facility	Audit	2016	2021	2026	2031	2036
Wimmera Region	NA	NA	NA	NA	NA	NA
<b>Horsham Municipality</b>	<b>5</b>	<b>-3.0</b>	<b>-3.0</b>	<b>-3.0</b>	<b>-3.0</b>	<b>-2.9</b>
<b>Horsham City</b>	<b>5</b>	<b>-3.4</b>	<b>-3.3</b>	<b>-3.3</b>	<b>-3.3</b>	<b>-3.2</b>
Central Horsham	5	-4.1	-4.1	-4.1	-4.1	-4.1
North Horsham		0.3	0.3	0.3	0.3	0.4
South Horsham		0.4	0.4	0.5	0.5	0.5
<b>Horsham Region</b>	<b>0</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>	<b>0.3</b>
Region - East		0.1	0.1	0.1	0.1	0.1
Region - West		0.2	0.2	0.2	0.2	0.2

The number of respite beds available was not identified for all respite facilities, and the benchmark utilised is based on facilities. According to this population benchmark, the current provision of five respite facilities is appropriate for the current and future population of the Horsham Municipality.

### Assessment of Need

Limited information was available on the number of respite beds available at some of the respite facilities in the Horsham Municipality. The background research and engagement undertaken for the project did not identify any views on the need for additional respite beds.

Three of the facilities counted in the audit are relatively small residential aged care facilities that also offer respite care. They may have limited availability for respite care (for example, a bed or a small number of beds), or only offer respite care when beds are available.

These existing facilities also provide respite care to people with a disability in Horsham Municipality. With one dedicated overnight respite facility (although small), and one facility offering day programs, there is a mix of services available for people of all ages with a disability. The three residential aged care facilities offering respite care provide additional options for older people. However there are no facilities specifically providing respite facilities for younger people with a disability, or group accommodation for younger people. Charitable organisations could be encouraged to explore these options in the future.



## 5.3 Arts and Culture

### 5.3.1 Library

#### Library

A library offers access to both text and online resources for learning and can also incorporate meeting places and study areas.

#### Review of Background Information

The following information was gathered from background literature:

- Council's Budget 2019-20 (Horsham Rural City Council, 2019) identified that libraries were well utilised in the 2017/18 financial year, with 12.4 per cent of the population being active members. However, it is expected that this level of membership will decline to 8.2 per cent in 2018/19.
- The Age Friendly Communities Implementation Plan (Horsham Rural City Council, 2019) suggested that access and parking at the library was an issue at certain times.
- The Arts and Culture Plan 2014-18 (Horsham Rural City Council, 2014) identified Horsham Library as a key arts and cultural facility in the municipality.
- The Wimmera Regional Library Service Delivery Strategy 2018-28 (Wimmera Regional Library Corporation, 2018) provides information on a range of performance measures. The performance measures are based on the entire Wimmera Regional Library network, rather than just the Horsham Library.

On measures of service provision, the Wimmera Regional Library generally performs at or above standards (including in terms of library expenditure, number of staff, library materials expenditure, collection items and provision of computers). The only measure that performed below the standard for service provision was the proportion of the collection published in the last five years (40 per cent, compared to 65 per cent as the benchmark). Customer satisfaction was also very high.

Measures of service reach, participation and use however were mostly below the benchmarks, including library membership as a proportion of the population (27 per cent, compared to 35 per cent as the benchmark), customer visits per capita (3.7, compared to 4.9 as the benchmark), total loans per capita (4.2, compared to 6.7 as the benchmark) and loans per collection item per year (1.9, compared to 5.3 as the benchmark).

These indicators suggest that the collection could potentially be outdated. Increasing or decreasing the size of the collection would have implications for floorspace required.

A number of actions are identified in the strategy that may relate to infrastructure provision, including developing a facilities strategy, reviewing layout and functionality of each library in the network, reviewing the viability of providing stand-alone libraries (compared to joint-use facilities and shared service outlets), and examining options for providing a different spread of branch opening hours.

- A Wimmera Regional Library Corporation Discussion Paper (2019) noted that the mobile library service operating in Horsham Municipality will cease in 30 June 2020 and provided options for alternative delivery models for consideration by Council. The mobile library currently visits two locations in the Horsham Municipality: Laharum and Natimuk. Three service options were identified:
  - Agency library: An agency library is housed in a third-party agencies such as a community centre, neighbourhood house or community hall. It can provide greater access to the collection with longer opening hours.
  - Book drop off and collection points: A book drop-off and collection point may be provided in a third-party agency such as a post office, courier office or some other community service provided to the area.
  - Open access library: An open access library is a fully functional library that is available via member library cards when the librarian is not in attendance.
- Horsham North Urban Design Framework (Horsham Rural City Council, 2013) noted the provision of a mobile library in North Horsham as a need or opportunity.

The analysis of socio-economic data found:

- The population of Horsham Municipality is projected to grow by just 700 people between 2016 and 2036, and the Wimmera Region population is projected to decline by nearly 4,000 people during this 20-year period.

#### Audit of Facilities/Current and Planned Facilities

There is one library in the Horsham Municipality – the Horsham Library. The facility offers around 750 sqm of floor space and is located in the central activities district of Horsham City.

## Library

### Engagement Findings

#### Community Survey

A majority of respondents to the community survey noted that libraries were important. Around 70 per cent of the 106 respondents who answered this question noted that they thought the provision of this type of facility was very important or extremely important (23 per cent very important and 47 per cent extremely important). In terms of level of importance, libraries were ranked as the 12th most important facility (of 23 facility types included in the survey).

In terms of the overall rating of the provision of libraries, respondents to the community survey rated this type of facility quite highly compared to other facilities (in the top five facilities). Around 81 per cent of the 89 respondents who answered this question thought that current provision was good or very good. With only around 3 per cent of respondents thought provision was poor (no respondents thought the provision was very poor).

Respondents who lived in Horsham City thought that an appropriate travel time to a library was 11 minutes, making it one of the first major facilities that respondents wanted close by (after public toilets, playgrounds, visitor centre and recreation spaces). Respondents who lived in Horsham Region thought that 19 minutes was appropriate.

There was also some additional specific feedback on the Horsham Library, with 29 respondents listing it as one of the top three facilities that they utilised most. These respondents rated their overall level of satisfaction with the library as being satisfied, with only two of these respondents dissatisfied. The two respondents who were dissatisfied with the Horsham Library thought that it was not fit for purpose (aged, not maintained), too small or the location was hard to access.

#### Workshops

Participants in the stakeholder workshops noted that the existing Horsham Library had been upgraded and retrofitted multiple times. The building is around 50 years old. However, it still does not meet standards for accessibility / universal access.

Participants thought that the existing library needed to be upgraded. It was noted that there is currently no space for young people in the library. They do not generally feel comfortable in the space, and often stand around outside the library to access the internet rather than coming inside. It was suggested that the library is not appropriate for contemporary uses such as social engagement, meeting, collaborating and accessing technology.

One participant noted that extended or varied opening hours for the library may encourage use by other groups, such as students if the library was open at night.

## Library

## Results of Desired Standards of Service Benchmarking

**Benchmark Utilised:** 1 library per 30,000 residents

The benchmark for libraries has been based on a variety of sources and adapted to the local Horsham Municipality context. The benchmark is designed to provide a general indication of need.

**Benchmarking Results:**

The following table shows the application of benchmarks across the various catchments based on current and future population projections. It shows additional need for facilities, and therefore positive numbers suggest additional need (an undersupply of facilities) and negative numbers suggest there no additional need (a potential oversupply of facilities).

Library	Audit	2016	2021	2026	2031	2036
Wimmera Region	NA	NA	NA	NA	NA	NA
<b>Horsham Municipality</b>	<b>1</b>	<b>-0.3</b>	<b>-0.3</b>	<b>-0.3</b>	<b>-0.3</b>	<b>-0.3</b>
<b>Horsham City</b>	<b>1</b>	<b>-0.5</b>	<b>-0.4</b>	<b>-0.4</b>	<b>-0.4</b>	<b>-0.4</b>
Central Horsham	1	-0.7	-0.7	-0.7	-0.7	-0.7
North Horsham		0.1	0.1	0.1	0.1	0.1
South Horsham		0.1	0.1	0.2	0.2	0.2
<b>Horsham Region</b>	<b>0</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>
Region - East		0.0	0.0	0.0	0.0	0.0
Region - West		0.1	0.1	0.1	0.1	0.1

Population benchmarks suggest that the current provision of libraries is adequate to meet the current and future population needs of Horsham Municipality.

## Assessment of Need

The current provision of one library facility is appropriate to meet current and future needs in Horsham Municipality, and the existing library is well located in Central Horsham.

However, there are a range of issues with the current facility, and a new purpose-built facility is needed. The existing site is well located, however opportunities to relocate the library closer to Horsham Town Hall or co-locate the library with Horsham Town Hall should be investigated. This would allow the library to continue operating while a new facility is constructed and may encourage better integration of programming. Ideally this facility would be part of an integrated Learning and Cultural Hub proposed in this plan.

In the short term, the library could consider reducing the size of its collection, or using an offsite archive, to provide additional space in the Horsham Library for program delivery, study spaces and collaboration spaces (especially for children and young adults). New resources would be required as part of a new multi-purpose facility.

### 5.3.2 Arts Facility

#### Arts Facility

A municipal arts facility provides exhibition space for art and cultural productions (including basic gallery lighting, capacity to control natural light and suitable security) and workshop spaces for hire.

A regional arts facility provides a space for professional and community visual arts as a prominent community/civic/commercial hub, and may include exhibition spaces, function rooms, studio space and administration spaces. Technical fit-out is more complex and professional.

#### Review of Background Information

The following information was gathered from background literature:

- Council's Municipal Strategic Statement (Victoria State Government (Environment, Land, Water and Planning), 2019) notes the importance of community and cultural infrastructure to support community connections and the health, wellbeing and vitality of the community. It also acknowledges the importance of investment in these types of infrastructure to support liveability. The Strategic Statement also includes specific objectives around arts spaces. Supporting the Horsham Town Hall and Art Gallery as a state of the art regional facility for visual and performing arts, community and conferencing activities is identified as an objective.

The analysis of socio-economic data found:

- The population of Horsham Municipality is projected to grow by just 700 people between 2016 and 2036, and the Wimmera Region population is projected to decline by nearly 4,000 people during this 20-year period.

#### Audit of Facilities/Current and Planned Facilities

Two arts facilities were identified:

- Horsham Regional Art Gallery, Central Horsham
- The Maker's Gallery and Studio, Central Horsham.

Horsham Regional Art Gallery (750sqm) provides a high-quality exhibition space for local and visiting collections. It is co-located with Horsham Town Hall, the regional performing arts space in Horsham. The gallery space was upgraded in 2016. The gallery does not provide workshop space.

The Maker's Gallery and Studio is a workshop space and exhibition area / shop for creative arts (considered to be a municipal or neighbourhood level facility). Both spaces are co-located in the Horsham Library building, with the Maker's Studio upstairs, and the Maker's Gallery downstairs near the entry to the library.

Although Jubilee Hall was being used as an arts space at the time of the needs assessment, it is understood that this use is temporary only and will not continue long term. It has therefore not been considered as an arts facility, but as a general community space.

There are also other smaller private exhibition spaces and workshop spaces (local level facilities) including:

- Natimuk's Goat Gallery.
- Red Rocks Books and Gallery
- Barengi Gadjin Land Council (BGLC) art gallery
- Threadmill Market.

## Arts Facility

### Engagement Findings

#### Community Survey

A low proportion of respondents to the community survey thought that art galleries were important. The level of importance was low compared to the range of other facility types that were considered in the survey (the lowest facility of the 23 facilities considered). Only around 42 per cent of the 107 respondents who answered this question thought the provision of this type of facility was very important or extremely important (17 per cent very important and 25 per cent extremely important), while 29 per cent thought provision was not at all important or slightly important (15 per cent not at all important and 14 per cent slightly important).

In terms of overall rating of the provision of art galleries, survey respondents rated art galleries highly. Around 84 per cent of the 87 respondents who answered this question thought that current provision was good or very good (ranking the facility third facility in terms of levels of satisfaction). Only around 3 per cent of respondents rated these facilities as poor or very poor.

Respondents who lived in Horsham City thought that an appropriate travel time to an art gallery was 18 minutes, while respondents who lived in Horsham Region thought that 28 minutes was appropriate.

#### Workshops

Participants in the stakeholder workshops made a number of comments about the provision of creative arts spaces in the Horsham Municipality including:

- There seems to be a gap between provision of local and regional infrastructure in terms of exhibition space. There is a need for additional local public spaces for exhibition, including even vacant shop fronts.
- There is growing demand for arts activities and making spaces.
- There is a gap in provision in terms of spaces for digital arts.

It was noted that Jubilee Hall was recently opened for arts and cultural activities and was already at 65 per cent capacity without strong promotion. However, this use of Jubilee Hall is a temporary use only.

### Results of Desired Standards of Service Benchmarking

#### Benchmark Utilised:

[1 municipal arts facility per 30,000 residents](#)

[1 regional arts facility per 60,000 residents](#)

The benchmarks for arts facilities have been based on a variety of sources and adapted to the local Horsham Municipality context. The benchmark is designed to provide a general indication of need.

#### Benchmarking Results:

The following table shows the application of benchmarks across the various catchments based on current and future population projections. It shows additional need for facilities, and therefore positive numbers suggest additional need (an undersupply of facilities) and negative numbers suggest there no additional need (a potential oversupply of facilities).

Arts Facility – Municipal	Audit	2016	2021	2026	2031	2036
Wimmera Region	NA	NA	NA	NA	NA	NA
<b>Horsham Municipality</b>	<b>1</b>	<b>-0.3</b>	<b>-0.3</b>	<b>-0.3</b>	<b>-0.3</b>	<b>-0.3</b>
<b>Horsham City</b>	<b>1</b>	<b>-0.5</b>	<b>-0.4</b>	<b>-0.4</b>	<b>-0.4</b>	<b>-0.4</b>
Central Horsham	1	-0.7	-0.7	-0.7	-0.7	-0.7
North Horsham		0.1	0.1	0.1	0.1	0.1
South Horsham		0.1	0.1	0.2	0.2	0.2
<b>Horsham Region</b>	<b>0</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>
Region - East		0.0	0.0	0.0	0.0	0.0
Region - West		0.1	0.1	0.1	0.1	0.1

### Arts Facility

Arts Facility – Regional	Audit	2016	2021	2026	2031	2036
Wimmera Region	1	-0.2	-0.2	-0.2	-0.2	-0.3
<b>Horsham Municipality</b>	<b>1</b>	<b>-0.7</b>	<b>-0.7</b>	<b>-0.7</b>	<b>-0.7</b>	<b>-0.7</b>
<b>Horsham City</b>	<b>1</b>	<b>-0.7</b>	<b>-0.7</b>	<b>-0.7</b>	<b>-0.7</b>	<b>-0.7</b>
Central Horsham	1	-0.9	-0.9	-0.8	-0.8	-0.8
North Horsham		0.1	0.1	0.1	0.1	0.1
South Horsham		0.1	0.1	0.1	0.1	0.1
<b>Horsham Region</b>	<b>0</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>	<b>0.0</b>
Region – East		0.0	0.0	0.0	0.0	0.0
Region – West		0.0	0.0	0.0	0.0	0.0

The application of population benchmarks suggests the current provision of two arts facilities is sufficient to meet the needs of the current and future population.

#### Assessment of Need

The current provision of arts spaces is considered appropriate for the current and future population.

The existing Maker's Gallery and Studio could be improved if additional storage were provided. Although the current facility is adequate, co-location within a multi-purpose hub may allow more flexibility and provide additional opportunities for prominent and modern exhibition spaces. As the current facility is co-located with the library, any relocation or redevelopment of the library would also impact the Maker's Gallery and Studio and this should be considered further.

It was noted that additional opportunities for local exhibition space are needed. Opportunities to provide exhibition space for local artists in foyers and reception areas of public buildings, including proposed community hubs, should be considered.

### 5.3.3 Performing Arts Facility

#### Performing Arts Facility

A municipal performing arts facility provides a theatre space with appropriate seating (150-300 seats), foyer space, stage area, back stage area, and technical systems such as sound and lighting that are simple to use for non-technical experts.

A regional performing arts facility provides a space for professional and community performing arts as a prominent community/civic/commercial hub, and may include a large theatre, functions rooms, rehearsal areas and administration spaces. Technical fit-out is more complex and professional.

#### Review of Background Information

The following information was gathered from background literature:

- Council's Municipal Strategic Statement (Victoria State Government (Environment, Land, Water and Planning), 2019) notes the importance of community and cultural infrastructure to support community connections and the health, wellbeing and vitality of the community. It also acknowledges the importance of investment in these types of infrastructure to support liveability. The Strategic Statement also includes specific objectives around arts spaces. Supporting the Horsham Town Hall and Art Gallery as a state of the art regional facility for visual and performing arts, community and conferencing activities is identified as an objective.
- The Horsham Performing Arts Future Service Demand Assessment (Horsham Rural City Council, 2018) analysed demand for performing arts spaces in Horsham to inform whether the Wesley Performing Arts Centre was viable as a theatre. It found that the centre would address gaps in the market for a dedicated smaller performance space that is available for community hire and council programming.

The analysis of socio-economic data found:

- The population of Horsham Municipality is projected to grow by just 700 people between 2016 and 2036, and the Wimmera Region population is projected to decline by nearly 4,000 people during this 20-year period.

#### Audit of Facilities/Current and Planned Facilities

The audit identified the following performing arts facilities in Horsham Municipality:

- Horsham Town Hall, Horsham Central
- Wesley Performing Arts Centre, Horsham Central.

Horsham Town Hall is a regional performing arts facility offering a 500-seat theatre, five dressing rooms, large green room, bar and foyer area. The facility was completed in 2016 and has since offered a range of local and visiting performances and events.

The Wesley Performing Arts Centre is a smaller facility (considered to be a municipal or neighbourhood level facility) offering a 265-seat theatre, bar and limited kitchen facilities. The facility closed in 2017 due to significant safety issues being identified, however Council will take ownership of the facility to ensure it is reopened as a performance space. It is assumed that the Wesley Performing Arts Centre will reopen for the purposes of this assessment.

#### Engagement Findings

##### Community Survey

A majority of respondents to the community survey noted that performing arts facilities were important, however the level of importance was fairly low compared to the range of other facility types that were considered in the survey (17<sup>th</sup> out of the 23 facilities considered). Around 64 per cent of the 107 respondents who answered this question thought the provision of this type of facility was very important or extremely important (25 per cent very important and 39 per cent extremely important).

In terms of overall rating of the provision of performing arts facilities, around 89 per cent of the 89 respondents who answered this question thought that current provision was good or very good, while only 3 per cent thought that current provision was poor (no respondents thought that current provision was very poor). Performing arts facilities ranked very highly compared to the other facilities considered (first out of the 23 facilities considered).

Respondents who lived in Horsham City thought that an appropriate travel time to a performing arts facilities was 19 minutes, while respondents who lived in Horsham Region thought that 25 minutes was appropriate.

### Performing Arts Facility

There was also some additional specific feedback on Horsham Town Hall and the Wesley Performing Arts Centre. Horsham Town Hall was identified by 30 respondents as one of the top three facilities that they utilised most. These respondents rated their overall level of satisfaction with the facility as being satisfied, with only one respondent dissatisfied. For Wesley Performing Arts Centre, 11 respondents identified this facility as one of the top three facilities that they utilised most. These respondents rated their overall level of satisfaction with the facility as being satisfied, with only two respondents dissatisfied. Of the two respondents who were dissatisfied, the main reasons for dissatisfaction included: that it was not fit for purpose (aged, not maintained), not accessible (disability) and too small.

#### Workshops

Participants of the stakeholder workshops saw the Wesley Performing Arts Centre as an opportunity to provide a performing arts space that was smaller than the Horsham Town Hall and could cater for local performances and events. Stakeholders also saw an opportunity with the facilities located near the Wesley Performing Arts Centre (Jubilee Hall, former kindergarten and former Nexus Youth Centre) to be better integrated into a cultural precinct or other use that better utilised these assets.

At least one participant noted that the foyer space at Horsham Town Hall is potentially too small to cater for large events, however this was partially due to the design of the space as a long space that audience members have difficulty dispersing into.

One participant noted that Horsham Town Hall is currently fairly close to capacity. It was also noted that, as a regional facility, Horsham Town Hall does not provide space suitable for community performances and events as the space is too big and expensive to hire for these types of smaller events.

### Results of Desired Standards of Service Benchmarking

#### Benchmark Utilised:

[1 municipal performing arts facility per 30,000 residents](#)

[1 regional performing arts facility per 60,000 residents](#)

The benchmarks for performing arts facilities have been based on a variety of sources and adapted to the local Horsham Municipality context. The benchmark is designed to provide a general indication of need.

#### Benchmarking Results:

The following table shows the application of benchmarks across the various catchments based on current and future population projections. It shows additional need for facilities, and therefore positive numbers suggest additional need (an undersupply of facilities) and negative numbers suggest there is no additional need (a potential oversupply of facilities).

Performing Arts Facility	Audit	2016	2021	2026	2031	2036
Wimmera Region	NA	NA	NA	NA	NA	NA
<b>Horsham Municipality</b>	<b>1</b>	<b>-0.3</b>	<b>-0.3</b>	<b>-0.3</b>	<b>-0.3</b>	<b>-0.3</b>
<b>Horsham City</b>	<b>1</b>	<b>-0.5</b>	<b>-0.4</b>	<b>-0.4</b>	<b>-0.4</b>	<b>-0.4</b>
Central Horsham	1	-0.7	-0.7	-0.7	-0.7	-0.7
North Horsham		0.1	0.1	0.1	0.1	0.1
South Horsham		0.1	0.1	0.2	0.2	0.2
<b>Horsham Region</b>	<b>0</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>
Region – East		0.0	0.0	0.0	0.0	0.0
Region – West		0.1	0.1	0.1	0.1	0.1

Regional Performing Arts Facility	Audit	2016	2021	2026	2031	2036
Wimmera Region	1	-0.2	-0.2	-0.2	-0.2	-0.3
<b>Horsham Municipality</b>	<b>1</b>	<b>-0.7</b>	<b>-0.7</b>	<b>-0.7</b>	<b>-0.7</b>	<b>-0.7</b>
<b>Horsham City</b>	<b>1</b>	<b>-0.7</b>	<b>-0.7</b>	<b>-0.7</b>	<b>-0.7</b>	<b>-0.7</b>
Central Horsham	1	-0.9	-0.9	-0.8	-0.8	-0.8
North Horsham		0.1	0.1	0.1	0.1	0.1
South Horsham		0.1	0.1	0.1	0.1	0.1
<b>Horsham Region</b>	<b>0</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>	<b>0.0</b>
Region – East		0.0	0.0	0.0	0.0	0.0
Region – West		0.0	0.0	0.0	0.0	0.0



**Performing Arts Facility**

The application of population benchmarks suggests the current provision of two performing arts facilities is sufficient to meet the needs of the current and future population.

**Assessment of Need**

The current provision of performing arts spaces in Horsham Municipality is considered appropriate for current and future population growth.

The reopening of Wesley Performing Arts Centre will provide much needed space for local performances and events, which will complement touring performances at Horsham Town Hall. It should be ensured that pricing policies make this facility affordable for community groups.

Minor issues were identified with the Horsham Town Hall foyer area however these may be able to be improved operationally.

Opportunities were identified to better integrate Wesley Performing Arts Centre with its surroundings, including potentially creating a cultural hub in this area. This could include additional small outdoor performance spaces or areas for temporary activation events.

### 5.3.4 Exhibition / Convention Centre

#### Exhibition / Convention Centre

An exhibition / convention centre provides a large multi-purpose building suitable for public and private business and social events. As well as a main exhibition hall, the facility may include other smaller meeting rooms, associated catering facilities and circulation spaces.

#### Review of Background Information

There were no specific findings from the background review of literature related to exhibition / convention centres.

The analysis of socio-economic data found:

- The population of Horsham Municipality is projected to grow by just 700 people between 2016 and 2036, and the Wimmera Region population is projected to decline by nearly 4,000 people during this 20-year period.

#### Audit of Facilities/Current and Planned Facilities

There was one exhibition / convention centre identified in the Horsham Municipality being the Wimmera Events Centre. This is a mainly outdoor centre catering for large field events, such as the Wimmera Machinery Field Day. The facility has two main indoor spaces, with large surrounding areas used for outdoor exhibitors. Although this facility is mostly outdoors, it was included in the audit as it does provide a space for holding significant exhibitions and conventions that are suitable to be held outdoors (which is important in an area with significant agricultural industries).

#### Engagement Findings

##### Community Survey

A low proportion of respondents to the community survey noted that exhibition / convention centres were important. The level of importance was low compared to the range of other facility types that were considered in the survey (third lowest facility of the 23 facilities considered). Only around 45 per cent of the 107 respondents who answered this question noted that they thought the provision of this type of facility was very important or extremely important (22 per cent very important and 22 per cent extremely important).

In terms of overall rating of the provision of exhibition / convention centres, respondents to the community survey rated this type of facility quite low compared to other facilities. Around 58 per cent of the 65 respondents who answered this question thought that the current provision was good or very good. Around 12 per cent of respondents noted that they thought provision was poor or very poor.

Respondents who lived in Horsham City thought that an appropriate travel time to an exhibition / convention centre was 21 minutes, while respondents who lived in Horsham Region thought that 26 minutes was appropriate.

One respondent to the community survey noted the need for a multi-use exhibition / convention centre for expos, shows, sports and public events.

##### Workshops

There were no specific comments about the need for exhibition / convention centres from the stakeholder workshops.

### Exhibition / Convention Centre

#### Results of Desired Standards of Service Benchmarking

**Benchmark Utilised:** 1 exhibition / convention centre per 80,000 residents

The benchmark for exhibition / convention centres has been based on a variety of sources and adapted to the local Horsham Municipality context. The benchmark is designed to provide a general indication of need.

#### Benchmarking Results:

The following table shows the application of benchmarks across the various catchments based on current and future population projections. It shows additional need for facilities, and therefore positive numbers suggest additional need (an undersupply of facilities) and negative numbers suggest there no additional need (a potential oversupply of facilities).

Exhibition / Convention Centre	Audit	2016	2021	2026	2031	2036
Wimmera Region	1	-0.4	-0.4	-0.4	-0.4	-0.5
<b>Horsham Municipality</b>	<b>1</b>	<b>-0.8</b>	<b>-0.8</b>	<b>-0.7</b>	<b>-0.7</b>	<b>-0.7</b>
<b>Horsham City</b>	<b>0</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>	<b>0.2</b>
Central Horsham		0.1	0.1	0.1	0.1	0.1
North Horsham		0.0	0.0	0.0	0.0	0.0
South Horsham		0.1	0.1	0.1	0.1	0.1
<b>Horsham Region</b>	<b>1</b>	<b>-1.0</b>	<b>-1.0</b>	<b>-1.0</b>	<b>-1.0</b>	<b>-1.0</b>
Region – East	1	-1.0	-1.0	-1.0	-1.0	-1.0
Region – West		0.0	0.0	0.0	0.0	0.0

The current provision of one exhibition / convention centre is considered appropriate for the current and future regional population.

#### Assessment of Need

The current provision of one exhibition / convention centre is considered appropriate, however given it is a mainly outdoor facility, the facility's functionality could be improved with additional indoor exhibition spaces.

### 5.3.5 Cinema

#### Cinema

A cinema provides spaces for viewing films on a large screen. Depending on their scale and level in the hierarchy, cinemas may provide multiple viewing spaces, reception areas, and other ancillary facilities, and may show local, independent, historical or global new release films.

#### Review of Background Information

The following information was gathered from background literature:

- The Council Plan (Horsham Rural City Council, 2019) identifies a priority to continue to develop the Horsham Cinema as the main cinema with improved seating, screen and sound in conjunction with the cinema operator.

The analysis of socio-economic data found:

- The population of Horsham Municipality is projected to grow by just 700 people between 2016 and 2036, and the Wimmera Region population is projected to decline by nearly 4,000 people during this 20-year period.

#### Audit of Facilities/Current and Planned Facilities

There is one cinema provided in Horsham Municipality. The Centre Cinema is located in Central Horsham in the heritage-listed Horsham Theatre building.

#### Engagement Findings

##### Community Survey

A majority of respondents to the community survey noted that cinemas were important, and these facilities ranked relatively highly compared to the range of other facility types that were considered in the survey (9<sup>th</sup> out of the 23 facilities considered). Around 74 per cent of the 107 respondents who answered this question noted that they thought the provision of this type of facility was very important or extremely important (28 per cent very important and 46 per cent extremely important).

In terms of overall rating of the provision of cinemas, around 67 per cent of the 95 respondents who answered this question thought that current provision was good or very good. Around 15 per cent of respondents thought that these facilities were poor or very poor.

Respondents who lived in Horsham City thought that an appropriate travel time to a cinema was 16 minutes, while respondents who lived in Horsham Region thought that 21 minutes was appropriate.

##### Workshops

Participants of the stakeholder workshops noted that using the existing building as a cinema is difficult given its configuration, the heritage listing of the building and maintenance costs.

## Cinema

### Results of Desired Standards of Service Benchmarking

#### Benchmark Utilised: 1 cinema per 50,000 residents

There was no accepted population benchmark identified for the provision of cinemas. This facility type is often provided by the private sector and planned by local governments. This facility type however was considered to be a regional level facility according to the social infrastructure model utilised for the project, and a benchmark of 50,000 residents was suggested as being appropriate given this level of the hierarchy. The benchmark is designed to provide a general indication of need.

#### Benchmarking Results:

The following table shows the application of benchmarks across the various catchments based on current and future population projections. It shows additional need for facilities, and therefore positive numbers suggest additional need (an undersupply of facilities) and negative numbers suggest there no additional need (a potential oversupply of facilities).

Cinema	Audit	2016	2021	2026	2031	2036
Wimmera Region	1	0.0	-0.1	-0.1	-0.1	-0.1
<b>Horsham Municipality</b>	<b>1</b>	<b>-0.6</b>	<b>-0.6</b>	<b>-0.6</b>	<b>-0.6</b>	<b>-0.6</b>
<b>Horsham City</b>	<b>1</b>	<b>-0.7</b>	<b>-0.7</b>	<b>-0.7</b>	<b>-0.7</b>	<b>-0.6</b>
Central Horsham	1	-0.8	-0.8	-0.8	-0.8	-0.8
North Horsham		0.1	0.1	0.1	0.1	0.1
South Horsham		0.1	0.1	0.1	0.1	0.1
<b>Horsham Region</b>	<b>0</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>
Region – East		0.0	0.0	0.0	0.0	0.0
Region – West		0.0	0.0	0.0	0.0	0.0

According to population benchmarks, the current provision of one cinema complex is suitable for current and future provision.

### Assessment of Need

The existing provision of one cinema facility for Horsham Municipality is considered appropriate to meet current and future demand. The existing cinema is a heritage-listed performance venue and may need ongoing investment to continue to be suitable for cinema screenings.

Ongoing discussions should be undertaken with the cinema operator to ensure long term viability and maintenance and upgrades to the existing facility.

## 5.4 Recreation and Open Space

### 5.4.1 Playground

Playground
A playground is an outdoor play space for children.
<b>Review of Background Information</b>
<p>The following information was gathered from background literature:</p> <ul style="list-style-type: none"> <li>• The Horsham Youth Strategy (Horsham Rural City Council, 2018) noted a need for co-designed youth friendly public spaces in the Horsham city centre and in rural townships including play and parkour equipment.</li> <li>• The Open Space Strategy (Horsham Rural City Council, 2019) found that the municipality has a good quantity of play spaces for the population, however issues are evident around dated playground equipment, access for people with a disability or mobility issues, insufficient shade, landscaping and amenities, and inadequate provision of play spaces for older children (10 years+).</li> </ul> <p>Strategies directly referencing playgrounds included:</p> <ul style="list-style-type: none"> <li>– Developing parklands with play areas on the south bank of the river to provide improved areas and facilities that will attract people to visit and take advantage of these prime river corridor destinations for a range of activities.</li> <li>– Identify and invest in unique play space design for one or two key play spaces. The open space and play space development guidelines should be used to assist with future investment allocation decisions.</li> <li>– Ensure that universal design is incorporated in all play spaces and open space development.</li> </ul> <p>Recommendations by locality included:</p> <ul style="list-style-type: none"> <li>– Jung: 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.</li> </ul> <p>Recommendations without specified locality included:</p> <ul style="list-style-type: none"> <li>– Identify and invest in unique play space design for one or two key play spaces. The open space and play space development guidelines should be used to assist with future investment allocation decisions.</li> <li>– Ensure that universal design is incorporated in all play spaces.</li> </ul> <ul style="list-style-type: none"> <li>• In addition, the Open Space Strategy Consultation Report (Horsham Rural City Council, 2019) identified a key need to upgrade playgrounds; the Wimmera River Precinct and Central Activities District Masterplan (Horsham Rural City Council, 2019) identified an objective to activate the riverfront to increase utilisation by residents and visitors including the introduction of a water play area; and the Dadswells Bridge Community Action Plan identified a priority to develop a Recreation Reserve area – swimming pool, play equipment and public toilets.</li> </ul>
<b>Audit of Facilities/Current and Planned Facilities</b>
<ul style="list-style-type: none"> <li>• An audit of playgrounds was undertaken for the Horsham Open Space Strategy. It found that Horsham’s playground supply is summarised as such: <ul style="list-style-type: none"> <li>– 24 play spaces in total comprising four regional, five municipal, six neighbourhood, and nine local play spaces.</li> <li>– A provision ration of 1:817 for all residents, or 1:155 for children aged 0-14 years.</li> </ul> </li> <li>• Most of the play spaces in the municipality cater for children aged up to ten years.</li> </ul>
<b>Consultation Findings</b>
<b>Community Survey</b>
<p>A majority of respondents to the community survey noted that playgrounds were important. The level of importance was high compared to the range of other facility types that were considered in the survey (8<sup>th</sup> out of the 23 facilities considered). Around 75 per cent of the 106 respondents who answered this question noted that they thought the provision of this type of facility was very important or extremely important (23 per cent very important and 53 per cent extremely important).</p>

## Playground

In terms of overall rating of the provision of playgrounds, around 75 per cent of the 92 respondents who answered this question thought that current provision was good or very good, with only around 8 per cent of respondents noting that they thought provision was poor or very poor.

Respondents who lived in Horsham City thought that an appropriate travel time to a playground was 9 minutes, while respondents who lived in Horsham Region thought that 13 minutes was appropriate. Playgrounds were among social infrastructure types that respondents wanted close to home or work.

### Workshops

Participants in the stakeholder workshops noted that:

- There was a current need for additional playgrounds in Horsham South
- Council officers identified a need for a regional-standard, accessible playground with a mix of experiences for different ages
- Council officers highlighted the need to upgrade playground equipment and determine a prioritised list for implementation.

## Results of Desired Standards of Service Benchmarking

### Benchmark Utilised:

- 1 local playground per 2,000 residents
- 1 neighbourhood playground per 8,000 residents
- 1 municipal playground per 25,000 residents
- 1 regional playground per 50,000 residents

Benchmarking for playgrounds was undertaken in the Horsham Open Space Strategy. The benchmarking found that the current supply represents one play space for every 853 residents, a ratio considered adequate by the report authors. The Open Space Strategy identified provision ratios of one facility per 2,000 population for local playgrounds and one facility per 8,000 population for neighbourhood playgrounds. It is further suggested that ratios of one facility per 25,000 population for municipal playgrounds and 1 facility per 50,000 population for regional playgrounds is appropriate for providing a general indication of need.

### Benchmarking Results:

The following table shows the application of benchmarks across the various catchments based on current and future population projections. It shows additional need for facilities, and therefore positive numbers suggest additional need (an undersupply of facilities) and negative numbers suggest there no additional need (a potential oversupply of facilities).

Playground – Local	Audit	2016	2021	2026	2031	2036
Wimmera Region	NA	NA	NA	NA	NA	NA
<b>Horsham Municipality</b>	<b>10</b>	<b>-0.1</b>	<b>0.0</b>	<b>0.1</b>	<b>0.2</b>	<b>0.3</b>
<b>Horsham City</b>	<b>9</b>	<b>-0.8</b>	<b>-0.7</b>	<b>-0.5</b>	<b>-0.3</b>	<b>-0.2</b>
Central Horsham	5	-0.6	-0.6	-0.5	-0.4	-0.3
North Horsham	3	-1.3	-1.3	-1.3	-1.3	-1.2
South Horsham	1	1.2	1.2	1.3	1.3	1.3
<b>Horsham Region</b>	<b>1</b>	<b>0.7</b>	<b>0.7</b>	<b>0.6</b>	<b>0.5</b>	<b>0.5</b>
Region – East	0	0.7	0.7	0.6	0.6	0.6
Region – West	1	0.0	0.0	0.0	-0.1	-0.1

## Playground

Playground – Neighbourhood	Audit	2016	2021	2026	2031	2036
Wimmera Region	NA	NA	NA	NA	NA	NA
<b>Horsham Municipality</b>	<b>6</b>	<b>-3.5</b>	<b>-3.5</b>	<b>-3.5</b>	<b>-3.4</b>	<b>-3.4</b>
<b>Horsham City</b>	<b>3</b>	<b>-0.9</b>	<b>-0.9</b>	<b>-0.9</b>	<b>-0.8</b>	<b>-0.8</b>
Central Horsham	3	-1.9	-1.9	-1.9	-1.8	-1.8
North Horsham	0	0.4	0.4	0.4	0.4	0.4
South Horsham	0	0.5	0.6	0.6	0.6	0.6
<b>Horsham Region</b>	<b>3</b>	<b>-2.6</b>	<b>-2.6</b>	<b>-2.6</b>	<b>-2.6</b>	<b>-2.6</b>
Region – East	1	-0.8	-0.8	-0.8	-0.8	-0.9
Region – West	2	-1.7	-1.7	-1.8	-1.8	-1.8

Playground – Municipal	Audit	2016	2021	2026	2031	2036
Wimmera Region	NA	NA	NA	NA	NA	NA
<b>Horsham Municipality</b>	<b>6</b>	<b>-5.2</b>	<b>-5.2</b>	<b>-5.2</b>	<b>-5.2</b>	<b>-5.2</b>
<b>Horsham City</b>	<b>5</b>	<b>-4.3</b>	<b>-4.3</b>	<b>-4.3</b>	<b>-4.3</b>	<b>-4.3</b>
Central Horsham	5	-4.6	-4.6	-4.6	-4.6	-4.6
North Horsham	0	0.1	0.1	0.1	0.1	0.1
South Horsham	0	0.2	0.2	0.2	0.2	0.2
<b>Horsham Region</b>	<b>1</b>	<b>-0.9</b>	<b>-0.9</b>	<b>-0.9</b>	<b>-0.9</b>	<b>-0.9</b>
Region – East	0	0.1	0.1	0.1	0.0	0.0
Region – West	1	-0.9	-0.9	-0.9	-0.9	-0.9

Playground – Regional	Audit	2016	2021	2026	2031	2036
Wimmera Region	NA	NA	NA	NA	NA	NA
<b>Horsham Municipality</b>	<b>2</b>	<b>-1.6</b>	<b>-1.6</b>	<b>-1.6</b>	<b>-1.6</b>	<b>-1.6</b>
<b>Horsham City</b>	<b>2</b>	<b>-1.7</b>	<b>-1.7</b>	<b>-1.7</b>	<b>-1.7</b>	<b>-1.6</b>
Central Horsham	2	-1.8	-1.8	-1.8	-1.8	-1.8
North Horsham	0	0.1	0.1	0.1	0.1	0.1
South Horsham	0	0.1	0.1	0.1	0.1	0.1
<b>Horsham Region</b>	<b>0</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>
Region – East	0	0.0	0.0	0.0	0.0	0.0
Region – West	0	0.0	0.0	0.0	0.0	0.0

Note: Although classified as regional playgrounds in other studies, Council staff advised that the two regional playground facility do not meet standards and therefore should not be considered in this category. If classified as municipal playgrounds, this would further suggest an overprovision of this type of facility in the municipality.

The application of benchmarks suggest there is a small shortfall of one local playground in South Horsham, which aligns with the findings of the Open Space Strategy. The playground supply across the remaining hierarchies is adequate.

## Assessment of Need

Based on the extensive research undertaken for development of the Open Space Strategy, current quantity of playground provision is considered adequate. However, the quality of provision is of key concern.

The research undertaken confirms concerns around the quality of the current provision of playgrounds.

In alignment with the Horsham Open Space Strategy, the analysis found there was a need to:

- Provide a playground with characteristics commensurate with a regional standard playground
- Increase playground provision in Horsham South
- Improve provision for older children at existing facilities.

Furthermore, there is a need to develop and implement a program of renewal and upgrade of existing playgrounds. A draft decision-making tool has been developed to assist with prioritising projects (see Box 5-3).





**Box 5-3. Example prioritisation framework for sport and recreation facilities**

The following prioritisation framework may be useful in prioritising the upgrade of sport and recreation facilities in Horsham Municipality. A high score in this framework suggests a higher prioritisation for upgrade of the facility. Council may wish to amend or adjust this framework to place higher importance on some areas of consideration.

**Example prioritisation framework for upgrading sport and recreation facilities**

Key Area of Consideration	Key Considerations	Rating	
		No	Yes
<b>Hierarchy</b>	• Does the facility meet the standards of service determined for its required level in the hierarchy?	3	0
	• Do proximity standards indicate the facility is required?	0	3
<b>Facility Condition</b>	• Does the facility condition present safety issues?	0	3
	• Has the facility reached the end of its useful life?	0	2
	• Is the facility condition impacting on participation?	0	1
<b>Demonstrated Community Need</b>	• Do participation figures demonstrate demand?	0	3
	• Do benchmark ratios suggest the facility is required?	0	2
	• Does the facility facilitate regional-level participation?	0	1
	• Is local access to the facility considered important? For example, in rural areas?	0	1
<b>Safety</b>	• Is the facility considered safe to use during all of its opening hours, for example, are there appropriate sightlines to the entry and building from the street or other publicly accessible and well utilised area, is there appropriate lighting, etc.?	3	0
<b>Access</b>	• Does the facility comply with AS1428 of the Disability Discrimination Act 1992 in terms of the general requirements for access <sup>11</sup> ?	3	0
	• Does the facility comply with 'universal access' principles such as allowing use by people with diverse abilities, simple and intuitive design, minimal hazards, etc.?	3	0
<b>Sustainability</b>	• Does Council and/or user group have the ability to fund operational costs?	0	3
	• Is the facility multi-use / shared use?	0	3
<b>Municipal Priority</b>	• Is the facility and/or upgrade identified as a strategic priority for the municipality? For example, economic development drivers, strong community desire?	0	3
<b>Funding</b>	• Capital funding is available from State or Federal Government?	0	3
	• Co-contribution funding commitment has been made by user group(s)?	0	3
	• Co-contribution commitment has been made by peak body?	0	2
<b>Total</b>			

## 5.4.2 Recreation Space

### Recreation Space

A recreation space (park) provides either active or passive recreation spaces, and may include parks with social areas, gardens, playgrounds, walking tracks, fitness equipment, and dog exercise areas.

- **Recreation Space – Local:** 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.
- **Recreation Space – Neighbourhood:** 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.
- **Recreation Space – Municipal:** Provides facilities and features that attract the municipal-wide population and/or protect municipal biodiversity/ heritage values. This can include structured sporting facilities, historical gardens or major unstructured recreation facilities including fitness equipment and multi-purpose courts.
- **Recreation Space – Regional:** 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.

### Review of Background Information

The following information was gathered from background literature:

- The Horsham Open Space Strategy (Horsham Rural City Council, 2019) identified the following key issues for open space generally:
  - The quantity of open space was considered adequate, but the quality was considered inadequate
  - Facilities and amenities were in decline or absent
  - Accessibility was inequitable, for example, physical barriers
  - Connectivity and wayfinding were poor
  - Distribution was not equitable
  - The network of rivers, lakes and water-bodies was underutilised and disconnected

Recommendations by locality included:

- Central Horsham:
  - Identify and develop a series of green space pockets throughout the central activity district
  - Activate areas fronting the Wimmera River and deliver public realm design outcomes along the riverfront
- Horsham West:
  - Key locality for population growth and should be the focus for additional parklands and gardens
- Horsham North:
  - Activate existing open space with community amenities such as barbecues, picnic tables, public toilets at Langland's Park and Charisma Park
  - Use Dudley Cornell Park for broader lifestyle and recreational use by local residents, with athletics relocated to another site
  - Investigate opportunities to redevelop the existing Horsham North Primary School site as a passive recreation space.
- Horsham Inner North: Upgrade lighting at May Park
- Horsham South: Develop parklands with play areas on the south bank of the river
- Horsham South West: Future planning should ensure that urban open space provides for recreation and play among other uses
- Haven: Future planning should consider open space areas for multiple uses, including recreation

<sup>11</sup> AS1428.1-2001 Australia Standard, Design for access and mobility, Part 1: General requirements for access – New building work

## Recreation Space

- Riverside: Formalise and secure easy and continuous public access for all abilities within the wider river corridor, including along both banks of the river – this may require the strategic acquisition of land
- Drung: Investigate opportunities for the development of the Green Lake/Dock Lake recreational precinct
- Quantong: Strategically acquire land along the river to ensure public open space access to existing natural assets and waterways
- Vectis and Dooen: Provide way-finding signage, more shaded seating, picnic tables, rubbish bins and formal parking to enhance the amenity of the Police Paddock
- Pimpinio and Kalkee: Maintain the quality of the Kalkee Recreation Reserve as a key open space asset in the region
- Jung: 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.

Other recommendations made in the Open Space Strategy which are not locality-based but relate to recreation spaces include:

- Investigate the development of family spaces, such as a splash park, paddle boat hire, night markets, fetes, arts or an outdoor cinema
  - 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
  - Consider open space areas for multiple uses, such as sports and recreation, active transport routes, wildlife corridors and flood storage basins
  - Identify and develop a series of green space pockets throughout the central activities district for passive recreation.
- The Council Plan (Horsham Rural City Council, 2019) identifies the following priorities relating to recreation spaces:
    - Facilitate ongoing development of community facilities at Haven Recreational Reserve
    - Activate the Wimmera River Precinct for the community and visitors (including lights and greater presentation)
    - Support planning for review of use of the Riverside Recreation Hub precinct as part of the Wimmera River strategy
    - Develop a prioritised plan for upgrade of community recreation facilities.
  - Sport and Recreation Strategy (Horsham Rural City Council, 2013) identified the Pimpinio Recreation Reserve as requiring redevelopment or upgrading. It also identified the following areas as potential sites for additional or new recreational facilities:
    - Horsham North Primary School site and land adjacent to the Police Paddocks
    - Freight rail area in North Horsham
    - Residential growth areas of Horsham West (Jenkinson Estate), Horsham Southbank and Haven
  - The Wimmera River Precinct and Central Activities District Masterplan (Horsham Rural City Council, 2019) included an objective to activate the riverfront to increase utilisation by residents and visitors including:
    - Constructing a dedicated meeting place
    - Formalising and upgrading walking/cycling trails
    - Introducing a water play area
    - Developing and upgrading recreational fishing and boating infrastructure
    - Upgrading the sound shell at Sawyer Park
    - Providing public art and Indigenous interpretive content
    - Improving street furniture, upgrade lighting and public toilets.
  - The Horsham North Urban Design Framework (Horsham Rural City Council, 2013) identified a need for a new and upgraded passive recreation hub at the Horsham North primary school site and Police Paddocks, including expanded gymnasium.
  - The Horsham Rail Corridor Master Plan (Geografia, 2016) suggested that the number of pocket parks (areas of one hectare or less) in Horsham North was indicative of an undersupply of passive, open space in this part of the city. The assessment found that there was demand for up to three hectares of passive, open space north of the railway line. A key feature of the proposed master plan was the development of around six hectares of passive open space located on the northern side of the railway line to include landscaping and children's areas.
  - The Dadswells Bridge Community Action Plan identified a priority to develop a recreation reserve area including swimming pool, play equipment and public toilets.

Recreation Space
<p><b>Audit of Facilities/Current and Planned Facilities</b></p> <p>An audit of recreation spaces was undertaken in the development of the Horsham Open Space Strategy. The audit included 57 recreation spaces with 39 of these being categorised as local facilities, ten as neighbourhood facilities, three as municipal facilities and five as regional facilities.</p> <p>There is currently approximately 65.5 hectares of recreation spaces in the municipality delivering a provision ratio of 3.3 hectares per 1,000 people. This is in addition to sports grounds, natural areas, linkages, civic spaces and other open space.</p>
<p><b>Consultation Findings</b></p> <p><b>Community Survey</b></p> <p>A majority of respondents to the community survey noted that recreation space was important. The level of importance was high compared to the range of other facility types that were considered in the survey (2<sup>nd</sup> out of the 23 facilities considered). Around 88 per cent of the 106 respondents who answered this question noted that they thought the provision of this type of facility was very important or extremely important (26 per cent very important and 61 per cent extremely important).</p> <p>In terms of overall rating of the provision of recreation space, around 80 per cent of the 96 respondents who answered this question thought that current provision was good or very good, with only around 7 per cent of respondents noting that they thought provision was poor or very poor.</p> <p>Respondents who lived in Horsham City thought that an appropriate travel time to recreation space was 11 minutes, while respondents who lived in Horsham Region thought that 13 minutes was appropriate.</p> <p><b>Workshops</b></p> <p>Participants in the stakeholder workshops noted:</p> <ul style="list-style-type: none"> <li>• A need for a regional accessible playground and park with play space with a mix of experiences for different ages</li> <li>• That May Park could be utilised for performances with additional infrastructure and investment.</li> </ul>
<p><b>Results of Desired Standards of Service Benchmarking</b></p> <p><b>Benchmarking in Previous Studies:</b></p> <p>The Open Space Strategy does not make a specific statement about whether the quantity of recreation spaces provided is adequate according to a provision benchmark. Currently, there is not a formally adopted provision benchmark for open space or recreation spaces in Victoria. However, the Open Space Strategy suggests that comparison of overall open space provision against benchmarks used in other states demonstrates that Horsham Municipality has a sound quantity of open space land.</p> <p>It suggests that by 2031, a total of 72.8 hectares of recreation space would be required, leaving a potential future gap of 7.2 hectares. The Strategy does not indicate if this land should be for recreation spaces, however, if the current supply ratios were to be maintained, it would be expected that 40 per cent of this new open space land would be required as recreation spaces, equating to 2.88 hectares.</p> <p>The Open Space Strategy indicates that Horsham West should be the focus for any additional parklands and gardens given it is predicted to experience population growth.</p>
<p><b>Assessment of Need</b></p> <p>In alignment with the Open Space and Recreation Strategy a key need for recreation spaces is to improve the quality of existing recreation spaces. A decision-making framework will need to be developed to determine future improvement priorities.</p> <p>In continued alignment with the Open Space and Recreation Strategy, there is a need to pursue additional recreation spaces to address low provision rates/ poor distribution of supply in key locations including:</p> <ul style="list-style-type: none"> <li>• Horsham North, potentially at Horsham North Primary School site</li> <li>• Horsham South by developing parklands with play areas on the south bank of the river</li> <li>• Horsham South West by ensuring future residential development planning provides for recreation</li> <li>• Horsham West in response to future population growth.</li> </ul>

**Recreation Space**

Furthermore, as identified in existing master plans, pursuing recreation spaces that improve the urban framework is also a key need including within the Wimmera River Precinct and Horsham North Rail Corridor.

### 5.4.3 Sports Ground and Court

#### Sports Ground and Court

A sports ground or court provides facilities for organised sport, and may also include play space, seating, club rooms, pavilions and amenities.

As well as looking at the overall amount of land available as a sports ground or court, specific facilities within this category can also be considered such as: ovals and fields; netball courts; tennis courts; and lawn bowls / croquet greens.

#### Review of Background Information

The following information was gathered from background literature:

- The Horsham Sport Facilities Demand Assessment (Horsham Rural City Council, 2019) found:
  - There was a good supply of outdoor sporting facilities, but the quality of facilities was of concern in regard to servicing club needs and meeting contemporary design standards
  - There were currently no facilities which meet regional facility requirements for the sports of AFL, cricket, soccer, tennis, rugby, hockey or netball.

The following recommendations were made in regard to sports grounds and courts:

- Upgrade City Oval as the premier regional AFL / cricket venue in Horsham Municipality
- Develop an outdoor multi-purpose sports precinct in Horsham West (Jenkinson Avenue) or on Crown land at the Horsham Showgrounds precinct subject to the completion of a feasibility study. Elements to be incorporated include eight-lane grass athletics track and facilities, tennis, soccer / rugby fields and a synthetic hockey pitch as well as potentially a shared use oval, and regional tennis facility
- Upgrade an existing tennis facility to enable hosting of regional events, if not possible as part of the multi-purpose precinct
- Upgrade an existing bowls club to enable hosting of regional events
- Reassess the role of existing sporting reserves as a result of implementation of earlier recommendations, including rugby / soccer use of Horsham Racecourse, hockey use at College Community oval, netball use of Racecourse Reserve and soccer and Little Athletics use of Dudley Cornell
- Upgrade existing facilities in rural areas on an ‘as needs’ basis, seeking opportunities for consolidation if appropriate.
- The Sport and Recreation Strategy (Horsham Rural City Council, 2013) noted that most sport and recreation facilities needed redeveloping or upgrading, including the following sports facilities:
  - Playing fields in the centre of the racecourse
  - Haven Recreation Reserve
  - Coughlin Park precinct
  - College Oval precinct
  - City Oval precinct
  - Cameron Oval, Laharum
  - Pimpinio Recreation Reserve
  - Training lights on playing fields.

The following recommendations relating to sports grounds and courts facility provision:

- Ensure premier facilities are developed and maintained to a standard adequate to host sports tourism events
- Continue to upgrade existing facilities to ensure they are fit for purpose
- Upgrade College Oval, Sunnyside Oval and Dudley Cornell Park with floodlights adequate for training and appropriate change rooms and toilets
- A feasibility study be commissioned to assess the viability, sustainability and location of constructing a multipurpose synthetic turf playing field
- Proceed with development of a playing field at Haven Recreation Reserve, including change rooms and floodlights, when College Oval and Sunnyside Oval have been upgraded, all playing fields are used to their optimum level and demand for an additional field has been proven
- Support the upgrading of amenities at Laharum Recreation Reserve – develop a master plan and business plan and allocate funds for the development of amenities

### Sports Ground and Court

- Support the upgrading of amenities at Pimpinio Recreation Reserve – develop a master plan and business plan and allocate funds for the development of amenities
- Do not provide any additional resources for tennis facilities until a strategic plan is developed which addresses the potential demand for a major regional tennis complex and use, maintenance and redevelopment of existing courts
- Support bowling clubs which plan to convert turf bowling greens to synthetic grass, subject to a business plan being prepared.
- The Wimmera River Precinct and Central Activities District Masterplan (Horsham Rural City Council, 2019) recommended upgrading City Oval as the premier regional AFL / cricket venue in Horsham Municipality and developing an outdoor multi-purpose sports precinct either in Horsham West (Jenkinson Avenue) or on Crown land at the Horsham Showgrounds precinct subject to a feasibility study.

### Audit of Facilities/Current and Planned Facilities

- The Horsham Sport Facilities Demand Assessment (Horsham Rural City Council, 2019) identified 22 sporting facilities in the municipality:
  - City Oval
  - Sunnyside Sports Complex
  - Horsham Racecourse Reserve
  - Horsham Lawn Tennis and Horsham Croquet
  - Horsham Community Oval and Pavilion
  - Haven Recreation Reserve
  - Dudley Cornell Complex
  - Coughlin Park Sports Complex
  - Laharum Recreation Reserve
  - Horsham Golf Club Bowling Association
  - Horsham Velodrome
  - Natimuk Showground Recreation Reserve
  - Quantong Recreation Reserve
  - Kalkee Recreation Reserve
  - Taylors Lake Recreation Reserve
  - Pimpinio Recreation Reserve
  - Clear Lake Recreation Reserve
  - Brimpaen Recreation Reserve
  - Douglas Tennis Courts
  - Noradjuha Recreation Reserve
  - Telangatuk Recreation Reserve
  - Toolondo Recreation Reserve.
- As well as six indoor court facilities:
  - Horsham Basketball Stadium – 2 courts multi-use
  - Holy Trinity Lutheran school – 1 court multi-use
  - Horsham College Stadium – 1 court multi-use
  - Horsham College, Maroske Hall – 1 court multi-use
  - St Brigid’s College – 1 court multi-use
  - Horsham Squash (private) – 6 court squash.
- In addition, the following facilities are planned:
  - The Horsham Sport Facilities Demand Assessment identified five new outdoor courts planned as part of the Wimmera Sports Stadium Concept (to complement the existing four indoor courts). It also notes that the Netball Victoria Statewide Facilities Strategy (2015) includes reference to Horsham Rural City Council considering the development or redevelopment of a new 6-8 court venue.



### Sports Ground and Court

- The Wimmera Sports Stadium Business Case and Concept Design Report (Horsham Rural City Council, 2017) recommends provision of three indoor and five outdoor netball courts to deliver a regional netball facility.

### Consultation Findings

#### Community Survey

A majority of respondents to the community survey noted that sports grounds and courts were important. The level of importance was high compared to the range of other facility types that were considered in the survey (3<sup>rd</sup> out of the 23 facilities considered). Around 87 per cent of the 106 respondents who answered this question noted that they thought the provision of this type of facility was very important or extremely important (24 per cent very important and 63 per cent extremely important).

In terms of overall rating of the provision of sports grounds and courts, around 71 per cent of the 93 respondents who answered this question thought that current provision was good or very good, with around 14 per cent of respondents noting that they thought provision was poor or very poor.

Respondents who lived in Horsham City thought that an appropriate travel time to sports grounds and courts was 16 minutes, while respondents who lived in Horsham Region thought that 19 minutes was appropriate.

### Results of Desired Standards of Service Benchmarking

#### Benchmarking in Previous Studies:

- Detailed demand assessment has been undertaken for previous studies. It is best practice to consider local demand for sports facilities based on participation figures in concert with provision ratios. This is because it is not uncommon for local demand for specific sports to outstrip demand anticipated by benchmark ratios for corresponding sports facilities. Therefore, it is considered that the detailed assessments undertaken in previous studies should provide the basis for provision planning.
- The Horsham Sport Facilities Demand Assessment (Horsham Rural City Council, 2019) identified provision ratios across a range of sports and associated facility types and made a determination of the adequacy of supply. The key outcomes of this assessment by sport are summarised as:
  - AFL – the current number of AFL fields across the municipality is adequate, but an additional field may be required in Central Horsham in the short-medium term (engagement results) or by 2033 (population projections).
  - Cricket – the current number of cricket fields across the municipality is adequate, but an additional field may be required in Central Horsham by 2033 (population projections).
  - Soccer – the current provision of soccer fields is both inadequate in quantity and quality, and an additional 2 fields may be required by 2033. As a minimum one full-size soccer field should be provided in Horsham.
  - Tennis – the current provision of tennis courts represents a significant oversupply of tennis courts, suggested in the report to be up to 40.
  - Netball – based on population provision benchmarks, there are considered an adequate number of netball courts in the municipality. However, according to participation numbers, there is a current undersupply of netball courts which is likely to worsen by 2033.
  - Little Athletics – population levels in the municipality and surrounding region are not sufficient to demand a synthetic athletics track. Demand warrants a multi-use facility comprising a full-size 8-lane athletics track. The current facility does not meet this standard.
  - Rugby League – there is considered an adequate quantity of sports fields for rugby league. Demand warrants a multi-use field.
  - Hockey – there is currently no field used for hockey matches. Demand warrants a multi-use field.
  - Lawn Bowls – there is a high rate of provision of lawn bowls facilities with no additional greens required, and a potential need to examine consolidation of facilities.
- Previous studies did not undertake an analysis using a provision benchmark for indoor court facilities. However, the following demand findings based on participation numbers are noted:
  - The Horsham Multi Use Indoor Sports Stadium Plan found that demand for indoor facilities is not driven by population growth or participation figures, with the quantity of existing facilities considered adequate. Rather, demand is driven

### Sports Ground and Court

by the poor quality of existing facilities, for example, aged, not up to contemporary standards, including for regional-level facilities.

Additional benchmarking analysis has been undertaken to confirm the abovementioned findings based on provision ratio only.

#### Benchmark Utilised:

1 bowls green per 5,000 residents

1 netball court per 3,000 residents

1 tennis court per 1,000 residents

Benchmarks for bowls greens, netball courts and tennis courts have been based on a variety of sources and adapted to the local Horsham Municipality context. They provide a general indication of need given participation in these sports and facility utilisation has not been considered.

#### Benchmarking Results:

The following table shows the application of benchmarks across the various catchments based on current and future population projections. It shows additional need for facilities, and therefore positive numbers suggest additional need (an undersupply of facilities) and negative numbers suggest there no additional need (a potential oversupply of facilities).

Bowls Greens	Audit	2016	2021	2026	2031	2036
Wimmera Region	NA	NA	NA	NA	NA	NA
<b>Horsham Municipality</b>	<b>12</b>	<b>-8.0</b>	<b>-8.0</b>	<b>-8.0</b>	<b>-7.9</b>	<b>-7.9</b>
<b>Horsham City</b>	<b>12</b>	<b>-8.7</b>	<b>-8.7</b>	<b>-8.6</b>	<b>-8.5</b>	<b>-8.5</b>
Central Horsham	11	-9.2	-9.2	-9.2	-9.2	-9.1
North Horsham	0	0.7	0.7	0.7	0.7	0.7
South Horsham	1	-0.1	-0.1	-0.1	-0.1	-0.1
<b>Horsham Region</b>	<b>0</b>	<b>0.7</b>	<b>0.7</b>	<b>0.6</b>	<b>0.6</b>	<b>0.6</b>
Region – East	0	0.3	0.3	0.3	0.2	0.2
Region – West	0	0.4	0.4	0.4	0.4	0.4

Netball Courts	Audit	2016	2021	2026	2031	2036
Wimmera Region	NA	NA	NA	NA	NA	NA
<b>Horsham Municipality</b>	<b>16</b>	<b>-9.4</b>	<b>-9.3</b>	<b>-9.3</b>	<b>-9.2</b>	<b>-9.1</b>
<b>Horsham City</b>	<b>8</b>	<b>-2.5</b>	<b>-2.4</b>	<b>-2.3</b>	<b>-2.2</b>	<b>-2.1</b>
Central Horsham	8	-5.1	-5.0	-5.0	-4.9	-4.9
North Horsham	0	1.1	1.1	1.1	1.2	1.2
South Horsham	0	1.5	1.5	1.5	1.5	1.6
<b>Horsham Region</b>	<b>8</b>	<b>-6.9</b>	<b>-6.9</b>	<b>-6.9</b>	<b>-7.0</b>	<b>-7.0</b>
Region – East	2	-1.6	-1.6	-1.6	-1.6	-1.6
Region – West	6	-5.3	-5.3	-5.3	-5.4	-5.4

Tennis Courts	Audit	2016	2021	2026	2031	2036
Wimmera Region	NA	NA	NA	NA	NA	NA
<b>Horsham Municipality</b>	<b>82</b>	<b>-62.1</b>	<b>-62.0</b>	<b>-61.8</b>	<b>-61.6</b>	<b>-61.4</b>
<b>Horsham City</b>	<b>49</b>	<b>-32.5</b>	<b>-32.3</b>	<b>-32.0</b>	<b>-31.7</b>	<b>-31.4</b>
Central Horsham	37	-28.2	-28.1	-27.9	-27.8	-27.6
North Horsham	0	3.3	3.4	3.4	3.5	3.6
South Horsham	12	-7.6	-7.6	-7.5	-7.4	-7.3
<b>Horsham Region</b>	<b>33</b>	<b>-29.6</b>	<b>-29.7</b>	<b>-29.8</b>	<b>-29.9</b>	<b>-30.0</b>
Region – East	16	-14.7	-14.7	-14.7	-14.8	-14.8
Region – West	17	-14.9	-15.0	-15.0	-15.1	-15.2

Applying these benchmarks demonstrates the municipality is well supplied with sports court infrastructure, and indeed suggests significant oversupply of tennis courts and less significant oversupply of lawn bowls greens and netball courts.

**Sports Ground and Court**

However, it is best practice to consider local demand for sports facilities based on participation figures in concert with provision ratios. This is because it is not uncommon for local demand for specific sports to outstrip demand anticipated by benchmark ratios for corresponding sports facilities. The previous work undertaken for the Sport Facilities Demand Analysis confirms this approach, indicating that netball participation figures suggest greater demand for netball courts. However, oversupply of tennis courts and lawn bowls greens remain evident.

Local demand should be monitored on an ongoing basis for all sport activities.

**Assessment of Need**

A key need for sports grounds and courts is to continue to upgrade existing facilities to ensure they are fit for purpose.

Furthermore, it is considered important to the region to pursue the development of regional-standard facilities to meet the needs of the sports of AFL, cricket, tennis, bowls and netball. The development of regional-standard facilities for these sports is likely to result in decreased demand for other existing facilities currently servicing those sports, and therefore a need arises to reconsider the future role of other existing reserves as regional facilities are developed.

These needs all align with the Horsham Sports Facility Demand Study and the Sport and Recreation Plan and action should be driven by the recommendations contained within these documents.

In addition to the above, it is evident a need exists for a decision-making tool to enable sports ground upgrade decisions to be made across the supply, including in rural areas. It is also suggested that a need exists to examine the specific facility requirements for the sport of tennis due to the substantial number of tennis facilities noted and potential oversupply. This should include consideration of local rates of participation as well as best-practice provision ratios. Furthermore, lawn bowls greens should also be examined and opportunities for consolidation explored.

#### 5.4.4 Club Room/Pavilion

##### Club Room/ Pavilion

A club room / pavilion may include basic change rooms, function rooms and bar facilities.

##### Review of Background Information

The following information was gathered from background literature:

- The Sport and Recreation Strategy (Horsham Rural City Council, 2013) suggested that change rooms at most playing fields, except City Oval, were inadequate. It provided the following recommendations:
  - Upgrade College Oval, Sunnyside Oval and Dudley Cornell Park with appropriate change rooms and toilets
  - Proceed with development of a playing field, including change rooms, at Haven Recreation Reserve when College Oval and Sunnyside Oval have been upgraded, all playing fields are used to their optimum level and demand for an additional field has been proven.
- The Horsham Sport Facilities Demand Assessment (Horsham Rural City Council, 2019) noted that generally there were issues with the quality and design standards of club rooms / pavilions. It noted the following venue specific findings:
  - City Oval pavilion is ageing, the second storey is exclusively used by a single group, and is currently not in an ideal location
  - The size and quality of the community pavilion / club room at Sunnyside Sports Complex are key facility issues
  - The size and quality of the community pavilion / club room at Horsham Racecourse reserve are key facility issues
  - The pavilion at the Horsham Lawn Tennis and Croquet grounds has no accessible toilets
  - The pavilion at Horsham Community Oval Complex is highly utilised
  - The age, quality and accessibility of the club rooms/ pavilion at Dudley Cornell complex are key facility issues.
 It provided the following recommendations:
  - Upgrade City Oval as the premier AFL / cricket venue in the Horsham Municipality including new multi-purpose pavilion and club rooms (including fully accessible and female-friendly facilities)
  - Upgrade an existing tennis facility to enable hosting of regional events, including upgrades to club rooms/ pavilions, if not possible as part of proposed multipurpose sportsground at the showgrounds
  - Upgrade an existing bowls club, including amenities and change rooms, to enable hosting of regional events
- Horsham Wimmera River Precinct and Central Activities District Master Plan (Horsham Rural City Council, 2019) identified key directions to:
  - Upgrade City Oval as the premier AFL / cricket venue in the Horsham Municipality including new multi-purpose pavilion and club rooms (including fully accessible and female-friendly facilities)
  - Develop an outdoor multi-purpose sports precinct at the Showgrounds Precinct, including a new shared use pavilion.

##### Audit of Facilities/Current and Planned Facilities

There were 27 club rooms / pavilions identified in the Horsham Municipality; 16 of these were located in Horsham City and 11 elsewhere in Horsham Region. The 27 club rooms / pavilions are listed below:

- Blue Ribbon Raceway
- Central Park Tennis Pavilion
- Central Wimmera Clay Target Club
- City Oval Grandstand
- Cycling Club Rooms Storeroom
- Drung Golf Club
- Dudley Cornell Dressing Rooms
- Fly Fishing Club Rooms
- Green Lake Kiosk
- Hocking St – AFL Wimmera Mallee
- Horsham Agricultural Society
- Horsham City Rowing Club
- Horsham Community Pavilion

### Club Room/ Pavilion

- Horsham Cycling Club Rooms
- Horsham Golf Club
- Horsham Lawn Tennis Club
- Horsham Panthers Rugby League Club
- Horsham Yacht Club
- Kalimna Park Croquet Club Rooms
- Laharum Club Rooms
- Lawn Tennis Club Pavilion
- Natimuk Golf Club
- Natimuk Lake Water Ski Club
- Netball Club Rooms
- Quantong Community Centre Old Club Rooms
- Sunnyside Pavilion
- Telangatuk Pavilion
- Wimmera Kart Racing Club
- Adventure Park Pavilion
- Hockey Softball Club Rooms
- Horsham West Bowling Club Rooms
- Horsham Homing Club
- Sunnyside Shed.

Council's asset condition database details the current condition of existing assets. Club rooms / pavilions that Council identified as being in relatively poor condition and with relatively short remaining useful lives (although not all pavilions identified in the audit were included in the condition assessment), included:

- City Oval Grandstand
- Green Lake Yacht Club
- Horsham West Bowling Club
- Central Park Tennis Pavilion
- Sunnyside Sports Pavilion.

### Consultation Findings

#### Workshops

Participants in the council workshops noted that pavilions could be utilised as general community spaces and would need to be flexible in design to accommodate multiple users. They also noted that the City Oval pavilion does not meet accessibility standards.

### Results of Desired Standards of Service Benchmarking

#### Benchmark Utilised: 1 facility per 6,000 residents

The ASRR Guide (Australian Social and Recreation Research, 2009) uses a benchmark of one club room / pavilion per 6,000 population. This provision ratio has been considered for Horsham Municipality as an indication of demand.

#### Benchmarking Results:

The following table shows the application of benchmarks across the various catchments based on current and future population projections. It shows additional need for facilities, and therefore positive numbers suggest additional need (an undersupply of facilities) and negative numbers suggest there no additional need (a potential oversupply of facilities).

**Club Room/ Pavilion**

Club Room / Pavilion	Audit	2016	2021	2026	2031	2036
Wimmera Region	NA	NA	NA	NA	NA	NA
<b>Horsham Municipality</b>	<b>27</b>	<b>-23.7</b>	<b>-23.7</b>	<b>-23.6</b>	<b>-23.6</b>	<b>-23.6</b>
<b>Horsham City</b>	<b>16</b>	<b>-13.3</b>	<b>-13.2</b>	<b>-13.2</b>	<b>-13.1</b>	<b>-13.1</b>
Central Horsham	14	-12.5	-12.5	-12.5	-12.5	-12.4
North Horsham	1	-0.4	-0.4	-0.4	-0.4	-0.4
South Horsham	1	-0.3	-0.3	-0.2	-0.2	-0.2
<b>Horsham Region</b>	<b>11</b>	<b>-10.4</b>	<b>-10.4</b>	<b>-10.5</b>	<b>-10.5</b>	<b>-10.5</b>
Region - East	6	-5.8	-5.8	-5.8	-5.8	-5.8
Region - West	5	-4.7	-4.7	-4.7	-4.7	-4.7

Population benchmarks suggest that the current provision of club rooms / pavilions is adequate to meet the current and future population needs of Horsham Municipality.

However, it is best practice to consider local demand for sports facilities based on participation figures in concert with provision ratios. This is because it is not uncommon for local demand for specific sports to outstrip demand anticipated by benchmark ratios for corresponding sports facilities. Local demand should be monitored on an ongoing basis.

**Assessment of Need**

In alignment with past studies, there are key needs to:

- Develop new club rooms / pavilions as a part of major developments and as a part of regional-standard tennis and bowls facilities
- Upgrade club rooms / pavilions across the supply including College Oval, Sunnyside Oval and Dudley Cornell Park
- Reconsider the need for venues made redundant as a result of consolidation actions.

### 5.4.5 Aquatic Centre

#### Aquatic Centre

An aquatic centre may have one or multiple pools used for recreation, learn to swim and swimming squad activities, as well as associated facilities such as change rooms, and shop. Aquatic centres may include allied health services, gyms and other co-located facilities.

#### Review of Background Information

The following information was gathered from background literature:

- The Horsham Sport and Recreation Strategy (Horsham Rural City Council, 2013) found that the outdoor swimming pool at the Horsham Aquatic Centre needed major renovation, did not meet relevant regulations and standards, was poorly utilised, and catered for a limited group of users. It also outlined a recommendation to demolish the outdoor swimming pool when the operating, maintenance and refurbishment costs outweigh the community benefits delivered by the facility, and further action to undertake engagement regarding future development options or the outdoor pool.
- The Horsham Aquatic Centre Master Plan Report (Horsham Rural City Council, 2017) documented work undertaken to develop a master plan for the existing aquatic centre in Horsham. The master plan recommended the following in order of staging:
  - Upgrades to the existing 50m pool including wet deck and a new pool concourse
  - A new outdoor function area, parent change rooms, spa and sauna facilities, new bathroom facilities and upgraded front entry ramp
  - New waterplay and splash park, playground and play equipment (and demolition of existing pools in this location)
  - Indoor renovations including to corridor, kiosk, reception, office, accessible change, scooter charge bay, storeroom, hydro pool equipment, hoist, hydro pool plant room, tilt up glass doors and single tier seating
  - Outdoor landscaping
  - Gym works and community lounge.
- The Council Plan 2019-23 (Horsham Rural City Council, 2019) identified the need to improve and enhance facilities including the Horsham Aquatic Centre.

#### Audit of Facilities/Current and Planned Facilities

The Horsham Aquatic Centre is the municipality's only public aquatic facility. The following works are proposed in forthcoming budgets:

- Outdoor pool refurbishment including new wet deck, pool shell, pipework and pool concourse. Other sustainability items include solar panels and a biomass boiler (2018-2019)
- Replacement of the indoor pool concourse 2019-2020.

#### Consultation Findings

##### Community Survey

A majority of respondents to the community survey noted that aquatic centre facilities were important. The level of importance was high compared to the range of other facility types that were considered in the survey (4th out of the 23 facilities considered). Around 84 per cent of the 106 respondents who answered this question noted that they thought the provision of this type of facility was very important or extremely important (24 per cent very important and 60 per cent extremely important).

In terms of overall rating of the provision of aquatic centre facilities, around 87 per cent of the 97 respondents who answered this question thought that current provision was good or very good, with only around 1 per cent of respondents noting that they thought provision was poor or very poor.

Respondents who lived in Horsham City thought that an appropriate travel time to an aquatic centre was 14 minutes, while respondents who lived in Horsham Region thought that 20 minutes was appropriate.

There was also some additional specific feedback on the Horsham Aquatic Centre, with 42 respondents listing it as one of the top three facilities that they utilised most. These respondents rated their overall level of satisfaction with the facility as being satisfied, with only three of these respondents dissatisfied. The three respondents who were dissatisfied with the aquatic

centre thought that it was not fit for purpose (aged, not maintained), not accessible (disability), too small and too busy (not available).

#### Results of Desired Standards of Service Benchmarking

**Benchmark Utilised:** 1 aquatic centre per 40,000 residents

The benchmark for aquatic centres has been based on a variety of sources and adapted to the local Horsham Municipality context.

#### Benchmarking Results:

The following table shows the application of benchmarks across the various catchments based on current and future population projections. It shows additional need for facilities, and therefore positive numbers suggest additional need (an undersupply of facilities) and negative numbers suggest there no additional need (a potential oversupply of facilities).

Aquatic Centre	Audit	2016	2021	2026	2031	2036
Wimmera Region	NA	NA	NA	NA	NA	NA
<b>Horsham Municipality</b>	<b>1</b>	<b>-0.5</b>	<b>-0.5</b>	<b>-0.5</b>	<b>-0.5</b>	<b>-0.5</b>
<b>Horsham City</b>	<b>1</b>	<b>-0.6</b>	<b>-0.6</b>	<b>-0.6</b>	<b>-0.6</b>	<b>-0.6</b>
Central Horsham	1	-0.8	-0.8	-0.8	-0.8	-0.8
North Horsham	0	0.1	0.1	0.1	0.1	0.1
South Horsham	0	0.1	0.1	0.1	0.1	0.1
<b>Horsham Region</b>	<b>0</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>
Region - East	0	0.0	0.0	0.0	0.0	0.0
Region - West	0	0.1	0.1	0.0	0.0	0.0

Based on the applied benchmark a single aquatic centre is adequate for current and projected population figures within the municipality.

#### Assessment of Need

The Aquatic Centre Master Plan should continue to be implemented to retain the Horsham Aquatic Centre as the municipality's primary aquatic facility.



### 5.4.6 Indoor Sports Facility

#### Indoor Sports Facility – Municipal

An indoor sports facility provides multi-use indoor courts, multi-purpose rooms, storage areas, change facilities and might also include gym and treatment rooms. At this level of the hierarchy, this facility would contain two indoor courts.

#### Review of Background Information

The following information was gathered from background literature:

- The Sport and Recreation Strategy (Horsham Rural City Council, 2013) recommended Council proceed with plans to develop a multipurpose indoor sport and recreation centre, located as close as possible to the existing Basketball Stadium, either adjacent to, or at the Showgrounds. It also recommended that a detailed indoor sports centre strategy and feasibility study be commissioned to determine the composition, location, siting and potential staging of the multipurpose venue. Consideration should be given to including at least two (and up to four) additional sports courts, with one being a show court with significant spectator seating, squash courts (number to be determined based on demand), table tennis hall (to accommodate 10 tables) and gymnastics hall.
- The Horsham Multi-Use Indoor Sports Stadium Plan – Phase One: Feasibility Study 2016 noted:
  - Demand for new indoor facilities was not being driven by current or projected participation demand, but rather a need to maintain and increase levels of participation through contemporary facility design, and host regional and State level events and activities
  - Horsham’s indoor sport facilities were characterised by significant shortfalls in meeting recommended guidelines for individual sports and contemporary facility standards
  - Many indoor facilities are over forty years old and nearing the end of their useful asset life

It recommended a continuation of planning for the development of a new multi-use indoor stadium to service the community over a 50-year horizon, comprising four multi-use indoor courts and six squash courts with moveable walls to transition into multi-use program space.
- The Wimmera Sports Stadium Business Case and Concept Design Report 2017 recommended an additional five outdoor netball courts to deliver a regional-standard netball facility, along with other ancillary elements.
- The Horsham Sport Facilities Demand Assessment 2019 found that there were an adequate quantity of indoor courts, however existing facilities were non-compliant and ageing. It recommended development of a multi-purpose indoor sports facility in Horsham West (Jenkinson Avenue) or McBryde Street providing for basketball, netball, badminton, table tennis, volleyball and squash, and review of the existing facility concept design to consider changes identified during most recent consultation.

#### Audit of Facilities/Current and Planned Facilities

There was one council-owned sports facility in the region, the Horsham Basketball Stadium, delivering two sports courts. This was the only facility considered to be of a municipal standard.

Facilities owned by community organisations included a mix of dedicated and multi-use sports courts and other indoor sport spaces. Three full-sized multi-use indoor sport courts were identified at three separate school locations in the municipality.

Private indoor sport facilities owned by community organisations:

- Horsham Showgrounds
- Horsham Squash – 6-court dedicated squash
- Natimuk Gymnastics

Other privately-owned indoor sport facilities:

- Holy Trinity Lutheran School
- Horsham Primary School – 1 x  $\frac{3}{4}$  court
- Horsham College Stadium – 1 court
- Horsham College Maroske Hall – 1 court
- St Brigid’s College – 1 court
- Horsham Lanes and Games.

## Indoor Sports Facility – Municipal

### Consultation Findings

#### Community Survey

A majority of respondents to the community survey noted that indoor sports facilities were important. Around 67 per cent of the 106 respondents who answered this question noted that they thought the provision of this type of facility was very important or extremely important (25 per cent very important and 42 per cent extremely important). In terms of level of importance, indoor sports facilities were ranked as the 15th most important facility (of 23 facility types included in the survey).

In terms of overall rating of the provision of indoor sports facilities, around 45 per cent of the 78 respondents who answered this question thought that current provision was good or very good, with around 28 per cent of respondents noting that they thought provision was poor or very poor. This was one of the lowest rated facility types.

Respondents who lived in Horsham City thought that an appropriate travel time to an indoor sports facility was 17 minutes, while respondents who lived in Horsham Region thought that 21 minutes was appropriate.

#### Workshops

Participants in consultation workshops noted that Horsham Senior Citizens Centre is current used for indoor sport activities for seniors. It was also noted that flexibility is important in the design of indoor sports facilities to meet changing needs, for example, it was noted that indoor bowls was previously popular but now in decline.

### Results of Desired Standards of Service Benchmarking

#### Benchmark Utilised: 1 indoor sports facility per 50,000 population

The benchmark for indoor sports facilities has been based on a variety of sources and adapted to the local Horsham Municipality context.

#### Benchmarking Results:

The following table shows the application of benchmarks across the various catchments based on current and future population projections. It shows additional need for facilities, and therefore positive numbers suggest additional need (an undersupply of facilities) and negative numbers suggest there no additional need (a potential oversupply of facilities).

Indoor Sports Facility - Municipal	Audit	2016	2021	2026	2031	2036
Wimmera Region	NA	NA	NA	NA	NA	NA
<b>Horsham Municipality</b>	<b>1</b>	<b>-0.6</b>	<b>-0.6</b>	<b>-0.6</b>	<b>-0.6</b>	<b>-0.6</b>
<b>Horsham City</b>	<b>1</b>	<b>-0.7</b>	<b>-0.7</b>	<b>-0.7</b>	<b>-0.7</b>	<b>-0.6</b>
Central Horsham	1	-0.8	-0.8	-0.8	-0.8	-0.8
North Horsham		0.1	0.1	0.1	0.1	0.1
South Horsham		0.1	0.1	0.1	0.1	0.1
<b>Horsham Region</b>	<b>0</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>
Region - East		0.0	0.0	0.0	0.0	0.0
Region - West		0.0	0.0	0.0	0.0	0.0

Based on the application of the benchmark, Horsham Municipality's population warrants a single indoor sports facility for the timeframes of this plan.

However, it is best to consider local demand for sports facilities based on participation figures in concert with provision ratios. This is because it is not uncommon for local demand for specific sports to outstrip demand anticipated by benchmark ratios for corresponding sports facilities. Therefore, local demand should be monitored on an ongoing basis.

### Assessment of Need

The current provision of one indoor sports facility is considered adequate to meet current and future needs. However, as per the Horsham Sports Facility Demand Assessment (Horsham Rural City Council, 2019), the existing facility should be extended. There is a need to re-examine the concept design for the proposed facility prior to progressing to development.

**Indoor Sports Facility – Municipal**

There is also a need to consider senior citizens and associated indoor sports activities, as well as opportunities to consolidate senior citizens indoor sport and recreation uses across multiple groups.

### 5.4.7 Sports Stadium

#### Sports Stadium

A sports stadium provides a multi-use field surrounded by spectator seating, multi-purpose rooms, storage areas, change rooms and associated food and beverage outlets.

#### Review of Background Information

The following information was gathered from background literature:

- In the Horsham Open Space Strategy (Horsham Rural City Council, 2019), City Oval was classified as a sports ground and was described as one of the municipality's key sport and recreational assets, however, it appears closed off to the general public, and it was difficult to find usage times.  
It recommended the development and implementation of a plan for the redevelopment of the Horsham City Oval precinct, in alignment with the Sporting Facilities Demand Study (Horsham Rural City Council, 2019).
- The Sport and Recreation Strategy 2013-2018 (Horsham Rural City Council, 2013) identified City Oval as the premier sports field arena. Furthermore, it recommended that Council should directly allocate and schedule use of City Oval and reduce use by restricting football training sessions, and to allocate equal training times to all football clubs using the oval.
- The Sporting Facilities Demand Study (Horsham Rural City Council, 2019) identified City Oval as the premier facility in Horsham for cricket and football. It identified a number of issues with the facility, key of which include an undersized and incorrectly oriented field which was considered unsuitable for premier matches, ageing and poorly located pavilion, and inadequate amenities. These issues were considered to hinder the delivery of large scale and major events. The study makes the following recommendation:  
*Upgrade City Oval as Horsham's premier regional AFL/cricket venue – Upgrade City Oval as required to enable it to host regional AFL and cricket sporting events and other non-sporting events. Upgrades required may include expansion of the size of the field to increase runoff, a new multipurpose pavilion and club rooms (including fully accessible and female friendly facilities) and covered spectator areas. Delivery of a second netball court would assist in club training and matches.*
- The Wimmera River Precinct and Central Activities District Masterplan (Horsham Rural City Council, 2019) further recommended the upgrading of City Oval as Horsham's premier regional AFL/ cricket venue to enable regional AFL and cricket sporting events and other non-sporting events to be hosted. Upgrades identified included field expansion, a new multi-purpose pavilion and club rooms and covered spectator areas. It also suggested that delivery of a second netball court would assist in club training and matches.

#### Audit of Facilities/Current and Planned Facilities

Horsham City Oval is located in Central Horsham. It is 3.65 hectares in size and classified as a sports ground. It has one football cricket/ oval with a grass playing surface and turf wicket, one hard surface netball court, field lighting, a grandstand and club rooms. It is considered the premier cricket and football venue in the municipality, however the quality of the facility is considered inadequate.

#### Consultation Findings

##### Community Survey

A majority of respondents to the community survey noted that sports stadiums were important. Around 63 per cent of the 106 respondents who answered this question noted that they thought the provision of this type of facility was very important or extremely important (26 per cent very important and 37 per cent extremely important). In terms of level of importance, sports stadiums were ranked quite low compared to the other facility types (18th of 23 facility types included in the survey).

In terms of overall rating of the provision of sports stadiums, around 37 per cent of the 71 respondents who answered this question thought that current provision was good or very good, with around 31 per cent of respondents noting that they thought provision was poor or very poor. This was one of the lowest rated facility types (second to last).

Respondents who lived in Horsham City thought that an appropriate travel time to a sports stadium was 19 minutes, while respondents who lived in Horsham Region thought that 24 minutes was appropriate.

<b>Sports Stadium</b>
<b>Results of Desired Standards of Service Benchmarking</b>
No benchmark exists for a sports stadium. It is suggested that no more than one sports stadium would be warranted for the municipality, but it should be led by sport participation demands and requirements.
<b>Assessment of Need</b>
The need for sports stadium infrastructure should be driven by sports participation demand and considered as a part of the sports ground supply. This has been examined in detail in development of the Horsham Sports Facility Demand Study and the Wimmera River Precinct and Central Activities District Masterplan. Action relating to the sports stadium should be driven by the recommendations contained within these documents.

### 5.4.8 Sound Shell

Sound Shell
<p>A sound shell is a covered stage to allow parks or open space areas to be used for performances and other activities. At this level of the hierarchy, sound shells should offer a venue suitable for at least 200 people to view an event.</p>
<p><b>Review of Background Information</b></p> <p>No information regarding the sound shell was identified in the review of background documents.</p>
<p><b>Audit of Facilities/Current and Planned Facilities</b></p> <p>One sound shell at Sawyer Park was identified in the audit. It is located on Crown land managed by Council. The facility has a covered stage, grassed seating area, toilets, barbecue, picnic tables and seating. Council's asset condition database notes that the sound shell was built in 1980 with an estimated 40 year life remaining to 2060.</p>
<p><b>Consultation Findings</b></p> <p><b>Community Survey</b></p> <p>A low proportion of respondents to the community survey noted that sound shells were important. The level of importance was low compared to the range of other facility types that were considered in the survey (fourth lowest facility of the 23 facilities considered). Only around 55 per cent of the 106 respondents who answered this question noted that they thought the provision of this type of facility was very important or extremely important (26 per cent very important and 28 per cent extremely important).</p> <p>In terms of overall rating of the provision of sound shells, around 73 per cent of the 92 respondents who answered this question thought that current provision was good or very good, with around 14 per cent of respondents noting that they thought provision was poor or very poor.</p> <p>Respondents who lived in Horsham City thought that an appropriate travel time to a sound shell was 15 minutes, while respondents who lived in Horsham Region thought that 19 minutes was appropriate.</p> <p>There was also some additional specific feedback on the Horsham Sound Shell in Sawyer Park, with 17 respondents listing it as one of the top three facilities that they utilised most. These respondents rated their overall level of satisfaction with the facility as being satisfied, with only three of these respondents dissatisfied. The three respondents who were dissatisfied with the sound shell thought that it was not fit for purpose (aged, not maintained), not accessible (disability), too busy (not available) and not available (including only being used by one group).</p> <p><b>Workshops</b></p> <p>Participants of the Council workshop noted that the sound shell was underutilised and required improvements including updated changing rooms, electricity infrastructure, sound and lighting equipment, and improved disability access including seating and gradients.</p>
<p><b>Results of Desired Standards of Service Benchmarking</b></p> <p>No benchmark exists for sound shell facilities. It is suggested that no more than one sound shell would be warranted for the municipality for both the current and projected population.</p>
<p><b>Assessment of Need</b></p> <p>It is considered that a single sound shell is adequate for the municipality, however, concerns about the quality of the sound shell at Sawyer Park have been raised within the community and in Council. This is consistent with the age of the facility.</p> <p>Given its anticipated remaining useful life it may be due for a major mid-life upgrade to continue meeting needs for the next 40 years.</p>

An upgrade plan should be developed for the existing sound shell which examines the upgrades needed to meet community and stakeholder expectations. Possible works may include improving disability access, development of change rooms, electrical upgrades, and provision for improved sound and lighting equipment.

### 5.4.9 Botanic Garden

Botanic Garden
<p>A botanic garden is dedicated to the preservation and display of a wide range of plant species. They also provide open space functions.</p>
<p><b>Review of Background Information</b></p> <p>The following information was gathered from background literature:</p> <ul style="list-style-type: none"> <li>• According to the hierarchy provided in the Horsham Open Space Strategy (Horsham Rural City Council, 2019), the Botanic Gardens are a regional recreation space. The Strategy recommends the original master plan for the Botanic Gardens be activated to increase permeability and connectivity with its surrounds. The Botanic Gardens are highlighted as a strength of the open space supply in the Open Space Strategy Consultation Report.</li> <li>• The Horsham Wimmera River Precinct and Central Activities District Masterplan (Horsham Rural City Council, 2019) recommended improvements to the integration and accessibility of existing areas within the river precinct, including the Botanic Gardens. It also identified an action to restore elements of the original Botanic Gardens Plan.</li> <li>• The Council Plan 2019-23 (Horsham Rural City Council, 2018) identified the need to improve and enhance facilities including the Horsham Botanical Gardens.</li> </ul>
<p><b>Audit of Facilities/Current and Planned Facilities</b></p> <p>The Horsham Botanical Gardens was the only botanic garden identified in the region. It comprises 4.73 hectares of regional open space with lawns, gardens, barbecue facilities, seating, picnic tables and a rotunda as well as a municipal level playground.</p>
<p><b>Consultation Findings</b></p> <p>No comments regarding botanic gardens were gathered from consultation.</p>
<p><b>Results of Desired Standards of Service Benchmarking</b></p> <p>There was no accepted population benchmark identified for the provision of botanic gardens. The facility type was considered to be a municipal level facility according to the social infrastructure model utilised for the project, and a benchmark of 40,000+ residents was suggested as being appropriate given this level of the hierarchy.</p>
<p><b>Assessment of Need</b></p> <p>A single botanic garden was considered adequate for the municipality currently and into the future.</p> <p>The existing master plan for the Horsham Botanical Gardens should continue to be implemented.</p>



Quarterly  
Performance Report  
July – September 2020



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## Section 1

### Chief Executive Officer's Overview

I am pleased to present the Quarterly Performance Report for the quarter ended 30 September 2020.

Sadly COVID-19 has continued to impact the community with limitations on movement throughout the state and country being in place. The impact on council services has continued however the adjustments made in that last quarter have allowed service delivery to be met via different formats. As a regional community we've been able to go about our days with far less limitation than our city counterparts which has insulated the community to some extent of the extreme mental challenges of a hard lockdown.

Outdoor crews and depot staff have been working hard to prepare the town for spring with bursts of colour adding a joyful back drop to the town's impressive natural resources. The completion of the Langland's Track which is touched on later in the report was well timed for those enjoying walks in nature during COVID-19 restrictions.

A major highlight of this quarter has been the addition of approximately 28 new staff under the Working for Victoria program. These staff, across a range of departments complement our already skilled workforce. Working for Victoria is a state government initiative in which organisations may apply for funding to hire staff to fulfil roles that directly or indirectly contribute to the state's ability to address the COVID-19 pandemic. We welcome our new Working for Victoria staff and thank them for their contributions to our community.

I attended a virtual event on Monday 13 July, where the Hon Jaala Pulford, State Labor Member for Western Victoria announced funding of \$250,000 for two synthetic greens at Coughlin Park Bowling Club and \$30,000 for a feasibility study into the Horsham Regional Multi-Sport Precinct. The funding was made possible by the Victorian Government's 2020-21 Local Sports Infrastructure Fund and was a welcome boost during these difficult times.

The Horsham Youth Council is currently working on a time capsule project, engaging young people in the region to write letters about the impact of the coronavirus pandemic on their wellbeing in the form of a letter to their future self, or a journal of how they felt throughout 2020. The youth Councillors are hoping to install a time capsule at The Station (formerly NEXUS Youth Centre) with all letters placed inside the capsule to be opened in 10 years, when the letters will be returned to their owners.

For the quarter 1 July 2020 to 30 September 2020 the following key highlights are provided:

- Councillor and Committee Expenses will be reported in this report for the first time
- Quarterly financial statements to 30 September 2020 can be viewed in Section 7 of this report.
- Coronavirus (COVID-19) impacts are addressed throughout the report but specific measures taken and impacts can be seen on page 27
- Major capital projects are continuing with minimal interruption – see page 29

I commend the community for its tremendous efforts in abiding by the state government directives on COVID-19.

Explore locally and enjoy the warmer weather.



Sunil Bhalla

Chief Executive Officer  
Horsham Rural City Council

## Section 2

### Goal 1 – Community and Cultural Development

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

We support our diverse community by developing an environment that aims to cater to the shifting needs of our residents. We support innovation and encourage artistic and cultural expressions to develop our municipality as a great place to live.



#### Playgroup team support to families














Over the last weeks of stage three restrictions, Council's supported playgroup team have been working hard to keep supported playgroup families connected. For the mothers engaged in the program, the team held a series of self-care/social themed Zoom catch ups, and then delivered the mums a special care package.

The team also undertook a gardening session, which was live-streamed to all the participating families. The supplies were delivered beforehand, and the children planted along with supported playgroup facilitator Bernie. The resulting 'grass head' characters have now started to sprout their green hair.

#### Online education at Horsham Regional Art Gallery

Horsham Regional Art Gallery has continued to provide a plethora of online education offerings combating the limitations of the stay at home directives. VCE sessions have been held online along with a successful school holiday program hosted by experienced educators. Recently HRAG has continued with its online format into the school term, hosting Art Club Juniors in an online format for the first time. While it doesn't compare to a visit to the gallery, it does keep young minds creative in these challenging times.

## Council Plan Performance Progress

1.1 Contribute to building a vibrant, diverse and resilient community				
1.1.01	Pursue ongoing funding for a neighbourhood renewal program in Horsham North		100%	Project in recess until further notice.
1.1.02	Pursue funding for implementation of the Horsham North Urban Design Framework and Railway Corridor Master Plan		65%	GHD Consulting have provided further advice and information on possible mitigation and remediation options for the land under consideration in the Horsham Rail Corridor Master Plan
1.1.03	Facilitate ongoing development of community facilities at Cameron Oval, Laharum		100%	The Laharum and Haven Precinct plans have been finalised Council has submitted an application to RDV for works at the Laharum Hall but this was unsuccessful. Council is working with the Laharum Sports Inc regarding funding for Stage 1 works at the Cameron Oval.
1.1.04	Facilitate ongoing development of community facilities at Haven Recreational Reserve		40%	Precinct planning of the Haven Recreational Reserve interrupted due to Covid 19. Commitment to work through site planning with stakeholders, using Precinct planning & design principles and approaches, developed through C2R project.
1.1.05	Complete construction of the Kalkee Road Children's and Community Hub and commence operations		100%	Construction completed.
1.1.06	Implement Volunteer Management Framework		75%	The continuing Covid-19 circumstances and the associated suspension of volunteers has continued to impact
1.1.07	Develop and implement an Indigenous Reconciliation Action Plan		100%	Actions are currently being implemented.
1.1.08	Review future use of all kindergartens and Maternal & Child Health, post the Horsham North Children's Hub		90%	Work continues with DET and service providers to plan for 3 year old kinder introduction in 2022 in HRCC.
1.1.09	Develop a master plan for Dudley Cornell Reserve following the construction of the Children's Hub		95%	Concept Plan developed in 2019 to locate shade structures secured by the Little Athletics club yet to be finalised. Broader precinct planning delayed due to Covid 19
1.1.10	Support our local communities in developing community plans and strategies		80%	An online community engagement processes has been successfully tested with the C2R Riverfront Activation CRG. Currently being reviewed and documented, aware that a Community Vision will be developed in 2021 as part of the new LG Act
1.1.11	Implement recommendations from Innovate (Indigenous) Reconciliation Action Plan		75%	Actions are currently being implemented.

1.2 Develop a safe, active and healthy community, encouraging participation				
1.2.01	Develop and progressively implement a plan for the redevelopment of the Horsham City Oval precinct	●	15%	EoI seeking representatives on the Sawyer Park City Oval CRG. The group will guide the engagement and development of the Concept plan for City Oval as part of the wider Sawyer Park precinct
1.2.02	Encourage redevelopment of community facilities at the Horsham Showgrounds	●	90%	Final Engagement Report for the C2R Riverfront Activation project provided to reps of the Horsham Showgrounds. HSC shared their development plans with the CRG. Grassed area/ park further developed on the east side of the Wimmera Bridge abutting the Horsham Showgrounds.
1.2.03	Complete a detailed feasibility study for a multipurpose/indoor sports and community facility	●	100%	Draft feasibility study has been completed.
1.2.04	Implement outcomes from the multipurpose/indoor sports and community facility feasibility study	●	0%	Now to be considered as part of Indoor/Outdoor Regional Sports Facility Feasibility Study, funding secured, to commence shortly.
1.2.05	Development of the Health and Wellbeing Plan 2017	●	100%	Data snapshots of each small town developed, adding 2016 data to previous data sheets. First contact from DHHS flagging process for development of 2021-25 MHWP and possible integration into Council Plans
1.2.06	Support family violence prevention programs & initiatives	●	95%	Act@Work program actions near full implementation, support of Say No to Family Violence initiative
1.2.07	Development of Positive Ageing initiatives	●	100%	The project was successfully completed and has now become part of Council business through the action plan
1.2.08	Review of Youth services in consultation with other agencies and develop a strategy	●	100%	Youth Strategy has been completed October 2018. We have now written implementation plan and begun with the employment of a Youth Planning and Engagement Officer.
1.2.09	Activate the Wimmera River Precinct for the community and visitors (including lights and greater presentation)	●	90%	City to River Stage 2 development has commenced. Lights and greater presentation will be considered with each project as designed and constructed.
1.2.10	Plan and progressively construct shared cycling and walking track paths along the Wimmera River -- from Riverside Bridge to Horsham Weir - both sides, including improvements to lighting and other facilities	●	75%	Specific resources allocated to this project for 6 months through WfV. aim is to identify priority works, gaps and new linkages of bike and walking tracks across the shire.
1.2.11	Improve presentation, lighting and walking track condition around the racecourse	●	100%	Works completed.
1.2.12	Encourage the development of a riverside café	●	50%	The development of an EoI to design and build a cafe/restaurant on the riverfront (near the caravan park) has commenced. The EoI will be completed by end December.
1.2.13	Support planning for review of use of the Riverside Recreation Hub precinct as part of the Wimmera River strategy	●	0%	Riverside Rec Reserve in preliminary discussions with the land manager DELWP re plans to review the precinct.
1.2.14	Determine Councils future role in Aged Care as a consequence of Commonwealth Government Aged Care reforms currently being undertaken	●	100%	Council has resolved to exit the service as of 31 December. New provider Grampians Community Health.
1.2.15	Support behaviours that reinforce respect and equality for women and address rising levels of family violence	●	100%	Gender Equity project completed.
1.2.16	Support behaviours that reinforce respect and equality for all members of the community and address rising levels of violence generally	●	95%	Communities of Respect and Equality Membership, Community of Practice.

1.3 Contribute to cultural activities that enhance our community		
1.3.01	Complete Business Plan to determine the viability and funding options for an artist in residence facility on the Wimmera River.	80% Investors no longer interested in the proposed arts residency, but site has very high indigenous cultural significance and future opportunities may arise out of the City to River Project.
1.3.02	Work with the Wesley Committee of Management to review arrangements associated with the Wesley PAC	100% Council decision made re future ownership subject to compliance works being carried out.
1.3.03	Develop a public art action plan	95% Public Art outcomes in previous budget delivered out including 'Binspiration' and an eoi for mural art project. Overarching long term Public Art Plan will be linked to Creative Horsham plan currently under development
1.3.04	Continue to develop the Horsham Cinema in the main cinema with improved seating, screen and sound in conjunction with the cinema operator	100% Communities of Respect and Equality Membership, Community of Practice.
1.3.05	Work with the Horsham Historical Society to plan for and scope a new Heritage Centre.	100% The Feasibility Study is progressing well and the consultant expects to deliver a draft report to the committee by the end of March 2018. Once the Committee have endorsed the Final Report, the Committee and the consultant would like to present this to Council. The proposal at this draft stage is recommending a Regional Museum/Discovery Centre.
1.3.06	Support the Arapiles Historical Society with the Natimuk Museum development	75% AHS Committee are continuing to meet and develop their various sites with the assistance of local benefactors and a strong volunteer base.
1.3.07	Form a stronger relation with Wimmera Machinery Field Days committee and their major and significant event in the municipality.	90% The field days have been postponed until 2022 as a result of COVID-19 and the impacts on major events.
1.3.08	Review service levels for rural hall operational costs, safety and amenity upgrades	40% SIP has identified the need to engage deeply with users of community assets to educate and inform them about the principles and hierarchy driving long term cap ex and service planning. Asset Management plans and priorities for rural halls will be informed by this work. Rural Halls are only one asset class


1.4 Develop the municipality as a desirable place to live, work and enjoy for people of all ages and		
1.4.01	Work with other Councils and relevant agencies to prepare rollout of the National Disability Insurance Scheme	100% Transition commenced in October 2017. Completed in December 2018.
1.4.02	CBD Revitalisation Project – 2016-2025 Stage 1 - improved urban design	10% Planning for the implementation of stage continues.
1.4.03	CBD Revitalisation Project – 2016-2025 Stage 2 - Town Square	10% The project will trial a temporary parklet in Roberts Avenue to obtain further information in regards to activating the CAD from the community, visitors and business operators/owners. Parklet to be installed end of November until April 2020. Engagement and Comms plan developed. This initiative will inform the designs and creation of a permanent town square.
1.4.04	Work with Victrack to improve underpasses between Horsham North and wider Horsham	100% Works on initial project largely complete. Further scoping required for future works.
1.4.05	Review the Domestic Animal Management Plan	100% Plan in implementation stage.

## Goal 1 Initiatives


No initiatives

## Performance Indicators


### \*Active library members

	FY 2017-2018 11.83%	FY 2018-2019 11.06%	FY 2019-2020 10.84%
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### Library collection usage

	FY 2017-2018 2.4	FY 2018-2019 2.14	FY 2019-2020 1.86
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### Standard of library collection

	FY 2017-2018 46.14%	FY 2018-2019 43.11%	FY 2019-2020 45.82%
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### Cost of library service

	FY 2017-2018 \$20.87	FY 2018-2019 \$20.98	FY 2019-2020 22.13
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### \*Number of children who attend the MCH service at least once a year

	FY 2017-2018 89.63%	FY 2018-2019 90.16%	FY 2019-2020 89.99%
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### Infant enrolments in the MCH service

	FY 2017-2018 101.25%	FY 2018-2019 100.41%	FY 2019-2020 100.85%
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### Cost of the MCH service

	FY 2017-2018 \$70.48	FY 2018-2019 \$60.62	FY 2019-2020 \$77.07
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### \*Number of Aboriginal children who attend the MCH service at least once a year


	FY 2017-2018 86.54%	FY 2018-2019 94.12%	FY 2019-2020 88.76%
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### \*Percentage of Critical and Major Non-Compliance Outcome Notifications


	FY 2017-2018 0%	FY 2018-2019 93.75%	FY 2019-2020 66.67%
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**Time taken to action food complaints**

	FY 2017-2018 4.67 days	FY 2018-2019 3 days	FY 2019-2020 2 days
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**Food safety assessments**

	FY 2017-2018 112.50%	FY 2018-2019 99.41%	FY 2019-2020 86.78%
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**Cost of food safety service**

	FY 2017-2018 \$666.84	FY 2018-2019 \$650.59	FY 2019-2020 \$767.58
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**\*Utilisation of Aquatic Facilities per population**

	FY 2017-2018 8.20%	FY 2018-2019 8.77%	FY 2019-2020 6.73%
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**Cost of aquatic facilities per visit**

	FY 2017-2018 \$3.10	FY 2018-2019 \$4.31	FY 2019-2020 \$4.55
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**\*Animal Management Prosecutions**

	FY 2017-2018 0	FY 2018-2019 1	FY 2019-2020 0
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**Cost of animal management service**

	FY 2017-2018 \$19.79	FY 2018-2019 \$32.14	FY 2019-2020 \$16.58
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**Time taken to action animal management requests**

	FY 2017-2018 1.01 days	FY 2018-2019 1 day	FY 2019-2020 1 day
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**Animals reclaimed**

	FY 2017-2018 45.31%	FY 2018-2019 62.91%	FY 2019-2020 53.10%
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\*LGPRF Audited Indicators (Local Government Performance Reporting Framework)

Changes in data reporting as required by LGPRF:

\* Cost of Animal Management Service per Population previously Cost of Animal Management Service.

\* Cost of Library Service per Population previously Cost of Library Service.

## Goal 2 – Sustaining the Economy

### Lead in sustainable growth and economic development

As our community grows, so our region grows. We welcome new development and we aim to support enterprise, small and large whilst advocating for the community to shop locally. We will continue to promote and develop sustainable projects.



### COVID-19 Support Grants

Businesses, clubs, organisations and individuals have been encouraged to apply for Horsham Rural City Council's COVID-19 Support Grants package. The grant program's launch came after the 2020-21 Budget was adopted, with all of the \$484,000 raised from a two per cent rate increase to be delivered back to the municipality to support community sectors most impacted by the pandemic. The program will provide supports three major streams – Stronger Business, Recreation and Community Recovery and Arts and Even Activation.

### Council supporting outdoor dining



Horsham Rural City Council chose to waive outdoor dining permit fees to allow hospitality businesses to offer COVID safe outdoor dining options. Council's aim was to make the process as simple and seamless for businesses as possible. With outdoor dining being key to economic recovery for the municipality's hospitality businesses.

Even if business have never had outdoor dining before, Council has sought to work quickly to help remove red tape. Business operators need a COVID Safe Plan in place to proceed and templates were made available by the Business Support Team.



## Council Plan Performance Progress

2.1 Cultivate opportunities for the municipality to prosper and pursue possibilities for new				
2.1.01	Progress implementation of the Wimmera Intermodal Freight Terminal Precinct Plan and encourage opportunities for the establishment of associated industries including the mining sector	●	80%	Internal working group established to progress development of WIFT Industrial Estate for manufacturing and industry development.
2.1.02	Work with the economic and community sectors to maximise opportunities arising from the national broadband rollout, including training and awareness of on-line retail business opportunities	●	90%	Through the Business Support team and Councils COVID-19 Business Support Package opportunities provided for local businesses to have an on-line presence. opportunities are promoted in the Business Newsletter.
2.1.03	Develop an Economic Development strategy	●	100%	Economic Development Strategy adopted by Council on 19 February 2018.
2.1.04	Support development opportunities facilitated by the Wartook Valley strategy	●	30%	To be implemented. Work Program stipulates commencement in 2022.
2.1.05	Facilitate further development of the Aerodrome Industrial Estate	●	15%	Further development dependant upon Aerodrome demand and funding of Master Plan..
2.1.06	Develop partnerships with industry groups and government	●	80%	Established strong relationship with agencies as part of COVID response and developed regular newsletter to Business.
2.1.07	Support investigations into the community service station at Natimuk	●	100%	Planning permit for service station in Natimuk was withdrawn, given the number of objections. Offered support to applicant

2.2 Support initiatives for improved transport services in and around the municipality				
2.2.02	Support a Western Highway by-pass of Horsham	●	100%	Council working on Urban Transport plan for Horsham to address truck traffic issues on all highways including Western Highway.
2.2.03	Explore, with reference to current planning activities being undertaken, opportunities for improved timetabling and passenger rail and bus services to Horsham from outside and within the region (including Horsham to Halls Gap, Melbourne and Adelaide)	●	50%	Funding for the Overland extended for the next three years. Discussions on the return of passenger rail impacted by COVID-19. The working group has developed a survey to get an understanding of the travel habits/needs which is intended to help design the services.
2.2.04	Investigate the impacts of the relocation of the rail line out of the town area	●	0%	Not yet started.
2.2.05	Review Municipal Parking strategy	●	100%	Municipal Parking Strategy endorsed by Council in December 2017.
2.2.06	Conduct a review of the roads service to encompass levels of service, construction and maintenance methods (including cost efficiency)	●	25%	Consultation deferred due to COVID - now planned to be Jan-Feb 2021
2.2.07	Horsham Integrated Transport Strategy completed, including: <ul style="list-style-type: none"> <li>• Stage 1 – Strategic road network, including regional highways, </li> <li>• railway and Horsham Bypass </li> <li>• Stage 2 – Horsham urban area</li> <li>• Stage 3 – Rural areas of municipality</li> </ul>	●	70%	Consultation deferred due to COVID - now planned Jan-Feb 2021
2.2.08	Develop a plan for a further vehicle bridge across the Wimmera River and determine the timing when this should be constructed.	●	10%	Awaiting outcomes of State Budget on Regional Roads Victoria co-funding for investigation.

2.2.09	Support the development of the Grampians Way (ring road) - 'Stage 1 Mt Zero Access Road, Stage 2 Establish Picnic sites/viewing areas and signage, Stage 3 Seal remaining North West alignment (Winfield Rd north of Plantation Rd)	●	70%	Stage 1 Road works advancing.
2.2.10	Provide input to VicRoads on the redevelopment of the Western Highway/Hamilton Road/Golf Course Road intersection	●	50%	Anticipating that this will be funded by Rural Roads Victoria in 2021.
2.2.11	Continue to monitor and review car parking requirements in and around the CBD	●	5%	Parking Management Plan Project Reference Committee has met three times. Will reconvene post Election period.
2.2.12	Investigate suitable locations for motorhome parking in Horsham	●	5%	This is being addressed both through the Parking Management Plan and the Visitor Information Centre relocation.

2.3 Increase visitors to the municipality				
2.3.01	Investigate opportunities for the development of the Green Lake/Dock Lake recreational precinct	●	60%	No further actions, see below
2.3.02	Pursue opportunities for improvements at the Police Paddock Reserve/Horsham North including walking and bike tracks in the vicinity	●	70%	Priority actions have been discussed with the WRIC, with reference to the draft plan
2.3.03	Support the development of the Grampians Peak Trail	●	80%	Council in partnership with Mt Zero undertaking a feasibility study for the Mt Zero Resort Development
2.3.04	Explore opportunities from the 2017-18 Australian and International Motor Cross Events	●	100%	Event held. Visitor Information Centre support with accommodation information for teams and attendees. Horsham Town Hall and Business Development advised local businesses of potential increased patronage. Event debriefs were undertaken with council and emergency services.
2.3.05	Investigate marketing and funding through the RMIT for the Zero to Nhill Trail	●	0%	This project was driven by the West Wimmera Shire Council. Students from RMIT used to visit the region to undertake design studies.
2.3.06	Investigate opportunities and plan for possible bike trails, Green Lake to Horsham, Horsham to Natimuk, Wartook to Zumsteins	●	70%	This option is no longer available.

2.4.01	Support the WDA initiative to promote a Grains Centre of Excellence	●	30%	FG Sept 20 - No progress this quarter.
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## Goal 2 Initiatives

Initiative	Progress
Economic Development - Small Business Assistance Program	Endorsed by council in January 2020 but put on hold due to COVID-19.
Parking and Traffic Management - Parking Plan	A Project Control Group has been formed, the previous Councillors have been briefed on preliminary findings by the consultants, Tonkin, and a Stakeholder Reference Group has been established and has met as the first community consultation step. This group went into recess in the election caretaker period and will reconvene in December.

## Performance Indicators

Nil

### Goal 3 – Asset Management



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

We strive to ensure infrastructure is in place to support our growing community as well as upgrading and maintaining our infrastructure to attract more visitors to our municipality.

#### Langland’s Track Complete

Walkers, runners and cyclists can now enjoy more of the Wimmera River after a new track was completed on the south side of the waterway in Horsham. Called the Langlands Track, the 2.5 kilometre sealed surface completes a loop between the Anzac Bridge and the Weir on both sides of the river. The track is a completely sealed surface front start to finish, meaning people in wheelchairs, mobility scooters or families with prams can also enjoy using it.



The south side of the track is on private land but able to proceed with the generosity of the land owners (Chempaka Group and the Langlands family). HRCC funded the project while Wimmera Catchment Management Authority contributed \$100,000. The project happened with support from the Wimmera River Improvement Committee and Barengi Gadjin Land Council.



#### Horsham Beautification

The Botanic Gardens team has realigned the garden bed around the Moreton Bay Fig at the western end of the Botanic Gardens. Major structural roots from the tree were protruding through the path, creating a hazard for the users. Removing the roots from the path would most likely have had a negative impact on the tree. In order to maintain the tree’s health, the decision to widen the garden bed without compromising the path’s function has achieved the best outcome for the tree.

## Council Plan Performance Progress

3.1 Determine infrastructure needs and expectations through consultation with developers and			
3.1.01	Develop improved pedestrian access (bridges) across the Wimmera River in Horsham, in partnership with land developers	● 65%	Significant planning has advanced for a further pedestrian bridge, including site investigations. Public consultation due to start in Dec 20
3.1.02	Undertake a review of Council infrastructure asset holdings to ensure they meet future community needs and longer term implications of ownership	● 95%	Detailed planning on existing asset base essentially complete. Community consultation to be conducted in 2021.
3.1.03	Purchase additional land for hangar space at Aerodrome including access-way development	● 0%	On hold pending development of Master Plan and Development Strategy.
3.1.04	Development of an Aerodrome Master Plan and implementation of planning overlays to protect the future development space of the Aerodrome	● 25%	Council endorsed approval to develop Master Plan and Development Strategy, and referred to budget 2020/21. Not successful in getting funded.
3.1.05	Develop a prioritised plan for upgrade of community recreation facilities	● 75%	SIP has identified the need to engage deeply with users of community assets to educate and inform them about the principles and hierarchy driving long term cap ex and service planning. Asset Management plans and priorities for community recreational facilities will be informed by this work. These are only one asset class and will be treated holistically as precincts rather than separate assets linked by geography. Long term upgrades will also be informed by the Indoor Outdoor Sports Stadium feasibility study.
3.1.06	Implement a cyclic renewal program for all public convenience facilities in the Horsham central business district and across the municipality	● 95%	This action now redundant, as public conveniences are included in broader database of all asset categories.
3.1.07	Undertake master planning and major refurbishment of the Aquatic Centre	● 90%	Indoor concourse works and ramp works about to commence.
3.1.08	Develop improved park and street tree policy as an 'urban forest plan'	● 25%	Collation and audit of precedent materials, strategies and briefs. Including information from previous work completed by the Manager operations.
3.1.09	Identify and develop new off street parking areas on CBD fringe	● 50%	Development of Parking Management Plan is underway. Park Drive works have been undertaken. John Martin can provide a date as to when they were completed.
3.1.10	Develop a master plan of streetscape themes and service levels for existing streets and new developments	● 30%	Service levels under development through asset process for existing assets. Masterplan of new works part of City to River.
3.1.11	Investigate better footpaths for Natimuk	● 10%	Repair program for defects in Natimuk footpaths included in broader program in progress

3.2 Ensure projected financial and physical programs that reflect infrastructure needs			
3.2.01	Implementation of the Civic Centre Redevelopment Plan	● 10%	Plans for the redesign of the front foyer customer service area are now finalised and will go to tender later in 2020 for construction in 2021 - Covid19 impacts will need to be considered in the design.
3.2.02	Confirm and undertake design and planning for the relocation of the municipal depot including potential co-location of Tech Services planning and delivery staff	● 60%	On hold - funding omitted from 2020-21 due to other priorities.
3.2.03	Review and update Road Management plan	● 100%	Completed June 2017.

3.3 Maintain asset management systems that will assist planning asset maintenance and capital			
3.3.01	Develop a maintenance and replacement schedule for all groups of assets managed by Council, including heritage listed buildings	●	90% Prioritisation process for renewal/replacement of buildings has been developed and incorporated into Long Term Capex Plan preparation.
3.3.02	Develop and implement asset management plans for all nominated asset groups to assist with long term financial and asset management planning and legislative requirements - involve the community in the process	●	95% Modelling of long term renewal costs completed. Maintenance service levels and costs to be developed in early 2021.
3.3.03	Develop and implement a fair and transparent pricing policy for all of Council's community facilities	●	80% Now recognised that this piece of work is complex and requires a significant level of investment to go back to a principle based approach linked to reviewing service levels, maintenances, subsidies and revenue. Several attempts have been made by finance to resolve, but forward approach requires a cross dept effort to resolve.


3.4 Deliver works to develop and maintain Council's physical assets for long term sustainability,			
3.4.01	Develop infrastructure that encourages greater participation and use of alternate transport options to the city (eg, walking, cycling and public transport)	●	90% Draft Zero Carbon Plan was developed and presented to previous Council - was referred to new Council for consideration.
3.4.02	Master plan preparation for the Livestock Exchange including potential items such as: roofing to cover yards, electronic ramps to replace manual ramps, compost turner and Radio Frequency Identification (RFID), solar panels and water capture.	●	100% Plan adopted. Now implementing actions - Roofing #1 priority.
3.4.03	Develop and review the Sports and Recreation Strategy	●	95% Superseded by the OSS. The Sports & Recreational Advisory Committee is no longer functioning. Advice and input will be sought from key stakeholders in relation to precinct developments & feasibility study input. This approach is more targeted and more representative.
3.4.04	Develop additional off leash areas for dogs	●	90% Five off leash dog parks are located across Horsham. This maybe enough, supporting the result from the public consultation that dogs should not be allowed in the botanic gardens earlier in this year.
3.4.05	Develop improved entrances to all towns (street signage and landscapes)	●	25% No further progress this quarter.
3.4.06	Investigate and plan Wesley PAC refurbishment and Jubilee Hall upgrade	●	85% Jubilee Hall works completed, Wesley refurbishment to be carried out being funded by the committee, Project Control Group established, engineering assessments being carried out.
3.4.07	Investigate other options for the Wimmera Sports Stadium	●	80% Funding agreement signed. project budget includes \$30K from Council as well.

## Goal 3 Initiatives


Initiative	Progress
Commercial Activities - Gas Pipeline To WIFT Investigation	On hold.
Strategic Asset Management - Asset Management System Rollout	Asset Management System is in place and is being used in preparation of information to support preparation of the Long Term Capex Plan and Long Term Financial Plan.
Strategic Asset Management - Disaster Asset Evidence Photography	Capture on sealed roads is complete. Data capture and transfer to HRCC approximately 95% complete.
Strategic Asset Management - Rural Road Network Plan	Planning continuation of project in early 2021.

## Performance Indicators


### \*Satisfaction with sealed local roads

	FY 2017-2018 44	FY 2018-2019 45	FY 2019-2020 39
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### Sealed local road requests

	FY 2017-2018 12.22	FY 2018-2019 10.72	FY 2019-2020 9.80
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### Sealed local roads maintained to condition standards

	FY 2017-2018 99.30%	FY 2018-2019 99.21%	FY 2019-2020 96.62%
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### Cost of sealed local road reconstruction

	FY 2017-2018 \$50.11	FY 2018-2019 \$30.86	FY 2019-2020 \$30.73
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### Cost of sealed local road resealing

	FY 2017-2018 \$4.67	FY 2018-2019 \$5.71	FY 2019-2020 \$5.47
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\*LGPRF Audited Indicators (Local Government Performance Reporting Framework)



## Goal 4 – Governance and Business Excellence



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

Our goal is to excel in what we deliver and how we deliver it, both within Council and to our community. Our staff are our greatest asset so their wellbeing is key to learning and high performance.

### Community say on draft governance policies

Horsham Rural City Council sought feedback on governance policies developed in line with the new Local Government Act 2020. The policies for review included:

**Public Transparency Policy** which formalises Council's commitment to open and transparent decision making. It describes which Council information is publicly available, and how to access this information. It also explains when Council information may be confidential, or when making it available may be contrary to the public interest.

**Governance Rules:** The governance rules set out requirements for how Council meetings are conducted and how Council decisions are made. It will incorporate and replace the existing Meeting Procedure Local Law, Community Participation Time Policy and Election Period Policy. The Governance Rules also include how Council decisions will be informed and the requirements for Councillors and staff during election periods and when disclosing conflicts of interest.

**Council Expenses Policy:** This reviewed Council Policy provides Councillors and delegated committee members with a framework and guidance for the reimbursement of expenses to enable them to undertake their role in the community without disadvantage.

The Act aims to strengthen democracy, accountability and equity in local government, delivering a higher degree of transparency and integrity for the public. It focuses on a principles-based approach rather than prescriptive and provides Councils and their communities the opportunity to review and reset a number of policies and practices.



## Council Plan Performance Progress

4.1 Continuously improve communication and engagement with the community through effective consultation				
4.1.01	Review the rates strategy and implement	●	100%	Rating Strategy & Rating Policy have been adopted following extensive community consultation process.
4.1.02	Feedback to Community on engagement clearly explaining "why" Council delivers the services that it does	●	80%	The "why" of council services is explained in the Service Overview document - this information is yet to be simplified to provide a public message.
4.1.03	Prepare for a more deliberative approach to community engagement following the adoption of the major revisions to the Local Government Act including seeking community ideas for prosperity.	●	50%	Deliberative Community Engagement methods will be included in the update of the Community Engagement policy as required for the new LG Act 2020 and will be used as required for Community Vision, Council Plan, Financial Plan & Asset Plans.
4.1.04	Review our communications methods with a view to increasing electronic engagement with our customers and the community	●	80%	Council has considered a draft communications policy and plan. The plan seeks to define the forms and methods for communication both internally and externally to council. Whilst the document has not been adopted by council it is currently being utilised to guide communications activities. A range of activities have been implemented including use of Community Map, Electronic on-line forms for all engagement, use of social media and the establishment of an electronic newsletter.

4.2 Manage risk to the organisation				
4.2.01	Review programs for savings/cancellation of services	●	50%	A number of new business efficiencies have been introduced and plans are underway to review key services to identify further efficiencies. The Regional Councils Corporate Collaboration project to increase collaboration across 6 neighbouring councils is expected to deliver some efficiencies over time.
4.2.02	Implement a robust financial and performance management system	●	100%	Financial & Performance Reporting Framework was updated in May 2019 and report formats to council were reviewed. A comprehensive quarterly performance report has been introduced and further KPI's are due to be developed. This will continue to develop to communicate performance information to Council and the community.
4.2.03	Respond to emerging risks through the strategic risk register and internal audit	●	100%	Strategic risk register reviewed quarterly and presented to the Risk Management Committee for update and then to the Audit Committee. This regular process ensures an opportunity for changing/developing/emerging risks to be considered and revised/added/deleted, etc.


4.4 Achieve high standards of organisational performance				
4.4.01	Widen the implementation of the Merit Customer Service request tracking system across the organisation	●	100%	Whilst this has already been completed it is still subject to review and improvement, particularly in relation to how data is reported back to Council, staff and the community and to improve the customer experience processes for the community.
4.4.02	Develop an ICT Strategy for Council including GIS capabilities	●	50%	As part of the Regional Councils Corporate Collaboration project an IT Roadmap has been developed. This specifies current and future ICT needs. An ICT Strategy will be developed in the coming period.
4.4.03	Develop a Management Strategy for Council's record and data management systems	●	25%	Records no longer part of RCTP. Recommended that we wait for other software to ensure any new EDRMS integrates with existing software.
4.4.04	Embrace new technology in order to achieve greater efficiencies and outcomes across the organisation	●	50%	Upgrades to phone systems to improve communications are in progress. Implementation of video conference facilities to improve communication completed for three meeting rooms at the Civic Centre.
4.4.05	Maintain sister city relationships as a means of facilitating business, educational and cultural networks and exchanges	●	60%	No update since last report.
4.4.06	Review the Name and Address Register (NAR) database to create single name and address database	●	100%	Data remediation and training completed in March 2019. All necessary data has been cleansed. This needs to be checked on a monthly basis, and is in Teagan Harvey and Karen Telfer's objectives for each year.
4.4.07	Renew HRCC external website	●	100%	A review is underway of the new website to identify what further improvements may be made.
4.4.08	Manage the implementation of the major revision to the Local Government Act	●	20%	All legislative requirements were met for the initial items under the LGA 2020. Further activities are well underway in terms of planning and implementing but many are not required until post the Council elections. project plans and schedules have been reported up through Councils Audit & Risk committee.
4.4.09	Review need for more HR resources	●	100%	A staff member has now been appointed to this role and systems and processes are now being reviewed.
4.4.10	Work with surrounding Shires to identify opportunities for shared services	●	100%	Council is currently participating in a group of six Councils and has received \$5 million under the Rural Councils Transformation Program to develop a common information technology platform and shared corporate services.
4.4.11	Support training and programs relating to family violence and gender equality	●	100%	Act@Work Program completed with action plan being implemented. New staff being provided training opportunities through Women's Health Grampians and also information provided through induction.
4.4.12	Support cultural awareness training and programs	●	100%	Majority of staff have completed cultural awareness training, new staff trained as part of induction.
4.3 Be an employer of choice				
4.3.01	Investigate opportunities for participating in employee exchange programs	●	100%	The recent staff restructure and many associated changes has meant to some extent exchanges and sharing are occurring as a matter of course, with people moving into new departments and working with different people/managers/supervisors. This, coupled with office accommodation changes, has meant that an additional layer of organised change is no longer appropriate and will not be for the foreseeable future.
4.3.02	Pursue implementation of Council's Workforce Strategy and identify opportunities for indigenous/migrant employment	●	100%	The trainee position at the Town Hall/Art Gallery is still being considered, owing to the need to prioritise other staff changes at that facility. The traineeship in the Records Unit that had ended was re-activated and a further indigenous appointment was made. It is anticipated that the current budget for indigenous employment opportunities (including incentive payments and other support/assistance available) will be fully expended, therefore the scope to do more in this area is not foreseeable and the objective has been met.

## Goal 4 Initiatives


Initiative	Progress
Governance - Community Engagement Tools	The "OurSay" on-line engagement tools have been purchased and were used for the 2020-21 Budget Engagement. Following that further work needs to be undertaken to understand what worked and didn't work and why.
Governance - Horsham Municipality Community Plan	Community planning has been rescheduled to occur with the creation of a Community Vision and a major revision to the Council Plan for the next term of Council commencing in early 2020/21.
Governance - Replacement Electronic Document Records Management System (EDRMS)	The replacement project for the records system has been put on hold pending the procurement process for the Rural Councils Corporate Collaboration Project which is updating our finance systems together with 6 neighbouring councils in a shared service approach.
Management and Admin - Towards a paperless HRCC	New photocopiers and printers have been purchased that greatly enhances our capacity to understand our paper usage and are now providing regular monitoring and reporting to managers and the executive team.

## Performance Indicators

### \*Community satisfaction with Council decisions

	FY 2017-2018 49	FY 2018-2019 49	FY 2019-2020 39
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### Council decisions made at meetings closed to the public

	FY 2017-2018 10.95%	FY 2018-2019 12.50%	FY 2019-2020 18.44%
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### Community satisfaction with community consultation and engagement

	FY 2017-2018 53	FY 2018-2019 54	FY 2019-2020 41
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### Councillor attendance at Council meetings

	FY 2017-2018 87.58%	FY 2018-2019 96.19%	FY 2019-2020 87.76%
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### Cost of governance per Councillor

	FY 2017-2018 \$36,317.94	FY 2018-2019 \$36,965.42	FY 2019-2020 \$31,418.08
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### \*LGPRF Audited Indicators (Local Government Performance Reporting Framework)

## Goal 5 – Natural and Built Environments

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

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



### Fuel Tank Removal

All three underground fuel tanks and delivery lines were removed from the HRCC Depot at Selkirk Drive. Contaminated soil which sat under the fuel tanks was also removed to the satisfaction of the EPA auditor.



Council will now work with the auditor and the environmental consultant to draft a long term remediation and monitoring program to ensure that there is no further contamination.

The image shown here illustrates the size of the extraction. The extraction had limited impact on council services.

## Council Plan Performance Progress

5.1 Promote sustainability by encouraging sound environmental practice			
5.1.01	Investigate opportunities for the use of Renewable energy for Council facilities including implementing a Biomass Boiler system at the Aquatic Centre and Solar Panels where feasible on Council buildings and facilities	●	95% Zero Carbon Plan draft prepared which includes a range of opportunities - pending Council review and adoption.
5.1.02	Review Council's Environment Sustainability Strategy and lead the community in environmentally sustainable practices to improve management of our natural environment	●	95% Draft Zero Carbon Plan incorporates review of relevant aspects of Environment Sustainability Strategy.
5.1.03	Develop a Climate Change Response Strategy for Council operations	●	40% Zero Carbon Plan identifies a range of measure - still in draft form.
5.1.04	Support the Natimuk Community Energy Project	●	75% Natimuk Community Energy has been successful in receiving a \$339,000 grant from the State Government's New Energy Jobs Fund. The grant will assist the project to finalise the necessary approvals, connection studies, develop detailed design and operational plans and develop a governance and financial model and market prospectus to attract investment for the construction phase.
5.1.05	Establish a sustainability reserve for the ongoing funding of sustainability related projects.	●	50% Reserve established. Zero Carbon Plan to guide use of the reserve.
5.1.06	Develop a Waste Management Strategy	●	80% New kerbside services plan developed to meet Govt requirements. Community consultation to follow.
5.1.07	Explore GWM recycled water use within the community	●	100% Report completed, including a range of options for implementations.
5.1.08	Optimise use of water basins - capturing storm water	●	10% Improved use of Wotonga Basin being explored in parallel with City to River project.
5.1.09	Investigate and support renewable energy opportunities throughout the municipalities	●	70% Jung Windfarm proposal discussed with Council, planning permit to DELWP has occurred. Active participation and support in a WDA, co-ordinated regional micro grid study proposal, and response to Hydrogen Discussion Paper.
5.1.10	Investigate options for shade at sporting facilities, recreational facilities and public spaces across the municipality.	●	90% Planning is occurring via the Open Space Strategy and development of Social Infrastructure Framework.

5.2 Plan for rural and urban land use to create a sustainable municipality for the future				
5.2.01	Complete the Horsham South Structure Plan	●	75%	Nearing completion. Phase 2 of community consultation undertaken (webinar platform), consolidating feedback and finalising preferred development scenario. Stage 2 of the structure plan to commence early-mid next year. Will need to go out to tender.
5.2.02	Complete the Rural Land Use Strategy	●	30%	Identified for review as part of Planning Scheme Review 2021.
5.2.03	Complete the Public Open Space Strategy	●	100%	Open Space Strategy adopted by Council in December 2019 with some amendments.
5.2.04	Complete the Wimmera River Corridor Strategy	●	100%	Wimmera River Corridor Strategy completed and used to help inform the draft Open Space Strategy and City to River Background Report.
5.2.05	Review and further develop planning controls for heritage items through the completion of heritage studies	●	30%	Review of Heritage Study required and identified on Strategic Planning Work program for 2021
5.2.06	Encourage the upgrade of heritage facades on shop fronts along key retail strips and investigate possible contributions from Councils commercial property reserve	●	30%	Working with hospitality businesses to increase their out door dining footprint. Guidelines being developed by sub-committee. Funding provided through government initiatives.
5.2.07	Amend the Planning Scheme to implement the recommendations from flood investigations	●	20%	Mapping complete. Tender for consultant to lead amendment process.
5.2.08	Implement selected recommendations from the Wimmera River Project Report	●	0%	No progress this quarter.

## Goal 5 Initiatives

Initiative	Progress
Sustainability - Street Lighting - Lighting Regions Stage 2	Suitable grant funding opportunity did not arise in 2019-20.
Sustainability - Waste Gasification Plant Investigation	Review of a specific waste to energy proposal as part of an analysis of options for processing green waste, 90% complete.
Waste Management Services - Dooen Landfill Master Plan	Ongoing. New cell construction underway.

## Performance Indicators

### \*Council planning decisions upheld at VCAT

	FY 2017-2018 0%	FY 2018-2019 50%	FY 2019-2020 0%
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### Time taken to decide planning applications

	FY 2017-2018 39	FY 2018-2019 55	FY 2019-2020 45
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### Planning applications decided within required time frames

	FY 2017-2018 86.96%	FY 2018-2019 76.72%	FY 2019-2020 81.89%
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### Cost of statutory planning process

	FY 2017-2018 \$3,221	FY 2018-2019 \$2,770	FY 2019-2020 \$2,898
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### \*Kerbside collection waste diverted from landfill

	FY 2017-2018 22.75%	FY 2018-2019 22.13%	FY 2019-2020 20.49%
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### Kerbside bin collection requests

	FY 2017-2018 63.56	FY 2018-2019 77.27	FY 2019-2020 82.87
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### Kerbside collection bins missed

	FY 2017-2018 1.03	FY 2018-2019 1.39	FY 2019-2020 1.45
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### Cost of kerbside garbage bin collection service

	FY 2017-2018 \$117.81	FY 2018-2019 \$115.54	FY 2019-2020 \$117.83
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### Cost of kerbside recyclables collection service

	FY 2017-2018 \$43.61	FY 2018-2019 \$61.67	FY 2019-2020 \$61.64
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### \*LGPRF Indicators (Local Government Performance Reporting Framework)



## Section 3

### Performance against Customer Service Targets

HRCC Customer Service staff faced the challenge of being reopened for a short time during this quarter before being closed again in line with the State Government COVID directive.

HRCC Customer Service staff manually tracked responding to phone calls for one month between August and September noting a response to 2676. Staff continued to be busy with customers calling for various enquiries and also wanting to make payments. Customer Service staff either working from home or at the Civic Centre were able to process all enquiry types, including processing EFTPOS payments.

The following is a summary of the numbers of requests received through our Customer Request System – Merit during the quarter, and the service areas to which they relate (sorted from highest to lowest):

Service	Qtr1	% of Total
Animals	390	28%
Bin Services	235	17%
Parking	38	3%
Trees	61	4%
Roads	70	5%
Business or Events	5	0%
Parks & Reserves	17	1%
Local Laws	148	11%
Miscellaneous	57	4%
Drainage	29	2%
Footpaths	45	3%
Nature Strips	21	2%
Environmental Health	12	1%
Fire Control & Safety	22	2%
Signs	20	1%
Planning	32	2%
Public Amenities	8	1%
Rates & Property	14	1%
Roadsides	15	1%
Graffiti & Vandalism	6	0%
Other	128	9%
<b>Grand Total</b>	<b>1,373</b>	<b>100%</b>

The number of Customer Requests responded to within the specified time period:

"In-Time?"	Qtr1	% of Total
No	423	32%
Yes	892	68%
<b>Grand Total</b>	<b>1,315</b>	<b>100%</b>

Complaints received:

Complaints	Qtr1	% of Total
Finalised	63	86%
Open	10	14%
<b>Grand Total</b>	<b>73</b>	<b>100%</b>

## Section 4

### Business Improvements / Challenges

Council has implemented, addressed and managed the following business improvements and challenges across the organisation over the last three months:

#### Coronavirus (Covid-19) Impacts

COVID-19 has continued to challenge us over this quarter with services opening for a short time before closing again or continuing in altered capacity due to the second stay at home directive. Office staff continue to work from their homes as directed by government and this has been proving to be effective for most and has been well supported by strong IT systems and capabilities. Face to face services were closed for a short period of time during the State Government's reimplementing of stage three restrictions which were slowly eased and have allowed the return of Customer Service at the Civic Centre. Council has continued to support the community to use electronic options where possible, to prevent face to face contact where possible.

Since the previous quarterly report which listed a number of services reopening, those services did again close and have only recently commenced reopening in line with the State Government's staged return to "COVID Normal".

Council Services that have now reopened with Covid-19 restrictions and limitations:

- Horsham Rural City Council Customer Service at Horsham Civic Centre
- Horsham Regional Art Gallery
- Aquatic Centre (with bookings and limited numbers in attendance)
- Library
- Senior Citizens Centre
- Basketball Stadium
- Community Halls
- Visitor's information Centre – now located at the Horsham Town Hall
- Outdoor Recreation Spaces (retaining social distancing and numbers as per the State Government Requirements for regional Victoria)
- Playgrounds
- Cinema
- Lakes & Waterways – with Green Lake closed due to Blue Green Algae
- Children's Hub – There has been the resumption of some face to face services such as supported play group and immunisations which are being done by appointment only.
- A range of other events and workshops previously cancelled have been resuming in an online format. Horsham Regional Art Gallery ran a successful online School Holiday Program with the after school art program resuming in an online format

#### Council Services that remain closed:

Performing Arts at the Horsham Town Hall remain closed at this time. Work was being undertaken to start programming again but this has been greatly impacted by the further lockdown occurring in Melbourne and across the state, however recent announcements give some hope for the sector.

**Support for the Community:**

Businesses, clubs, organisations and individuals have been encouraged to apply for Horsham Rural City Council's COVID-19 Support Grants package. The grant program was adopted as part of the 2020-21 budget with the two percent rate increase being delivered back to the community to support sectors most impacted by the pandemic.

Council has waived permit fees associated with outdoor dining to allow hospitality businesses to operate within the State Government's rulings on COVID safe dining. Business support staff have been assisting businesses with compliance in face of the new regulations.

**Financial Impacts Summary:**

- A further 47 enquiries were received for financial hardship during the quarter and a softer approach to debt collection was still being taken in light of the impacts of the pandemic
- Council has received some added boost to funds through the Working for Victoria program helping assist Council to respond to COVID.
- No staff have been stood down. All have been redeployed to other roles across the organisation
- The financial position of Council remains tight due to extra costs re COVID and losses in revenue from a range of areas.

**New Local Government Act 2020**

A number of steps were taken during the quarter to ensure compliance with the new Local Government Act 2020. Council adopted the new Audit & Risk Committee Charter as required by the Act on 24 August 2020. This included the reappointment of the existing members of the Audit & Risk Committee as required under the new charter. A Council Expense Policy compliant with the new Act along with Governance Rules were adopted to comply with the Act.

**Working for Victoria**

Notably there has been the addition of approximately 28 new staff members under the Working for Victoria scheme. The objectives of the scheme are to combat the impact of COVID-19 on the state by funding organisations to employ staff that directly, or indirectly, contribute to the state's ability to address the COVID-19 pandemic.

**Council Expenses Reporting – July to September 2020**

In compliance with the *Local Government Act 2020* and as part of our commitment to good governance, this report will feature moving forward, Council Expenses Report which shows expenses incurred by Councillors and Delegated Committee Members on a quarterly basis. The following table demonstrates expenses as they may be incurred:

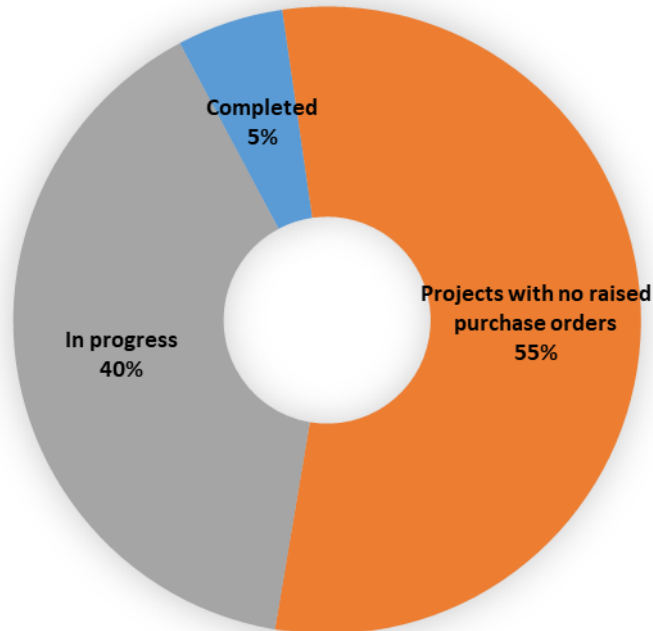
### Council Expenses Reporting - July to September 2020

Councillor	Expense Type								Total Jul - Sept	Cumulative YTD Total 2020-21
	Carer and Dependent-Related	Car Milage	Communication Tools	Functions and Events	Meetings, Seminars, Conferences and Training Fees	Memberships	Travel and Accommodation	Other		
Cr Mark Radford (Mayor)		2964.00	409.38						3373.38	3373.38
Cr Pam Clarke		0.00	43.60						43.60	43.60
Cr David Grimble		0.00	43.60						43.60	43.60
Cr Althea Gulvin		0.00	43.60						43.60	43.60
Cr Josh Koenig		0.00	43.60						43.60	43.60
Cr Les Power		0.00	43.60						43.60	43.60
Cr John Robinson		0.00	43.60						43.60	43.60
<b>Total (Councillors)</b>		<b>2964.00</b>	<b>670.98</b>						<b>3634.98</b>	<b>3634.98</b>
<b>Delegated Committee Member</b>										

## Section 5

### Major Capital Works Projects

There are 91 capital projects and programs to be delivered over the financial year with a budget of \$16.04 million.



Highlights during the first quarter of the 2020-2021 Capital Works Program include:

#### Horsham Aquatic Centre Concourse

The Horsham Aquatic Centre is 14 years old and due to the large amount of foot traffic and the wet, chlorinated environment experienced in the indoor pools, it has become necessary for the surface of the concourse to be replaced. The works were put out to tender and it was awarded to Grassports Australia (QLD). The new surface is a more advanced and durable product than the initially installed material. Removal of the old concourse and preparation of the surface began on 10 August 2020 and the installation of the new tiles started on 24 August 2020. All works were completed on 4 September 2020, in time for the reopening of the centre after the restrictions are lifted.



## Transport effluent pit opens at saleyards



A new livestock effluent disposal pit at the Horsham Regional Livestock Exchange (HRLE) is now available to all livestock transporters. HRLE Manager Paul Christopher said the project was a joint initiative of the Australian Livestock and Rural Transporters Association (ALRTA) and Horsham Rural City Council (Council).

“The newly installed pit will provide an opportunity for transporters to dispose of accumulated livestock effluent either at the end of their journey to the saleyards, or on their way to deliver a consignment further afield,” Mr Christopher said.

## Roads Program

Horsham Rural City Council is responsible for over 3,000 kilometres of roads, for which we have an ongoing asset management plan.

Some of the works recently being undertaken are:

- Wavell St, Horsham \$117,000.
- Robin St, Horsham \$25,000.
- Telangatuk East Rocklands Rd \$194,000
- Dermal St, Horsham \$295,000
- Jung North Rd, Jung \$172,000
- Albert St, Horsham \$296,000
- Rodda Place, Horsham \$153,000

\*Our works team has been able to carrying on working, with physical distancing protocols enforced

## Section 6

### MINUTES OF AUDIT & RISK COMMITTEE

Thursday 21 September 2020

via Zoom, meeting commenced at 12.32pm

File Ref: F18/A13/000001

#### PRE MEETING –

#### INTERNAL AUDITOR CONFIDENTIAL DISCUSSION

Meeting with Internal Auditors excluding Officers – conducted in camera before meeting commencement.

#### 1. PRESENT

##### Committee Members:

Mr Richard Trigg (Chair)

Mr Vito Giudice

Mr Mark Knights

Cr Mark Radford

Cr David Grimble\*

##### 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 Chris Kol, McLaren Hunt Financial Group

##### Additional Council

##### Officer Attendees:

John Martin, Director Infrastructure (In attendance for sections 9.5 and 11.1)

Robert Letts, Business Partner, Risk & HR (In attendance for section 10.3)

*\*Noting Cr Grimble had connectivity issues and wasn't present for all of the meeting.*

#### 2. WELCOME

Richard Trigg welcomed all to the meeting.

**3. APOLOGIES**

Nil

**4. CONFLICT OF INTEREST**

Nil

**5. CONFIRMATION OF MINUTES – 11 June 2020 including Confidential Minutes, and 30 July 2020****Additional Meeting**

Moved Mark Radford seconded Vito Giudice that the minutes of the meeting held on 11 June 2020 and 30 July 2020 be confirmed as an accurate record.

**CARRIED**

**6. BUSINESS ARISING FROM PREVIOUS MINUTES****6.1 Council endorsement of Audit & Risk Committee Charter & Annual Work Program (Council Meeting 24.08.2020)**

ACTION: Final Charter and Annual Work Program will be emailed to all Committee Members.

**7. CEO UPDATE****7.1 Emerging Issues**

Sunil discussed:

- Council Election
- Organisation Restructure
- Home Support Services – Council Decision
- Government Stimulus
- 2020/2021 Budget

**7.2 Any new level of Risk/Fraud and Corruption/Protected Disclosures**

- One issue was reported to the Committee, with RSD Audit conducting an audit into the related area.

**7.3 Declaration of any Conflicts of Interest**

Nil

**8. CORRESPONDENCE**

**Outward Correspondence: Membership guide and reappointment letters to independent Audit and Risk Committee Members**

ACTION: The new Membership Guides and reappointment letters to be emailed to Independent Members.

**9. AUDIT REPORTS****9.1 RSD Internal Audit Progress Report (September 2020)**

Kathie Teasdale provided an update on the Audit Progress Report and noted recent reports & publications of interest.



**9.2 RSD Audit: Waste Management – Landfill & Transfer Station Operations – Audit Scope (Draft)**

Report discussed.

**Moved Vito Giudice seconded Cr Mark Radford that the Committee receives RSD’s Internal Audit Progress Report (September 2020) and the Waste Management – Landfill & Transfer Station Operations – Draft Audit Scope.**

**CARRIED**

**9.3 Strategic Risk Review Update**

Graeme provided a verbal update on the Strategic Risk Review and noted that this will be completed for the next committee meeting.

ACTION: Strategic Risk Review document to be tabled at the next meeting.

**9.4 Internal Audit Actions Report – Council**

In total 20 items were completed for the quarter which is a great achievement (4 were completed last quarter and 11 the quarter before). 10 high risks, 9 medium risks and one low risk. There are now 28 actions overdue from a total of 51 outstanding (that’s 55% are overdue). There were 24 overdue last quarter.

There are no high risk actions overdue and 9 of the outstanding items are from the Internal Audit Program and 19 are from Council’s own internal reviews.

One additional audit has been completed for this quarter:

- Review of the Road Management Plan by CT Management

Needless to say that the capacity of staff to address the outstanding actions has been impacted by the COVID-19 Emergency.

**9.5 Road Management Plan Audit**

John Martin, Director Infrastructure spoke to the Road Management Plan (RMP) audit which was recently completed.

ACTION: The RMP audit to be reported separately in the summary of the Internal Audit Actions Report.

**Moved Vito Giudice seconded Cr Mark Radford that the Committee receives the Road Management Plan Audit.**

**CARRIED**

## **10. SCHEDULED ITEMS**

### **10.1 Compliance & Legislation**

#### **10.1.1 2020/2021 Budget Update**

Discussed above as part of Section (7.1) CEO updates.

#### **10.1.2 Local Government Act 2020 Implementation**

A report with updates and timelines for the implementation of the legislative requirements of the new *Local Government Act 2020* was provided to the Committee.

**Report Noted.**

#### **10.1.3 Victorian Ombudsman Reports:**

- Investigation into three Council's outsourcing of parking fines
  - Worksafe 2: Follow up investigation into the management of complex workers compensation claims
- The Committee discussed and noted both reports.

#### **10.1.4 Ombudsman's Review of Financial Hardship**

The Ombudsman is conducting a review of financial hardship policies and processes and has requested a range of data from Council's including policies, procedures and details of the number of requests received.

### **10.2 Reporting**

#### **10.2.1 Draft Annual Financial Accounts**

#### **10.2.2 Draft Performance Statement**

VAGO commenced Council's audit on 3 September, Chris Kol, McLaren Hunt noted that they received full cooperation from the finance team and that staff responses have been excellent. The draft Closing Report will be provided to Council in a week or two.

**Moved Cr Mark Radford seconded Mark Knights that the Audit and Risk Committee recommend to adopt in principle the Annual Financial Accounts and Performance Statements for the year ended 30 June 2020, subject to the closing report and pending any changes by the auditor general, and nominates the Mayor Cr Mark Radford and Cr David Grumble to sign the financial statements.**

**CARRIED**

#### **10.2.3 Quarterly Performance Report – 30 June 2020**

The quarterly performance report was tabled.

**Moved Cr Mark Radford seconded Vito Giudice that the Committee receives the Quarterly Performance Report – 30 June 2020**

**CARRIED**

**10.2.4 CEO Expenses 2019/2020**

Reported and noted for the financial year 2019/2020.

**10.3 Risk Management**

**10.3.1 Risk Management Committee Meeting Minutes**

Key points from Risk Management Committee Meetings 25 May 2020 and 20 August 2020 were noted:

- COVID-19 and Business Continuity Plan (BCP) Team
- Business in a VOCID Safe Environment
- Review of Risk Framework
- Strategic Risk Report
- Strategic Risk Register
- Risk Strategy
- COVID-19 Plan

ACTION: The reviewed Strategic Risk Register to be tabled at the November/December Audit & Risk Committee meeting.

**10.3.2 Risk Management Framework & Strategy**

Draft Risk Management Framework and Strategy document reviews provided for the information of the Committee, noting they will be endorsed by the new Council in December.

**10.3.3 Insurance Update Report**

Noting that there has been a significant increase in the public liability coverage for all Council's, and lack of appetite for some underwriters to provide this coverage.

**Moved Vito Giudice seconded Mark Knights that the Committee receives the above Risk Management reports.**

**CARRIED**

**10.4 Governance**

**10.4.1 Governance Compliance Framework – Biannual Update**

Significant work has been completed in the Governance Compliance framework and it is proposed to do a summary report for future reports for the Committee to have a higher level overview.

ACTION: Diana McDonald to present Governance Compliance Framework report in new format for the biannual update to be provided at the March 2021 meeting.

**10.4.2 Audit & Risk Committee Biannual Report (September 2020)**

As part of the requirements of the new *Local Government Act 2020* and Council's revised Audit and Risk Committee Charter and Annual Work program the Committee must provide a report biannually to Council. This is Council's second report and the next one will be tabled at the March committee meeting.

**10.4.3 Policies reviewed and adopted (5 June 2020 – 9 September 2020)**

There were eight policies and procedures reviewed and/or updated for the above period.

**Moved Mark Knight seconded Cr Mark Radford that the Committee receives the above Governance reports.**

**CARRIED**

**11. GENERAL BUSINESS**

**11.1 Depot Contamination Remediation Works Update**

Information provided to the Committee and reports noted.

**11.2 Rural Councils Corporate Collaboration (RCCC) Project Update**

Graeme provided information regarding the RCCC project and the stages it was up to, there has now been a Project Manager appointed to oversee the RCCC Project across the six Councils.

**11.3 Inclusion of Audit and Risk Committee Independent Members on Council's website**

Diana requested that the Independent Members provide a corporate style photo and short blurb for inclusion on Council's website.

**11.4 Councillor Committee Members Retiring**

The Committee would like to record a vote of thanks to both the current Mayor Cr Mark Radford and Cr David Grimble for their many contributions and valued and respected input into the functions and governance of the Committee. Cr Grimble has achieved a notable 12 years on the Committee which is a great achievement.

The Mayor responded and gave his thanks and appreciation to the Audit and Risk Committee for the work that is done for the Council, and commented that Sunil is doing a great job, and the staff are also doing a great job.

**12. NEXT MEETING**

The next meeting of the Audit and Risk Committee will be rescheduled to December, date and time to be advised following the appointment of new Councillors to the Committee.

**13. CLOSURE**

Meeting closed at 2.29pm

GRAEME HARRISON

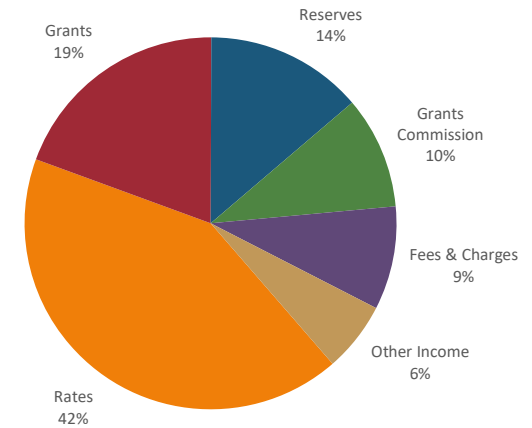
**Director Corporate Services**

## Finance & Performance Report - 30 September 2020 Executive Summary

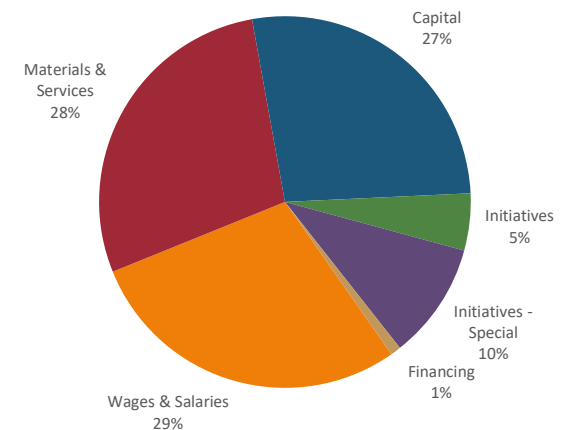
### Overall Cash Budget Summary - \$'000

Business Activity	Actuals	Adopted	Budget	Actual	YTD	YTD	Variance	Variance	Note
	19/20	Budget 20/21	YTD 20/21	YTD 20/21	20/21	20/21	%		
<b>Income</b>									
Service Delivery	-15,740	-14,103	-5,615	-5,562	-53	-0.9%			
General Revenue	-31,118	-32,035	-25,781	-25,776	-4	0.0%			
Capital	-12,225	-11,219	-88	-1,439	1,351	1540.5%	1		
Initiatives	-635	-2,250	-	-525	525	0.0%			
Initiatives - Special	-1,266	-6,914	-	-1,500	1,500	0.0%	2		
Reserves	-398	-1,423	-	-	-	0.0%			
<b>Income Total</b>	<b>-61,382</b>	<b>-67,944</b>	<b>-31,484</b>	<b>-34,802</b>	<b>3,318</b>	<b>10.5%</b>			
<b>Expenditure</b>									
Service Delivery	37,585	38,567	8,089	7,456	633	7.8%			
Capital	22,072	18,393	1,685	2,237	-551	-32.7%			
Initiatives	1,036	3,364	950	227	723	76.1%			
Initiatives - Special	1,266	6,914	617	80	537	87.1%			
Financing	423	613	-	0	-0	0.0%			
Reserves	383	76	-	-	-	0.0%			
<b>Expenditure Total</b>	<b>62,764</b>	<b>67,927</b>	<b>11,341</b>	<b>9,999</b>	<b>1,342</b>	<b>11.8%</b>			
<b>Grand Total</b>	<b>1,382</b>	<b>-18</b>	<b>-20,142</b>	<b>-24,803</b>	<b>4,661</b>	<b>23.1%</b>			

### Revenue Budget 2020/21



### Expenditure Budget 2020/21

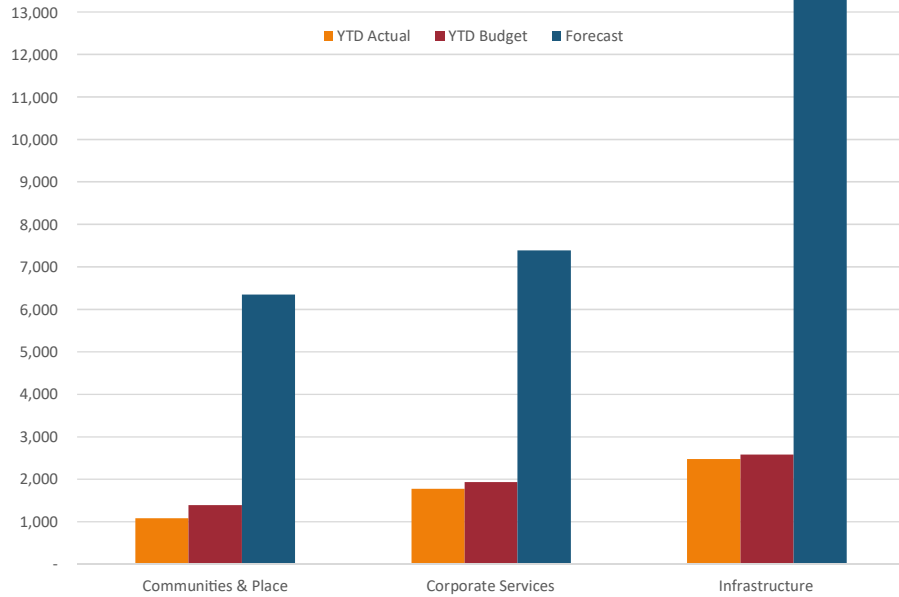


**Comments:**

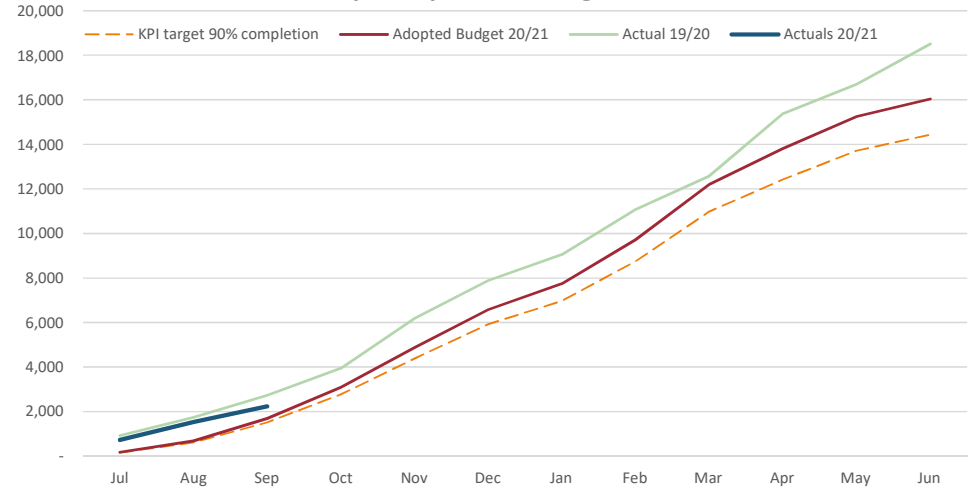
1. Capital Income - DITRDC \$1.192 million grant - HRLE Roof
2. Income Special Initiatives - \$1.5 million grant - Grampians Peak Trail

## Finance & Performance Report - 30 September 2020 Financial Snapshot

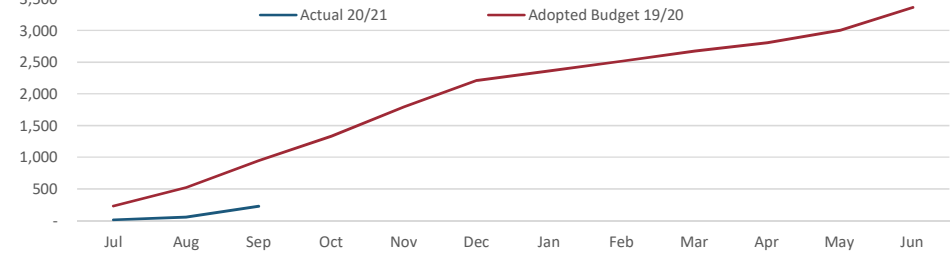
**Net Service Delivery Operations \$'000**



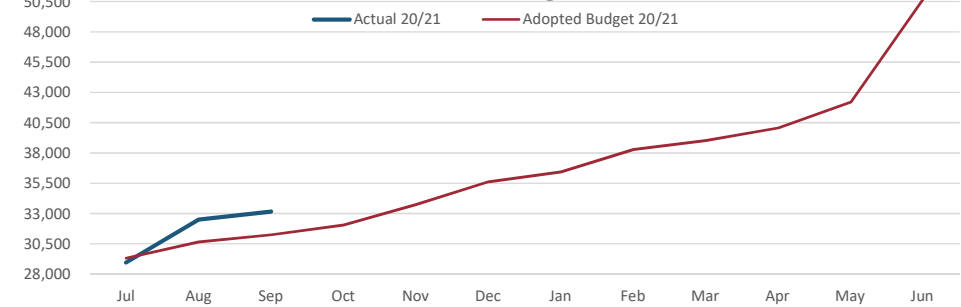
**Capital Spend vs Budget \$'000**



**Initiatives Spend vs Budget \$'000**



**Total Income vs Budget \$'000**



**FINANCE & PERFORMANCE OBSERVATIONS:**

**Service Delivery Operations**

This chart above displays the NET (*Expenditure less Revenue*) balance of operations for each directorate. (see page 4 for further breakdown).

**Capital Spend**

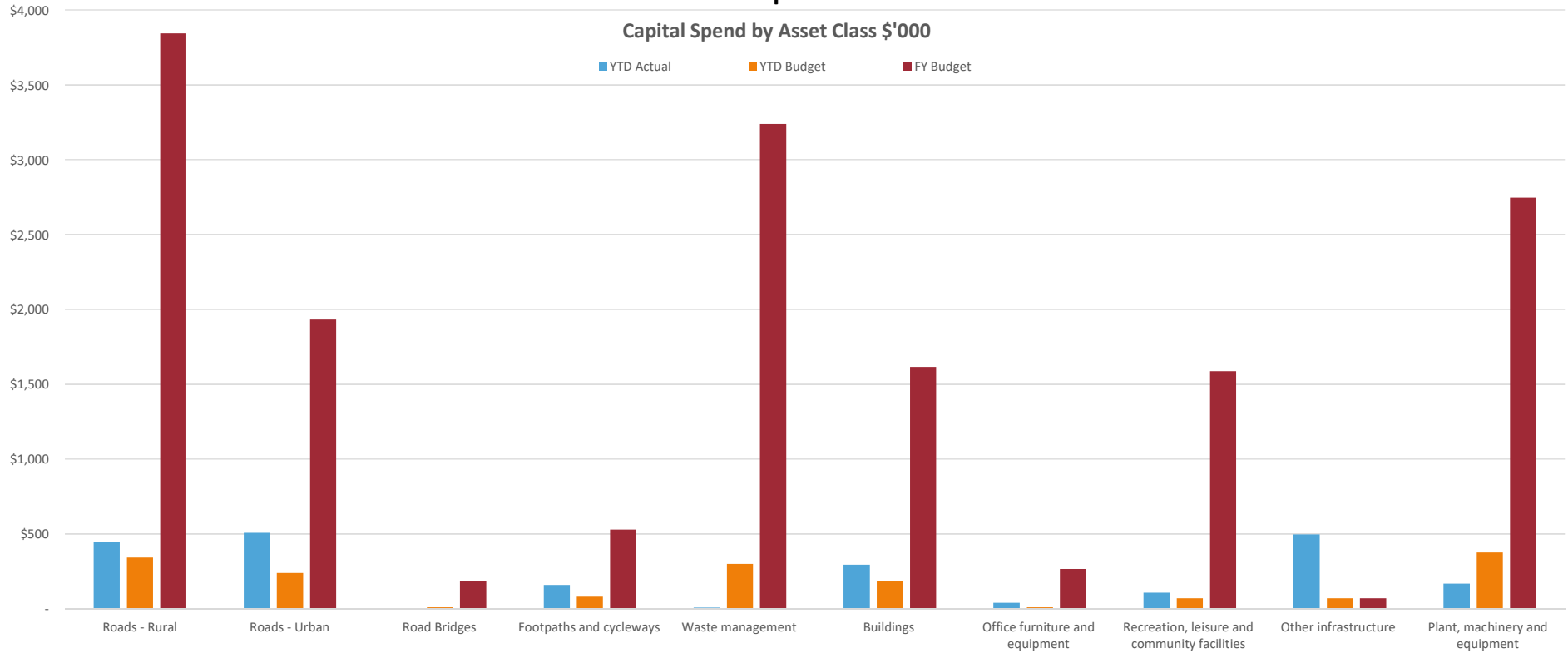
**Initiatives Spend**

## Finance & Performance Report - 30 September 2020

### Service Delivery Operations (NET) \$'000

Key variances: \$'000	Adopted	YTD	YTD	YTD	Variance		Commitments	Comments
	Budget	Budget	Actual	Variance	%			
<b>Corporate Services</b>	<b>7,506</b>	<b>1,957</b>	<b>1,795</b>	<b>162</b>	<b>8.3%</b>		<b>143</b>	
Management & Admin	1,823	652	629	23	3.5%	<span style="color: green;">●</span>	30	
Accounting Services	931	210	196	14	6.5%	<span style="color: green;">●</span>	51	
General Revenue	467	154	-4	158	102.8%	<span style="color: red;">●</span>	1	\$100k timing of finance costs
Revenue Services	347	89	103	-15	-16.9%	<span style="color: orange;">●</span>	0	
People & Culture	846	198	252	-54	-27.0%	<span style="color: orange;">●</span>	44	
Information Technology	905	201	188	12	6.1%	<span style="color: green;">●</span>	10	
Community Relations and Advocacy	426	80	99	-19	-24.1%	<span style="color: orange;">●</span>	1	
Governance	1,761	374	332	42	11.3%	<span style="color: green;">●</span>	7	
<b>Communities &amp; Place</b>	<b>6,352</b>	<b>1,390</b>	<b>1,082</b>	<b>308</b>	<b>22.2%</b>		<b>525</b>	
Management & Admin	791	198	182	17	8.4%	<span style="color: green;">●</span>	-	
Community Development	648	139	143	-4	-2.8%	<span style="color: green;">●</span>	76	
Performing Arts	343	105	28	77	73.0%	<span style="color: red;">●</span>	16	Early receipt of the Regional Partnerships Funding 2020/21 (\$80k)
Visual Arts	259	-19	-19	0	-1.2%	<span style="color: green;">●</span>	9	
Aquatic Recreation	844	164	134	30	18.1%	<span style="color: orange;">●</span>	213	
Youth and Early Years	701	137	82	55	40.2%	<span style="color: orange;">●</span>	16	
Home Support	293	23	-42	65	282.8%	<span style="color: red;">●</span>	15	
Emergency Management	13	-181	61	-241	133.7%	<span style="color: red;">●</span>	5	Timing of grant payment.
Library	619	137	150	-13	-9.5%	<span style="color: green;">●</span>	2	
Economic Development	236	215	15	200	93.0%	<span style="color: red;">●</span>	65	Haven't paid 2020/21 contribution to WDA.
Business Development and Tourism	612	146	74	72	49.1%	<span style="color: red;">●</span>	4	
Commercial Activities	-103	-46	-23	-23	50.2%	<span style="color: red;">●</span>	21	
Strategic Planning Services	76	44	41	3	6.7%	<span style="color: green;">●</span>	10	
Community Safety	136	31	39	-8	-25.7%	<span style="color: green;">●</span>	5	
Animal Management	31	52	14	38	73.8%	<span style="color: red;">●</span>	1	
Parking & Traffic Management	87	72	38	34	47.0%	<span style="color: red;">●</span>	-	
Environmental Health	187	40	52	-12	-29.9%	<span style="color: orange;">●</span>	1	
Statutory Planning & Building Regulations	579	132	113	19	14.1%	<span style="color: green;">●</span>	66	
<b>Infrastructure</b>	<b>10,623</b>	<b>-874</b>	<b>-979</b>	<b>106</b>	<b>-12.1%</b>		<b>542</b>	
Operations Management	152	36	83	-47	-131.4%	<span style="color: red;">●</span>	177	
Mgt and Admin Infrastructure Services	688	161	160	1	0.5%	<span style="color: green;">●</span>	13	
Engineering Services	1,061	208	211	-3	-1.3%	<span style="color: green;">●</span>	18	
Infrastructure - Urban	1,566	341	296	45	13.3%	<span style="color: green;">●</span>	15	
Infrastructure - Rural	1,910	431	597	-166	-38.5%	<span style="color: red;">●</span>	4	Rural Roads & Bridges Maintenance
Parks & Gardens	2,378	564	558	6	1.0%	<span style="color: green;">●</span>	35	
Streetscape & Public Conveniences	1,218	294	213	81	27.4%	<span style="color: orange;">●</span>	24	
Sports & Recreation	672	133	-161	294	221.1%	<span style="color: red;">●</span>	68	\$225k grant from SRV for the Coughlin Park synthetic green project
Natural Resource Management	86	20	16	4	21.6%	<span style="color: green;">●</span>	12	
Strategic Asset Management	682	144	101	42	29.3%	<span style="color: orange;">●</span>	38	
Sustainability	189	52	52	-0	-0.7%	<span style="color: green;">●</span>	-	
Waste Management Services	21	-3,260	-3,106	-154	4.7%	<span style="color: red;">●</span>	137	Dooen Landfill income & operations

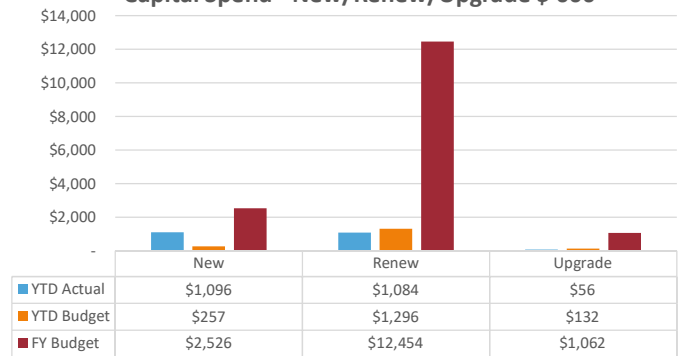
## Finance & Performance Report - 30 September 2020 Capital



**Comments:**

The adopted budget for capital expenditure excluding reserve allocations is \$16.041 million.

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





Contract Variations, New Contracts & Exemptions from Procurement - [July to September Quarter](#)

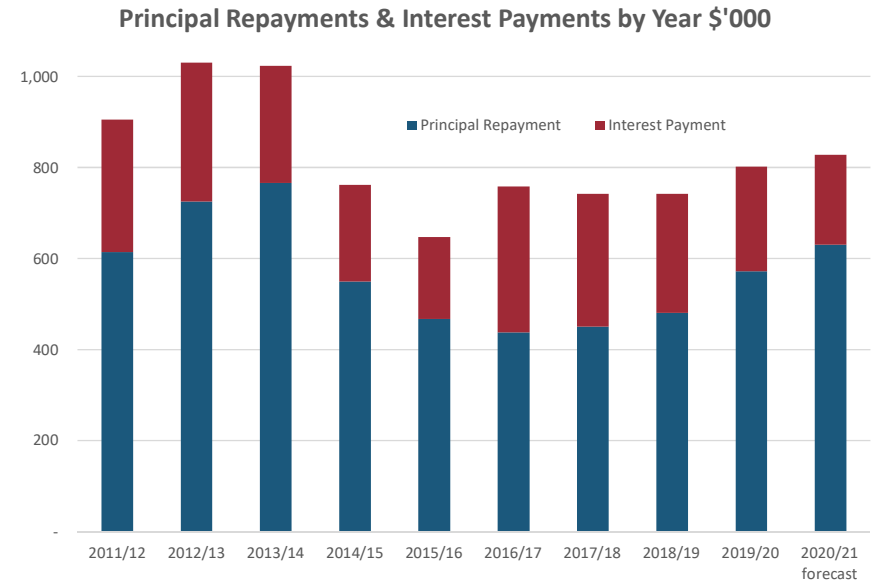
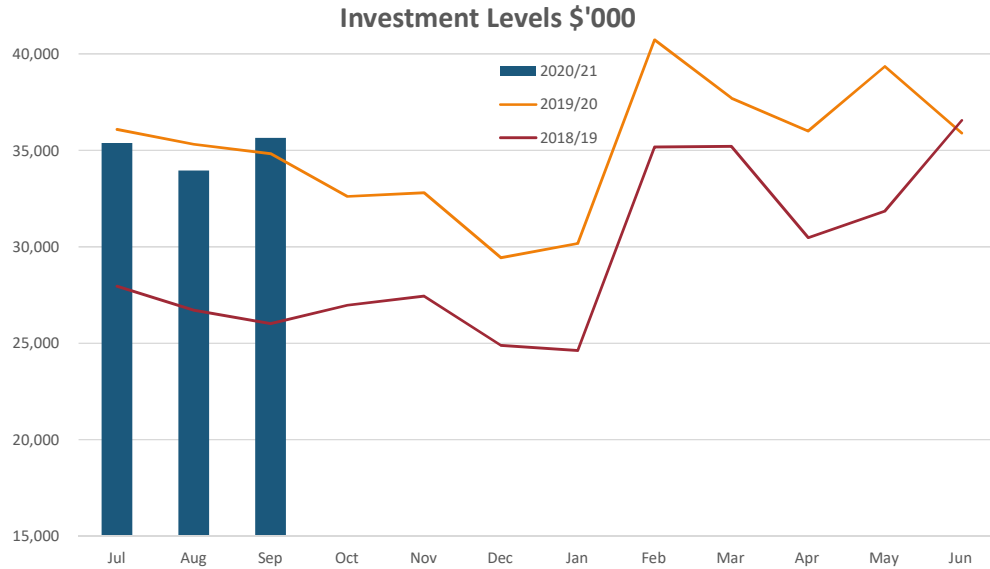
## Contract Variations [Accepted Under Instrument Of Delegation] - (GST exclusive)

Item No	Contract No	Date Approved	Delegated Officer	Contractor	Contract Description	Description of Variation	Variation
1	19/014	7/07/2020	J Martin	Midbrook	Reconstruction of Fechler Ave v5	Lower Telstra Services, Stormwater modify pit	\$950
2	19/038	28/07/2020	J Martin	MKM Constructions	HRLE Roof project	Additional Lights above scanners	\$7,972
3	19/038	28/07/2020	J Martin	MKM Constructions	HRLE Roof project V5	Roof Access Ladder	\$3,786
4	19/038	5/08/2020	J Martin	MKM Constructions	HRLE Roof project V6	Roof Access Ladder stage 5	\$8,663
5	20/023	13/08/2020	J Martin	Edge Group	Removal of underground fuel & diesel tanks Depot	Ground water and soil vapour monitoring, sample analysis	\$12,650
6	19/038	16/09/2020	J Martin	HRLE Roof project V9	MKM Constructions	Hydraulic Works to Connect New Tank	\$4,235
7	20/023	21/09/2020	J Martin	Removal of underground fuel & diesel tanks Depot	Edge Group	Classification of backfill material at Stawell - EPA requirement	\$5,950
8	19/038	25/09/2020	J Martin	HRLE Roof project V10	MKM Constructions	Fire Tank 150mm from 100mm	\$2,420

## New Contracts Signed off by the Chief Executive Officer or a Director or Council - (GST exclusive)

Item No	Contract No	Date Approved	Required Signatories	Contractor	Contract Description	Contract Value
1	20/031	1/07/2020	Council	Winter and Taylor	Supply and Delivery of Twin Steer Water Tanker	\$274,983
2	21/001	30/07/2020	CEO	Willmore Contractors	Reconstruction of Telangatuk East Rocklands Road	\$178,817
3	21/004	24/08/2020	Council	Mintern Civil	Reconstruction of Albert Street and Rodda Place	\$325,124
4	21/005	4/08/2020	CEO	Willmore Contractors	Reconstruction of Puls Place and part of Wavell Street	\$241,357
5	21/002	24/08/2020	Council	Willmore Contractors	Reconstruction of West Wail Road	\$299,677
6	20/017A	28/08/2020	CEO	Evolution	Provision of Tree Care Services	-
7	20/017B	28/08/2020	CEO	Carters	Provision of Tree Care Services	-
8	20/017C	28/08/2020	CEO	Nelsons	Provision of Tree Care Services	-
9	20/017D	28/08/2020	CEO	Bills Tree Lopping	Provision of Tree Care Services	-
10	21/006	21/09/2020	Council	Garbage Truck	Westar	\$350,475
11	21/010	21/09/2020	Council	Heavy Tip Truck and Trailer	Barry Maney	\$258,698
12	20/012	21/09/2020	Council	Construction of Dooen Landfill Cell 3A a	Shamrock Civil Engineering	\$2,419,780
13	20/013	21/09/2020	Council	Design and Construction of Two Synthetic	Berry Bowling Systems	\$350,701
14	RCCC-01	1/10/2020	CEO	RCCC Project - Procurement Phase	Corporate Strategic Systems	\$93,060
15	RCCC-02	1/10/2020	CEO	RCCC Project - QA Services	MIA Consulting	\$66,400
16	21/009	30/09/2020	CEO	Tractor	Emmett's Horsham	\$123,200
17	20/018A	21/09/2020	Council	Tyres, Batteries and Associated Services	Tyreright	Rates
18	20/018B	21/09/2020	Council	Tyres, Batteries and Associated Services	Beaurepairs	Rates
19	20/018C	21/09/2020	Council	Tyres, Batteries and Associated Services	Horsham Tyres and Batteries	Rates
20	20/018D	21/09/2020	Council	Tyres, Batteries and Associated Services	Tyrepower	Rates
21	20/020A	21/09/2020	Council	Provision of Concreting Services	AWS Services Victoria	Rates
22	20/020B	21/09/2020	Council	Provision of Concreting Services	Jeni Construction	Rates
23	20/020C	21/09/2020	Council	Provision of Concreting Services	Willmore Contractors	Rates
24	20/016A	14/09/2020	CEO	Provision of Pavement and Line marking	Linemarking Plus	Rates
25	20/016B	14/09/2020	CEO	Provision of Pavement and Line marking	Smith and Wil	Rates
26	20/016C	14/09/2020	CEO	Provision of Pavement and Line marking	Supersealing	Rates
27	20/016D	14/09/2020	CEO	Provision of Pavement and Line marking	West Traffic	Rates

## Finance & Performance Report - 30 September 2020 Investments & Loans

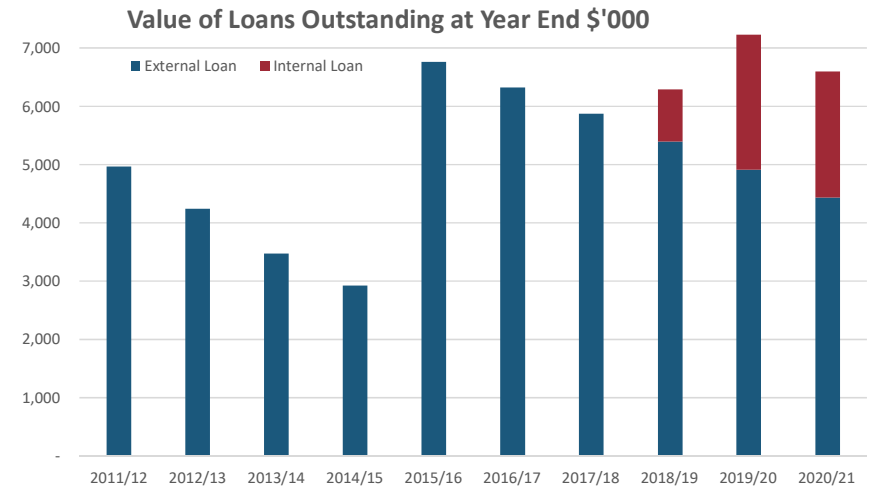


Interest Rate	
Corporate Investment Account	0.30%
9 Term Deposits	0.83% - 1.67% Ranging 266 Days to 379 Days
Last investment	0.83% 294 Days 07/09/2020 to 28/06/2021

### Breakout of Loans Outstanding

Purpose	Interest Rate	Original Principal	Outstanding at 30 Jun 21	Start Date	Year End Date	No. of Years	
Aquatic Centre	6.44%	2,195,000	-	16 Jun 06	01 Jun 22	15	P & I
Unfunded Defined Superannuation	7.57%	500,000	-	20 Jun 11	01 Jun 21	10	P & I
Drainage Works	7.57%	200,000	-	20 Jun 11	01 Jun 21	10	P & I
Aerodrome Runway	7.57%	300,000	-	20 Jun 11	01 Jun 21	10	P & I
Drainage Works	5.73%	500,000	63,754	20 Jun 12	01 Jun 22	10	P & I
Wimmera Intermodal Freight Hub	5.73%	500,000	63,754	20 Jun 12	01 Jun 22	10	P & I
Anzac Pedestrian Bridge	3.97%	500,000	500,000	23 Jun 16	01 Jun 26	10	I
Horsham North Children's Hub	3.97%	100,000	100,000	23 Jun 16	01 Jun 26	10	I
City Oval Clubroom Purchase	3.97%	230,000	230,000	23 Jun 16	01 Jun 26	10	I
Horsham Town Hall Refurbishment	3.97%	3,475,000	3,475,000	23 Jun 16	01 Jun 26	10	I
*Horsham North Community & Childrens Hub		900,000	720,000	23 Jun 18	01 Jun 28	10	P
*Livestock roofing (2019/20 works)		1,510,000	1,447,083	29 Jun 20	01 Jun 44	24	P

\* Funded from internal cash reserves



## 1. PURPOSE

The purpose of the policy is two fold. Firstly, to ensure that Council effectively engages with the community when required and when the community expects to be engaged, and secondly, to outline expectations for Council's engagement practice. This will be achieved by:

- Ensuring that Council engages with the community using a deliberative methodology on important strategic plans, including the Community Vision, the Council Plan, the Financial Plan and the Asset Plan
- Providing a guide to the kinds of engagement that will produce better outcomes for Council's projects and operations and ensure that this engagement meets the expectations of the community
- Ensuring that the community is effectively engaged by Council and that barriers to participation are minimised
- Ensuring that the appropriate level of engagement is used by Council
- Providing a consistent approach to community engagement across the organisation through the use of the engagement toolkit that provides tools for planning, conducting, evaluating, and recording of engagement.

In addition, this policy will ensure that Council complies with the community engagement requirements of the *Local Government Act 2020* (Part 3 – Council decision making, Division 1 – Community Accountability, Sections 55 and 56).

## 2. INTRODUCTION

Community engagement is a vital function for Council because by effectively engaging with our community:

- We will develop solutions using the knowledge and experience of our community
- We will hear comments and be able to implement recommendations from the community on our plans, strategies and operations
- We will be able to inform the community about decisions, plans and strategies that Council intends to adopt or implement.

The benefits of successful engagement can include:

- Community input that improves the quality of policy being developed, making it more practical and relevant
- Community input that ensures services are delivered in a more effective and efficient way for that community
- Community input that ensures Council-owned community facilities are developed and maintained in a more effective and efficient way for the community
- Early notice of emerging issues that puts Council in a better position to deal with those issues in a proactive way, instead of reacting as anger and conflict arise
- Good engagement that enhances the reputation of the Council as open, accountable, transparent and willing to listen
- Engagement that can foster a sense of belonging to community and considerable benefits from working together on behalf of the community.

## 3. SCOPE

Councillors and Council staff should be aware of the importance of engagement, for both ongoing operations and one-off projects, and those circumstances where it is required or desirable.

Councillors and Council staff that are involved in engagement should understand the standards and principles that govern effective engagement. Staff must use Council's engagement toolkit and the tools within, to assess the need to engage, to plan, conduct, review and record the engagement.

Contractors conducting projects or ongoing operations on Council's behalf should adhere to this policy when conducting engagement activities. Contracts, requests for quotation and tenders are constructed to make this an obligation.

#### 4. PRINCIPLES

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

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

The following principles will guide Horsham Rural City Council's engagement practice:

**4.1 Clear objectives and scope** – Council will provide clear statements about the objectives and scope of each community engagement activity.

**4.2 Representative engagement** – Council will seek participants for each community engagement that are representative of the persons and groups affected by the matter that is the subject of the community engagement.

**4.3 Genuine** – Council will be upfront and explain how each community engagement process will influence Council decision making and will highlight the negotiable and non-negotiable elements of any community engagement.

**4.4 Inclusiveness and accessibility** – Council will provide reasonable support to enable meaningful and informed engagement processes for a diverse range of perspectives to be heard. Community engagement processes will recognise that there are a number of groups within the community who have particular requirements to enable them to participate effectively in engagement processes and will seek to accommodate and include these groups.

- 4.5 Provision of information and feedback** – Council will provide objective, relevant and timely information that is easy to read and accessible to give community members the opportunity to provide informed input in the engagement. People participating in a community engagement process will be advised on issues of interest or concern and of the outcome. The outcome of the engagement process will be communicated to the community and participants in the engagement using public means of communication (e.g. Council's website, newsletter, public notices and social media) and where contact information has been collected in an engagement process directly to participants.
- 4.6 Proportionate** – Engagement will be in proportion to the impact of the decisions being made, plans or projects that have widespread impacts (i.e. affect more people) and/or greater impacts will have engagement methods that have scope for more engagement and greater influence on the decision makers. The Community Vision, Council Plan, Asset Plan and Long Term Financial Plan shall have engagement that uses deliberative methods.
- 4.7 Timing** – Council will ensure that community engagement is timed so that results are able to influence the policy, planning, decision making process and the implementation of those decisions. Council will, by using the Engagement Tracker, ensure that the risk of engagement fatigue is reduced by co-ordinating engagement activities when possible.
- 4.8 Transparency** – Council will communicate in an open and transparent way with the community to ensure meaningful input into Council's planning and prioritisation processes.
- 4.9 Evaluation** – Council will evaluate community engagement processes against the goals as articulated in each community engagement plan.
- 4.10 Resourcing** – Council will consider the effective resourcing for community engagement at the start of each new project and when ongoing operations are reviewed allowance should be made for the resources required for any community engagement that is warranted. Council will, by using the Engagement Tracker, ensure that where practical engagement activities will be conducted together.

## 5. COMMUNICATION

Executive Management Team, managers and staff directly involved in engagement will be briefed on the policy and the associated procedure.

This policy will be communicated to Councillors, all HRCC employees, and the community via the Intranet and Council website.

Project briefs that are prepared to engage contractors for work that includes community engagement must contain the obligation to conform to this policy. The policy will be made available via the tender portal when required.

## 6. RESPONSIBILITY

Policy Owner: **Community Facilitator**

## 7. DEFINITIONS

Term	Meaning
Community	Horsham Rural City is made up of many communities, including: <ul style="list-style-type: none"> <li>• Those centred around a town, neighbourhood or region</li> <li>• those based on a particular interest, such as agriculture, sustainability, arts or sport</li> <li>• Those based on life stages, lifestyles or population groups such as senior citizens, people with a disability or youth, and</li> <li>• Those based on a particular unifying event, such as the drought or the Remlaw fire.</li> </ul>
Community Engagement	A planned process with the specific purpose of working across organisations, stakeholders and communities to shape the decision or actions of the members of the community, stakeholders or organisation in relation to a problem, opportunity or outcome.
Deliberative Engagement	Mutual communication that involves weighing and reflecting on preferences, values, and interests regarding matters of common concern that produces a decision.
Stakeholders	Individuals or groups who are likely to be affected either physically or financially or with interest in, the project, policy or program e.g. adjacent residents, ethnic groups, absent owners, community groups, sporting clubs, agencies and Council's other departments or directorates.  Council's projects, policies and operations do have varying impacts on the community and different stakeholders will be affected in different ways to account for these differences varying degrees of engagement will be appropriate depending on the circumstances.
The International Association for Public Participation (IAP2) recognises the following levels of engagement:	
Inform	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.  Inform promise- We will keep you informed.
Consult	To obtain public feedback on analysis, alternatives and/or decisions.  Consult promise- We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.
Involve	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.  Involve promise- We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision. We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.
Collaborate	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.  Collaborate promise- We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.
Empower	To place final decision making in the hands of the public.  Empower promise- We will implement what you decide.
© International Association for Public Participation <a href="http://www.iap2.org">www.iap2.org</a>	

## 8. SUPPORTING DOCUMENTS

Document	Location
Community Development Framework	Intranet
Community Engagement Procedure (Engagement Kit)	Intranet
Engagement resources	Intranet
<i>Local Government Act 2020</i>	Internet
Local Government (Planning and Reporting) Regulations 2014	Internet

## 9. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
02	XX February 2020	Council	Improve definitions and update responsible officer	XX February 20XX

Horsham Rural City Council acknowledges Sunshine Coast Council, the City of Subiaco, Mt Alexander Shire Council, Adelaide City Council and the International Association for Public Participation whose publications have been used as guidance in the preparation of this policy.



Wimmera Emergency Management Resource Sharing Partnership

## **Horsham Rural City Council**

Municipal Emergency Management Planning Committee's  
(MEMPC)

### **Terms of Reference**



**Burnt Creek flowing into the Wimmera River Horsham**

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## 1. Introduction

The *Emergency Management Legislation Amendment Act 2018* (EMLA Act) amended the *Emergency Management Act 2013* (EM Act 2013) and various other acts to establish a new integrated and coordinated framework for emergency management planning at state, region and municipal levels.

At the municipal level, the EM Act 2013 as amended creates an obligation for a reformed Municipal Emergency Management Planning Committee (MEMPC) to be established in each of Victoria's municipal districts, including Alpine Resort Management Boards which, for the purposes of the Act, are considered as municipal districts.

Each MEMPC is a multi-agency collaboration group whose members bring organisation, industry or personal expertise to the task of developing a comprehensive emergency management plan for the municipality.

The Municipal Emergency Management Plan (MEMPC) covers arrangements for mitigation, response and recovery, and identify the roles and responsibilities of agencies in relation to emergency management.

## 2. Scope

The MEMPC operates strategically to ensure comprehensive, collaborative and integrated planning occurs at all levels.

With a focus on preparedness and resilience, municipal planning applies risk-based analysis to mitigate or reduce the consequences of emergencies on the built, economic, social and natural environments and improve community outcomes.

Planning considerations include the full spectrum of prevention, preparedness, response and recovery and apply to all hazards and all communities.

The MEMPC maintains an awareness of existing municipal capability and capacity to support the effective conduct of mitigation, response and recovery activities. Where appropriate the committee may facilitate or assist with activities that support capability and capacity uplift. This may include, but is not limited to, community engagement activities or multi-agency exercises and training that provide for continuous learning and improvement.

## 3. Governance

Under section 59F of the EM Act, the municipal council establishes a MEMPC which transfers responsibility for municipal emergency management planning from the council to the multi-agency MEMPC. This shift of responsibility highlights the intent of the reform which supports emergency management planning as an integrated, multi-agency and collaborative effort. This means that all participating agencies are required to contribute their expertise and resource to municipal emergency management planning.

As per section 59E of the EM Act 2013, the MEMPC can regulate its own procedure.

## 4. MEMPC Functions

The MEMPC is the peak planning body for emergency management within the municipal district. It is the forum for government and non-government agencies to develop policies, procedures, strategies and frameworks to support coordinated emergency management planning for the municipality.

In line with section 59D of the EM Act 2013 the functions of the MEMPC are to:

- a) be responsible for the preparation and review of its MEMP
- b) ensure that its MEMP is consistent with the state emergency management plan and the relevant REMP
- c) provide reports of recommendation to its REMPC in relation to any matter that affects, or may affect, emergency management planning in the municipality
- d) share information with the REMPC and other MEMPCs to assist effective emergency management planning
- e) collaborate (having regard to the Guidelines) with any other MEMPC that the MEMPC considers appropriate in relation to emergency management planning, including preparing MEMPs
- f) perform any other function conferred on the MEMPC by the EM Act 2013, or any other act.

The MEMPC has the power to do all things necessary or convenient in connection with the performance of its functions, however it cannot direct any member agency or other group.

The MEMPC may establish ongoing sub-committees or time-limited working groups to investigate or address specific issues or undertake key tasks.

### 4.1 Context

The MEMPC reports to the REMPC, and the REMPC is the key link between municipal and state level emergency planning and response activities. All legislated member agencies of the MEMPC are also represented on the REMPC.



**Figure 1 – Relationship of the MEMPC to the REMPC and the EMC**

## 5. Membership

Section 59A of the EM Act 2013 specifies the minimum membership requirements of the MEMPC. The committee may invite additional people with key skills or knowledge to join the MEMPC, as necessary.

When deciding whether to invite new members to the MEMPC, consideration should be given to the reason for the invitation; for example, a potential member may be needed to add subject matter expertise to a specific project or body of work and therefore an invitation to participate in a sub-committee or working group may be a more appropriate strategy.

The committee will review its membership on a yearly basis, or more frequently if needed.

Refer to Annexure A for a current list of members of the MEMPC.

### 5.1 Change of Representative

The relevant agency will advise the MEMPC chair in writing of any formal changes to their nominated representative. This relates to a permanent change of membership and does not relate to attendance as a proxy (refer to section 7.8).

As required by Section 59A of the EM Act 2013, a representative requires confirmation from within the relevant agency, as outlined in the table below.

<b>Agency</b>	<b>Agency nominations confirmed by</b>
Municipal council/ Alpine Resort Management Board	Chief Executive Officer
Victoria Police	Chief Commissioner of Police
Fire Rescue Victoria	Agency
Country Fire Authority	Agency
Ambulance Victoria	Secretary, Department of Health and Human Services
Victoria State Emergency Service	Agency
Australian Red Cross	Agency
Department of Health and Human Services	Secretary, Department of Health and Human Services

## 6. Roles and responsibilities

### 6.1 Chair

Section 59B(1) of the EM Act 2013 specifies that the municipal council must nominate either its Chief Executive Officer or a member of the municipal council staff by the Chief Executive Officer as the chairperson.

### 6.2 Chair responsibilities

The chair has the following functions (s59B(2) of the EM Act 2013):

- chairing MEMPC meetings

- facilitating the MEMPC to perform its functions
- On behalf of MEMPC provide information and recommendations to the REMPC

Additionally, the chair will:

- Ensure the MEMPC operates in accordance with the requirements of this Terms of Reference
- Preside at and manage all meetings
- Confirm the agenda for each meeting
- Manage acceptance/advice of last-minute papers or agenda items prior to MEMPC meetings.
- Ensure that the MEMPC meets according to its schedule
- Ensure that MEMPC meetings are efficient and effective
- Provide leadership to the committee in its deliberations
- Facilitate frank and open discussion
- Ensure that all members can participate equally
- Refer issues or matters of concern identified by the MEMPC, or members of the MEMPC, to the REMPC
- Sign correspondence on behalf of the MEMPC
- Represent the MEMPC in other forums where appropriate
- Coordinate out of session matters

### **6.3 Election of a deputy chair**

To ensure consistency and redundancy the MEMPC will elect a deputy chair. This appointment may be a certain period of time, as agreed by the MEMPC.

### **6.4 Deputy chair responsibilities**

- Undertake the role of the chair if the elected chair is absent
- Receive delegated responsibilities of the chair as agreed with the chair

### **6.5 Member responsibilities**

The agencies prescribed in the EM Act 2013 and additional invited committee members will provide representation at the appropriate level and with the authority to commit resources and make decisions on behalf of their organisation or community.

Members are asked to participate in the MEMPC as a partnership and provide advice or make decisions in the best interest of the citizens of Victoria. The MEMPC acknowledges and respects members existing responsibilities, accountabilities and associated levels of resourcing.

All MEMPC members will:

- Prepare for, prioritise and attend scheduled meetings
- Proactively contribute to the work of the MEMPC
- Provide meeting papers to the chair at least one week prior to a meeting
- Respect confidential and privileged information
- Represent all areas of their agencies and associated entities

- Report on recent relevant agency activity relating to emergency management mitigation, response or recovery activities, with a focus on emerging risks or opportunities
- Where a decision or action is outside the authority of the member, engage with relevant personnel within their agency to obtain approval to commit resources and undertake tasks
- Identify and liaise with subject matter experts or key representatives from within their agencies to participate in the MEMPC, its sub-committees or working groups
- Advocate for and report back to their agencies on MEMPC outcomes and decisions.

## 7. Administrative Arrangements

This section outlines the frequency of meetings and committee management arrangements.

### 7.1 Meeting frequency

To align with seasonal requirements and operational tempo, the MEMPC will meet four times a year in March, June, September and December, noting that the REMPC meets a minimum of four times a year in February, May, August and November.

The MEMPC chair may schedule additional meetings as required.

### 7.2 Meeting venue

Meetings will be held in the Horsham Rural City Council Chambers unless so determined by the committee. Electronic voice and video feed will be enabled for remote access

### 7.3 Meeting papers and documentation

Any member can submit items to be included on the agenda. The chair will confirm the agenda prior to each meeting.

Meetings will be conducted on a formal basis, with proceedings recorded and action items documented in the MEMPC Actions Register.

All proceedings and documentation of the MEMPC are confidential until the MEMPC agrees otherwise, or where the provider of the information advises that it is publicly available, and no restrictions apply to its release. Noting this, MEMPC records remain discoverable under the Freedom of Information Act 1982.

MEMPC documentation will be stored on [The Horsham Rural City Council Electronic Filing system](#).

## 7.4 Secretariat

The MEMPC will determine how the secretariat function will be managed.

Secretariat duties may include:

- Scheduling meetings
- Providing committee members with the meeting agenda
- Record agreed actions in the MEMPC Actions Register
- Induction of new committee members
- Develop/send correspondence for the MEMPC
- Maintain the contact list of MEMPC members.

## 7.5 Quorum

Committee activities may be conducted without a quorum present; however, a quorum must be present for the purpose of decision making.

Where an agency will have responsibility or accountabilities as a result of a motion/resolution, that agency must be part of the quorum for that item.

A quorum is greater than 50% of the current voting members and includes the chair or deputy chair (*Annexure A*).

## 7.6 Decision making

In general, the Committee will adopt a consensus approach to decision-making, where a majority of members agree, with the remainder content to give way. The chair will seek further advice from the members and attendees or through external subject matter experts to support decision making.

Where consensus cannot be achieved, decisions will be made by majority vote. In the event of a tie the MEMPC, through the chair, will escalate issues to the REMPC for decision.

The chair will ensure that all members are provided with the opportunity to participate in discussions and decision making.

Each MEMPC member has one (1) vote on any matter decided by the committee, unless that member is identified as a non-voting member. To vote, a MEMPC member must be present at the meeting or represented by a proxy.

Where the MEMPC must reach a decision between committee meetings, this can be undertaken via circular resolution. All members will be notified of the proposed resolution, with a collective decision reached where the majority of respondents vote in the affirmative. Decisions made by circular resolution will be confirmed by committee at the next MEMPC meeting.

All decisions made will be regarded as collective decisions of the MEMPC.

## 7.7 Conflict of interest

If a MEMPC member or their proxy has a direct or indirect interest in a matter to be decided by the committee, they must declare their conflict or perceived conflict and must not vote on the issue. The MEMPC will determine if the member should be excluded from all or part of the proceedings related to the matter.

## 7.8 Proxies

In accordance with the intent of the legislation members should prioritise MEMPC meetings wherever possible. In the event a member is unable to personally attend a specific meeting, they are encouraged to identify a suitably skilled and authorised proxy. The proxy is considered to have the same voting rights as the substantive MEMPC member, unless the chair is advised otherwise.

Members may choose to identify a standing proxy who is empowered to represent the member at any time. The member will notify the chair of the details of this person and the duration of the appointment as a standing proxy.

Where a standing proxy is not recorded, or is unavailable, a member will advise the chair of the name, role and contact details of their nominated proxy, as early as possible before a meeting. This advice should be in writing for the purpose of record keeping and will include any limitations to the voting rights of the proxy for that meeting.

If the committee member is unable to provide advice to the chair of the details of a proxy and their voting rights before the meeting, the attendee will be considered an observer for the meeting.

## 7.9 Observers

An observer may attend a meeting for any number of reasons. MEMPC members will advise the chair of the attendance of an observer before a meeting, where possible.

Observers must respect all confidentiality and operating protocols of the MEMPC, and must not:

- propose or vote on motions
- intrude on the procedures of the MEMPC
- take part in the meeting proceedings without the invitation of the chair.

## 7.10 Non-voting members

If deemed necessary for transparency and equity, the committee can invite additional standing members who may not have voting rights. Where this is the case, the membership list at *Appendix A* will reflect the voting status.

Members of sub-committees or working groups do not have voting rights unless they are also members of the MEMPC.

## 7.11 Issue Escalation

The Chair may escalate any matters of significance to the REMPC for advice or decision.

Members of the committee may also seek to escalate items to the REMPC, through the chair, where efforts to resolve a matter at the local level have not been successful, or where the consequences of a decision will unduly impact the member agency.

Issues requiring escalation should be well documented and include:

- A description of the issue or advice sought and the consequences if it remains unresolved.
- Actions taken to resolve the issue.
- Recommended actions or options that may assist resolution.

## 8. Financial Management

The MEMPC does not have a financial delegation and does not hold a budget. The MEMPC cannot expend or receive monies.

Member agencies may agree to commit funds to a MEMPC activity or event, in which instance the expenditure is considered expenditure of the agency and not the MEMPC. The member agency is responsible for all aspects of financial management within their existing governance arrangements. The MEMPC does not accept liability for any agency-led initiatives.

## 9. Acronyms

Acronym	Description
<b>EM Act 2013</b>	Emergency Management Act 2013
<b>EMC</b>	Emergency Management Commissioner
<b>EMCOP</b>	Emergency Management Common Operating Picture (EMV system)
<b>EMLA Act</b>	Emergency Management Legislation Amendment Act 2018
<b>EMV</b>	Emergency Management Victoria
<b>MEMP</b>	Municipal Emergency Management Plan
<b>MEMPC</b>	Municipal Emergency Management Planning Committee
<b>MEMP</b>	Municipal Emergency Management Plan
<b>MEMPC</b>	Municipal Emergency Management Planning Committee



## 10. Document information

### Document details

Criteria	Details
Document ID	
Document title:	Terms of Reference
Document owner:	MEMPC

### Version control

Version	Date	Description	Author
0.1	30 September 2020	Adapted from REMPC Terms of Reference	EMV Planning Reform Team

### Document approval

This document requires the approval of the MEMPC:

Name	Title	Organisation
	Chair	On behalf of the MEMPC

### Audience

The audience for this document is the MEMPC

Terms	Description
12 months	This document will be reviewed every 12 months or more frequently as required.
Review Date	

## Appendix A – MEMPC Membership

Organisation	Name	Role	Email Address	Contact No.
<b>VOTING MEMBERS</b>				
Municipal Council (Chair)	John Martin			
Victoria Police				
Country Fire Authority (where applicable)				
Fire Rescue Victoria (where applicable)				
Ambulance Victoria				
Victoria State Emergency Service				
Australian Red Cross				
Department of Health and Human Services				
Community representative				
Community representative				
Community representative				
Recovery representative/s	Mandi Stewart			

Organisation	Name	Role	Email Address	Contact No.
Other persons as nominated				
<b>NON - VOTING MEMBERS</b>				

## 11. Appendix B - Letter to new member

Dear

In 2020 the Emergency Management Legislation Amendment Act 2018 (EMLA Act 2018) introduced changes to emergency management planning under the Emergency Management Act 2013 (EM Act 2013), including the establishment of a reformed Municipal Emergency Management Planning Committee (MEMPC) for the Horsham Rural City Council.

This MEMPC is the peak strategic and decision-making committee for emergency management planning in the municipal district. Among other planning activities, the MEMPC is required to maintain a Municipal Emergency Management Plan, which is approved by the Grampians Regional Emergency Management Planning Committee.

In accordance with section 59A of the EM Act 2013, the committee includes key agencies, which are required to participate in the municipal planning process by providing members of appropriate authority to participate in the committee's decision-making and act on behalf of their agency. The MEMPC Terms of Reference, which I include for your information, outlines the current membership of the committee and agreed governance arrangements.

The committee also has authority to invite additional members with appropriate skills and interest, such as business, industry or community representatives and persons with a role or responsibility for recovery to join the MEMPC. On behalf of the committee, I invite you, in your current position of Municipal Recovery Manager, to join the committee as a voting member of the Horsham Rural City Council MEMPC.

Yours Sincerely

Chairperson

Horsham Rural City Council Municipal Emergency Management Planning Committee

Policy No: C04/024



## Council Policy

### 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 Wellbeing Plan, Youth Strategy and Community Inclusion Plan and Aged Friendly Communities Implementation 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
- Community 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**

All not-for-profit organisations, groups and associations based within Horsham Rural City Council may apply for a community development grant.

**Policy No: C04/024**

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~~ community grant allocation from a previous financial year
- 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.

**5.4 Assessment Criteria**

Applications will be assessed using the following criteria:

## Policy No: C04/024

- 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 funding 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~~Community Grants Team prepares a Grants Summary which ranks applications in accordance with the assessment criteria
- Initial assessment panel consisting of:
  - ~~Grants Officer~~Co-ordinator Community Relations and Advocacy
  - Finance Manager
  - One representative of Infrastructure 7
  - ~~One representative from~~ Community Communities and Place 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

**Commented [SS1]:** S&R Advisory Committee no longer functioning

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.

HRCC assistance should be acknowledged on any promotional material or media coverage relating to the successful project.

**Commented [SS2]:** Change in placement of this sentence





Policy No: C04/024

information sessions are coordinated by the ~~Grants Officer~~ Community Grants Team in February each year

## 7. RESPONSIBILITY

**Policy Owner:** ~~Grants officer~~ Co-ordinator Community Relations and Advocacy

## 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"> <li>New Policy</li> </ul>
02	Feb 2017	Council	<ul style="list-style-type: none"> <li>Disability Access Criteria</li> <li>Revised notification month</li> <li>Inclusion of project ranking</li> <li>Inclusion of Grants Information Session</li> </ul>
03	19 March 2017	Council	<ul style="list-style-type: none"> <li>Changes to funding categories</li> </ul>
04	N/A	N/A	<ul style="list-style-type: none"> <li>Change in Departmental titles only</li> </ul>
05	16 Dec 2019	Council	<ul style="list-style-type: none"> <li>Addition of Youth category</li> <li>References to new strategies and plans</li> <li>Removal of S86 reference</li> <li>Copy of any permits required for project</li> <li>Projects that require ongoing funding from Council</li> <li>Projects seeking funding for religious assets</li> </ul>

Policy No: C04/024

<u>06</u>		<u>Council</u>	<ul style="list-style-type: none"><li>• <u>A number of minor changes to reflect organisational changes</u></li><li>• <u>Assessment criteria - Extent of previous assistance shortened to be more readable</u></li></ul>
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# Community Development Grants Program

2021/22

**FUNDING GUIDELINES**



# Building our community

Horsham Rural City Council (HRCC) Community Development Grants Program helps not-for-profit groups in the municipality to improve 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 and groups every year.

The maximum allocation per organisation is \$10,000 although the majority of successful applications range between \$500 and \$5,000.

Projects which have a cash and/or inkind contribution by the applicant organisation are encouraged.

Grant funding is for the 2021-2022 financial year.

**Applications close on 1 March 2021** for projects that are to commence after 1 July 2021 and be completed by 30 June 2022.

For more information, please contact Council's Community Grants Team on 5382 9777 or visit [hrcc.vic.gov.au](http://hrcc.vic.gov.au)

### GRANT PRIORITIES

The funding priorities of the Community Development Grants Program are linked to the outcomes and priorities of key Council strategies including the Council Plan (2020-2024) and Council's Health and Wellbeing Plan (2017-2021).

Community groups must identify which priorities are relevant to their proposed project in the grant application form (more than one priority area might apply).

For further detail about these priorities, refer to the following Council webpages:

[HRCC Council Plan](#)

[HRCC Health and Wellbeing Plan 2017-21](#)

[Community Inclusion Plan](#)

[Youth Strategy](#)

[Age Friendly Communities Implementation Plan](#)

Handy tip:  
identify as many  
grant priorities as  
possible in your  
application



## COUNCIL PLAN PRIORITIES

### 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 AND WELLBEING 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

#### 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.

**Handy tip:**  
have a chat to  
the community  
grants team before  
submitting your  
application



# 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

## 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 who will use or benefit from the project, including any auspice group

## 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 grant allocation from a previous financial year
- ✗ You have already commenced and spent money on the project. Projects are to commence after 1 July 2021 and be completed by 30 June 2022
- ✗ 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

## 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

**Handy tip:**  
if you are asking for a single expenditure item over \$1,000, make sure to get a quote



## 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
- 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

**Handy tip:  
try to include a  
cash and/or in-kind  
contribution to your  
project**

## NOTIFICATION OF OUTCOME

Applicants will be notified of the outcome of their application in May 2021.

## 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 2021 to 30 June 2022**.

## REPORTING BACK

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/HRCCcommunitygrants>

## Submitting an Application

The application form can be completed online at:  
<http://bit.ly/HRCCcommunitygrants>  
(preferred method)

A paper or WORD copy of the application form can be obtained:

- by email [council@hrcc.vic.gov.au](mailto:council@hrcc.vic.gov.au)
- at Council Reception
- by calling the Community Grants Team on 5382 9777

Paper copies should be scanned and:

- emailed to [council@hrcc.vic.gov.au](mailto:council@hrcc.vic.gov.au)
- or posted to  
**Community Development Grants Program Horsham  
Rural City Council, PO Box 511, Horsham, 3402**
- or hand delivered to the Civic Centre (marked  
Community Development Grants Program)

## WANT TO KNOW MORE?

For more information, please contact the Community Grants Team on 5382 9777





## 2021 Community Development Grants Program – APPLICATION

### APPLICATIONS CLOSE – 1 March 2021

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](mailto: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

<b>Name of the Club/Group/Organisation undertaking the project:</b>	
<b>Postal address of the organisation undertaking the project:</b>	
<b>Contact person for the Club/Group/Organisation:</b> <b>Business hours phone number</b> <b>E-mail Address</b>	
<b>Name of the auspice*Not-for Profit Community Organisation managing the project (if applicable):</b> <i>*Required if your organisation is not incorporated and your application is for &gt;\$1000</i>	
<b>Postal address of the auspice organisation managing the project (if applicable):</b>	
<b>Australian Business Number (ABN) of the applicant organisation (or auspice if applicable):</b>  <b>If you do not have an ABN - You need to complete a 'Statement by Supplier' form and submit it with your application.</b> Form available from the ATO <a href="http://www.ato.gov.au/">http://www.ato.gov.au/</a> . <i>Note: Failure to provide either an ABN or statement by supplier will result in Council being obliged to withhold 46.5% of any grant allocation.</i>	Statement by supplier attached to application: Yes <input type="checkbox"/> No <input type="checkbox"/>
<b>Please identify your GST Tax status:</b>	Registered for GST <input type="checkbox"/>
	Not Registered for GST <input type="checkbox"/>

## 2. PROJECT DETAILS

<b>Title of the project/event/activity:</b>		
<b>Funding Category</b> (please v relevant category/s) <i>Refer to grant guidelines for details on funding categories</i>		
<b>Council Plan objectives:</b> <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 <b>Other objectives</b> <input type="checkbox"/> Community inclusion /diversity <input type="checkbox"/> Youth <input type="checkbox"/> Age friendly <input type="checkbox"/> Other <i>(Please list)</i> .....		<b>Health and Wellbeing Plan objectives:</b> <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
<b>Location of the Project/Event/Activity:</b>		
<b>Estimated Commencement date:</b> <i>(must be after 1 July, 2021)</i>		
<b>Estimated Completion date:</b> <i>(must be before 30 June, 2022)</i>		
<b>Estimated number of people benefiting from the project:</b>		
<b>Estimated age groups involved in the project:</b>		
<b>Please provide a brief description of your proposed project/event/activity:</b>		
<b>Why do you want to do this project?</b>		
<b>What will this project achieve?</b>		

**3. PROJECT FUNDING**

<b>What is the Grant amount requested from Council?</b> <i>Must equal (A) total</i>	\$
<b>What are you going to spend the Council Grant amount on?</b> <i>List all expenditure items. Quotations must be provided for each expenditure item greater than \$1,000</i>	
	\$
	\$
	\$
	\$
	\$
	\$
	\$
<i>(add additional rows as required)</i>	\$
<b>Total Council Grant expenditure (A)</b>	\$
<b>What cash is your organisation contributing to the project?</b> <i>Must equal (B) total</i>	\$
<b>What are you going to spend your organisation cash contribution on?</b> <i>List all expenditure items</i>	
	\$
	\$
	\$
	\$
	\$
	\$
	\$
<i>(add additional rows as required)</i>	\$
<b>Total Organisation expenditure (B)</b>	\$
<b>What in-kind support is your organisation contributing to the project?</b> <i>i.e. voluntary labour (@\$25 per hour), donated materials (at retail value) Must equal (c) total.</i>	
	\$
	\$
	\$
	\$
	\$
	\$
<i>(add additional rows as required)</i>	\$
<b>Total value of In-kind support (C)</b>	\$
<b>TOTAL PROJECT VALUE (A) + (B) + (C)</b>	\$

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 authorisation of the applicant organisation and any auspice organisation (if required)
- 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)*

Policy No: C04/025



## Council Policy

### Community Donations

#### 1. PURPOSE

Horsham Rural City Council (HRCC) provides annual assistance to a range of community groups on a recurrent basis to support the activities of these groups within the municipality. These community donations are included in the Council Budget adopted each year.

This policy provides the framework for Council's annual Community Donations program.

#### 2. INTRODUCTION

In each annual budget process, HRCC allocates recurrent funding assistance to support the activities of a range of community organisations that provide community facilities, services, social support and recreational opportunities for the municipality.

This policy outlines the rationale for community donations, eligibility, donation requests, assessment criteria, donation approval and payment processes.

#### 3. SCOPE

This policy is applicable to community groups ~~who~~that operate in or provide activities for the benefit of the residents of Horsham Rural City Council.

#### 4. DEFINITIONS

Community Donation – for the purposes of this policy a Community Donation means Horsham Rural City Council giving a cash payment or other council resources to assist the recurrent operations of community groups.

## Policy No: C04/025

## 5. PRINCIPLES

HRCC provides a range of community donations to local community groups. Council recognises ~~that~~ there are many community groups ~~who~~ that work to make our municipality a better place to 'live, work and play'. The key principle is that the donation supports recurrent operational aspects of organisations within our community that provide community facilities, services or recreational activities that benefit the health & wellbeing of residents of our municipality. The donations program supports ~~the~~ Goal 1 of the Council Plan to "Develop Horsham and the municipality as a diverse, inclusive and vibrant community".

## 5.1 Eligibility

Community donations are allocated under the following categories:

**A. Recreation Reserve – maintenance of grass playing surfaces**

This is an annual cash donation to assist recreation reserve Committees of Management maintain the standard of watered grass playing surfaces for the benefit of wider community use. Donations are based on whether a recreation reserve maintains a watered grass playing surface for competition sport during Summer and/or Winter. For example: a reserve that is watered for both Summer and Winter competition will receive two allocations. A reserve that is watered for either Summer or Winter will receive one allocation.

A smaller pre-determined allocation is provided for recreations reserves with no competition sport or that have a non-watered grass playing surface.

Recreation reserves that receive direct support and maintenance via Council recreation staff are not eligible for recurrent cash donations.

**B. Kindergartens (Council owned) - annual maintenance**

Council provide a general maintenance allocation to all council owned kindergartens.

Council also provide a recurrent grant to support the operations of the Horsham District Kindergarten Association (Emerge).

**C. Public Halls – Insurance**

Council provides Industrial Special Risk (ISR) insurance for Public Halls. ISR insurance essentially provides property damage cover for buildings and (in cases where these have previously been nominated and accepted by Council) contents. In addition, Council also provides public liability cover for "casual" (and some designated "regular") hirers of

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**Policy No: C04/025**

~~community halls, together with public liability insurance cover for the delegated activities of the HRCC Community Halls Community Asset Committee (noting that public liability is provided through the Crown, for any Crown Land Committees of Management). Council provides Industrial Special Risk (ISR) insurance for Public Halls. ISR insurance essentially provides property damage cover for buildings and in some cases contents. In addition, Council also provides public liability cover for “casual” (and some designated “regular”) hirers of community halls, together with public liability insurance cover for the delegated activities of any Section 86 Committee of Management (noting that public liability is provided through the Crown, for any Crown Land Committee of Management).~~

**D. Charitable retail premises - Refund of rate payments**

In recognition of the outstanding community service work provided to our municipality, Council refunds ~~the rate~~ payments [for the general rate and municipal charge](#) levied ~~on~~ [against eligible](#) charitable retail premises.

**E Sponsorship of prizes**

Council sponsor a number of annual prizes to support the activities of schools and local events.

**F. Specific other donations**

Council recognise the important role that certain not-for-profit organisations play within our community to enhance the physical, recreational and/or social attributes of our municipality, through an annual cash donation.

[The eligibility and amount of community donations is reviewed each year as part of Council’s annual budget process. A full list of yearly community donations is included in Council’s Annual Budget \(available on Council’s website\).](#)

**Note - groups receiving a community donation may also apply under the Community Development Grants Program if they require cash support for a specific project.**

**5.2 Application for a Community Donation**

The allocation of recurrent community donations are only made to community groups in accordance with Section 5.1. If a community group believes that they fit under one of the eligible categories for a community donation or if a current donation recipient requests a variation they may lodge a request in writing to:

**Policy No: C04/025**

The Chief Executive  
 Horsham Rural City Council  
 PO Box 511  
 HORSHAM VIC 3402

The request must provide details of their organisation, including current membership, and details of community facilities and services provided including public access. The request must state the reasons why the organisation is seeking on-going operational support from Council.

The Chief Executive Officer will make a recommendation to Council. Council ~~who~~ must approve any new community donations as part of the annual budget process.

**5.3 Payment of a Community Donation**

Once approved and listed in Council's adopted budget for a financial year, the grant funds will be paid in October of that year, unless an alternative payment schedule is requested and approved by Council's Finance Manager.

**6. COMMUNICATION**

A list of Community Donations is contained in the Operating Budget adopted by Council each year.

**7. RESPONSIBILITY**

**Policy Owner:** Grants officer

**8. SUPPORTING DOCUMENTS**

Document	Location
HRCC Community Development Grants Policy	Internet/Intranet

**9. DOCUMENT CONTROL**

Version Number	Approval Date	Approval By	Amendment
01	3 <sup>rd</sup> March 2014	Council	<ul style="list-style-type: none"> <li>New Policy</li> </ul>



## Policy No: C04/025

02	Jan 2017	Council	<ul style="list-style-type: none"> <li>• Removal of refund of rate payments for service clubs as properties no longer rateable</li> <li>• Clarification of eligibility D – refund of rates for charitable <u>retail premises</u> i.e. Opportunity shops</li> <li>• Removal of listing of organisations – this is now noted as included in Council budget</li> </ul>
03	<u>19</u> March <del>19</del> , 2018	Council	<ul style="list-style-type: none"> <li>• Clarification of donations to watered and non-watered grass playing surfaces</li> </ul>
<u>04</u>		<u>Council</u>	<ul style="list-style-type: none"> <li>• <u>Minor grammatical changes</u></li> <li>• <u>Addition of new name for Horsham District Kindergarten Association</u></li> <li>• <u>Minor clarification to Section 5.1 C</u></li> <li>• <u>Minor clarification to Section 5.1 D</u></li> </ul>

**COUNCIL BRIEFING HELD VIA ZOOM (VIDEO CONFERENCING)  
ON WEDNESDAY 2 DECEMBER 2020 AT 4.00PM**

**Present:** Cr R Gulline, Mayor, Cr D Bell, Cr D Bowe, Cr P Flynn, Cr C Haenel, Cr L Power, Cr I Ross (until 6.45pm); Sunil Bhalla, Chief Executive Officer; Graeme Harrison, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure (until 5.45pm); Fiona Gormann, Manager Investment Attraction and Growth (item 3 only); Joel Hastings, Co-ordinator Statutory Planning and Building Services (item 3 only)

**Apologies:**

**1. WELCOME AND INTRODUCTION**

Cr Gulline welcomed everyone.

**2. DISCLOSURE OF CONFLICT OF INTEREST SEC 130 AND 131, LOCAL GOVERNMENT ACT 2020 AND HORSHAM RURAL CITY COUNCIL GOVERNANCE RULES**

Nil.

**3. PLANNING APPLICATION – SERVICED APARTMENTS, BAILLIE STREET, HORSHAM**

3.1 Planning Briefing

Discussed.

3.2 Applicant

**In attendance (zoom):** Anthony Msonda Johnson, Roberts Day

Discussed.

3.3 Objectors

**In attendance (zoom):** seven objectors representing four objections received

Discussed.

**4. COUNCIL MEETING REPORTS FOR DISCUSSION**

4.1 Community Engagement Policy

Discussed.

**5. PRESENTATION**

5.1 Community Vision and Council Plan

**In attendance (zoom):** "i.e Community" Todd Beavis, Max Hardy and Kirsty

Facilitated discussion by "i.e Community"

Discussed.

**6. COUNCIL MEETING REPORTS FOR DISCUSSION** (contd)

6.1 Integrated Planning Framework

Discussed.

6.2 Budget Principles for 2021-22

Discussed.

6.3 Covid-19 Impacts on Budget 2020-21

Discussed.

6.4 Process to Develop Councillor Code of Conduct

Discussed.

**7. GENERAL DISCUSSION**

Discussed future Council Briefing meetings and functions.

**8. CLOSE**

Meeting closed at 8.10pm

**COUNCIL BRIEFING HELD IN THE COUNCIL CHAMBER  
ON MONDAY 7 DECEMBER 2020 AT 5.00PM**

**Present:** Cr R Gulline, Mayor, Cr D Bell, Cr D Bowe, Cr P Flynn, Cr C Haenel, Cr L Power, Cr I Ross; Sunil Bhalla, Chief Executive Officer

**Present (via Zoom):** Graeme Harrison, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure; Nick Carey, Senior Statutory Town Planner (items 3.1 and 3.2 only); Joel Hastings, Co-ordinator Statutory Planning and Building Services (items 3.1 and 3.2 only); Michelle Rethus, Community Wellbeing Strategic Projects Officer (item 3.3 only); Carolynne Hamdorf, Manager Arts, Culture and Recreation (item 3.3 only); Fiona Gormann, Manager Investment Attraction and Growth (item 5.13 only)

**1. WELCOME AND INTRODUCTION**

Cr Gulline welcomed everyone.

**2. DISCLOSURE OF CONFLICT OF INTEREST SEC 130 AND 131, LOCAL GOVERNMENT ACT 2020 AND HORSHAM RURAL CITY COUNCIL GOVERNANCE RULES**

Cr D Bell disclosed Conflict of Interest in regard to agenda item 5.5 Community Grants and Donations Policy.

Cr I Ross disclosed Conflict of Interest in regard to agenda item 5.1 Business and Community Support Grants.

**3. COUNCIL REPORTS FOR DISCUSSION**

3.1 Four Lot Subdivision – 1 Rose Street, Horsham

Discussed.

3.2 Wimmera Plains Energy Facility – Windfarm Approval Process

Discussed.

3.3 Social Infrastructure Framework

Discussed.

**4. PRESENTATIONS**

4.1 Mt Arapiles / Natimuk

Update on Mt Arapiles situation:

**In attendance (Zoom):** Jason Borg, Parks Victoria and Michael Stewart, Barengi Gadjin Land Council (BGLC)

Discussed.

**In attendance (separately – Zoom):**

- Kevin Lindorf, Climbers representative
- Bill Lovell, Natimuk Businesses representative
- Gariwerd Wimmera Reconciliation Network – Melissa Morris (Secretary) and Meg Dennison (Vice-President)

Discussed.

**5. COUNCIL REPORTS FOR DISCUSSION** (contd)

Cr Ross left the room at 7.16pm

5.1 Business and Community Support Grants

Discussed.

Cr Ross returned to the room at 7.34pm

5.2 Community Vision and Council Plan Project Plan

Discussed.

5.3 Quarterly Performance Report

Discussed.

5.4 Know Your Council Website

Discussed.

5.5 Community Grants and Donations Policy

Discussed.

5.6 Emergency Management – New Legislation Matters

Discussed.

5.7 Road Making Material Supply Contract

Discussed.

**6. GENERAL DISCUSSION**

**7. CLOSE**

Meeting closed at 8.15pm

## Minutes

**Horsham Tidy Towns Committee Meeting**  
**held on Tuesday, 17 November 2020 at 12:30 pm**  
**Reception Room- Civic Centre**

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**Attendees:** Cheryl Linke, Gary Aitken, Lucy De Wit, Don Mitchell, Jan Morris, David Eltringham (acting chair), Kola Kennedy, Neil King

**Apologies:** Gillian Vanderwaal, Mary-Jean Kerr, John Martin

1. **Welcome-** David (acting chair) welcomed all to the meeting

2. **Minutes of the previous meeting – 20<sup>th</sup> October 2020**

**Moved:** Jan Morris **Seconded:** Neil King that the minutes of the previous meeting were true and correct.

3. **Business arising from previous minutes**

- **Doon Road entrance-** David and Kola have inspected, need to now speak to Rod Lawson about it.
- **Coles Carpark-** Council garden beds behind the bus shelter at the carpark need to be tidied up as soon as carpark is complete to complement work by Coles.
- **Committee Members-** need to write a letter to Geraldine thanking her for her time on the committee and inviting her to return.

4. **Correspondence**

4.1 Inwards - nil

4.2 Outwards - nil

5. **General Business**

5.2 Committee member reports

- **Jan-** thrilled to see that the recycled soft plastic bags at Coles were turned into pellets and have been used in the concrete at the new Coles carpark (Add this to awards for waste management category next year).
- **Kola-** entrances- need for improvement. Neil- Rotary is prepared to contribute funds to upgrade the entrances. Moved- Kola, Seconded- Neil- that we arrange to meet with new Operations Manager to talk about mowing and presentation of the towns entrances.
- **Gary-** Area next to Tristar in Madden Street needs to be properly mowed. Committee will write back to John's letter noting that they don't accept his answer regarding Madden street and the need to improve footpath. Tanks at the Outdoor Swimming Pool need screening with the now missing words "War Memorial Swimming Pool" reinstated (action list). Car detailer next to Lester's in Baker Street need a screen up next to their building to hide the rubbish from passersby as it looks untidy especially from the Botanic Gardens. Police Paddock rubbish bins are continually filled with garden waste from people's properties.
- **Neil-** lack of waste bins around the Racecourse. One bin has been taken away and another is full near the Soccer club. Need another bin installed around the

track.

- **Cheryl-** V-Line office in Horsham has been closed since March. David will raise with Councilors as an issue of the wellbeing of the city with transport arrangements and how ticketing operates.
- **David-** Need to decide as a group at the next meeting about who is going to be chair as Gillian has stepped down. David is happy to be acting chair until such time as someone decides to take on the role. When the minutes are circulated Terms of Reference for this committee will be attached. Committee agreed that we need to write a letter to new Councilors to congratulate them and to ask if they see a future for us as a Committee to continue. Advise them that we are happy to work with Council but need more action on our agenda initiatives.

Median in front of Norton Ford, Stawell Road (Western Highway) has excessive weed growth, median needs to be presented better as it is a very poor entrance to the city.

6. Action list will be reviewed at next meeting and will be sent to councilor's.
7. **Next Meeting**  
The next meeting 8<sup>th</sup> December 2020- Council Reception.
8. **Meeting Close-** 1:27pm.

David Eltringham  
**Acting Chairman**  
**Horsham Tidy Towns Committee**

# Western Highway Action Committee

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## WESTERN HIGHWAY ACTION COMMITTEE (WHAC) 10.00AM, Friday 27 November 2020

Via Zoom

### MINUTES

#### 1. Welcome & Open Meeting Chair, Cr Kevin Erwin

Cr Les Power, Horsham  
Cr Tim Meyer, West Wimmera  
Cr Kevin Erwin, Northern Grampians  
Cr Jo Armstrong, Ararat

Doug Gowans, Pyrenees  
Dr Tim Harrison, Ararat  
Trenton Fithall, Northern Grampians  
John Martin, Horsham  
Phil Jeffrey, Moorabool  
Michael Evans, Yarriambiack  
Sam Romaszko, Melton  
Charlie Cahill, Ballarat  
Mark Marziale, West Wimmera

Daniel Kowalczyk, DoT, Metro North West  
Angela Daraxoglou, DoT Western Region  
Damian Van Dyke, MRPV

#### Guests

Brad Richards, Stephane Hinkeesing, DoT – 11 am presentation

#### 2. Apologies

Paul Spencer, Hindmarsh

***Motion: Cr Power / Cr Armstrong, That the apology be accepted. Carried***

#### 3. Minutes of Meeting held 2 October 2020

***Motino: Cr Armstrong / Cr Power, That the minutes of the meeting of 2 October 2020 be accepted as a true and correct record of that meeting. Carried***

#### 4. Business from previous Minutes

- Invitation to Western Interstate Freight Terminal Road Transport Planners (on agenda)
- ALGA Conference Attendance for Chair
  - Cr Erwin attended and reported (in summary)
  - Different to other conferences as it was more about recovery and bushfires
  - Telstra raised issues about an emergency kit that Councils should have – Iridium Go kit
  - Telstra disaster assistance package

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Address correspondence to: **WHAC** Secretariat, PO Box 511 Horsham VIC 3402

**Phone** 03 5382 9724 **Email** [lucy.dewit@hrcc.vic.gov.au](mailto:lucy.dewit@hrcc.vic.gov.au)

#### Western Highway Action Committee Members

Melton City Moorabool Shire Ballarat City Pyrenees Shire Ararat Rural City Yarriambiack Shire  
Northern Grampians Shire Horsham Rural City Hindmarsh Shire West Wimmera Shire



## Western Highway Action Committee

- Qld reconstruction authority – have a betterment fund (i.e. not just like for like). Only introduced in 2019. Have had 80 disasters, \$16.3 B of funding in recent times. **Action – JM to find details.**
- Telstra towers – many went out in bushfires – not much can be done.
- Human Element – Major General Hocking, re – reconstruction
  - From day 1 there should be people on the ground assessing needs and listening to people from the start
- Insurance Council
  - 2020 disaster insurance premiums \$10 B per year, by 2050 will be \$40 B per year.
- Snowy 2.0 – will lead to a drain on engineers. There is already a shortage of engineers.
- Awards – Margaret River airport (Busselton)

### 5. Correspondence

#### Inward:

Date	From	Subject
Nil		

#### Outward:

Date	To	Subject
Nil		

### 6. Financial Statement

Current balance \$59,324.71. No change from previous.

Cost of ALGA conference attendance to come, not yet billed.

No annual draw on Councils proposed at this stage.

**Motion: Cr Power / Cr Meyer, That the financial report be received. Carried.**

### 7. Reports

- **Major Roads Projects Victoria – Damian Van Dyke – Project Director**
  - Section 1B (Burrumbeet – Beaufort)
    - Poor performance of road pavement
    - The last of a series of intersection upgrades with full-depth asphalt to be completed today. 10 intersections completed.
    - 23 km of sealing to be done, some of this was done pre-winter.
    - Further sealing to commence next week subject to weather. Will be 3-4 months of work. To be finished end of March approx.
  - Ararat to Stawell

Address correspondence to: **WHAC** Secretariat, PO Box 511 Horsham VIC 3402

**Phone** 03 5382 9724 **Email** [lucy.dewit@hrcc.vic.gov.au](mailto:lucy.dewit@hrcc.vic.gov.au)

#### Western Highway Action Committee Members

Melton City Moorabool Shire Ballarat City Pyrenees Shire Ararat Rural City Yarriambiack Shire  
Northern Grampians Shire Horsham Rural City Hindmarsh Shire West Wimmera Shire

## Western Highway Action Committee

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- No funding received.
    - Hoping for funding in May 2021 budget.
  - Section 2B – Buangor – Ararat
    - Several camps had been located along the road.
    - Through court processes, access had been secured to work on 3.85 km of freeway.
    - Tree clearing and survey had commenced beyond that area.
    - Assistance from VicPol to facilitate access to the works on 26-27 October.
    - On 28 October, a Supreme Court emergency injunction was imposed. A decision on this is pending in late November (possibly Monday).
    - This may trigger the ability for further works to continue.
    - Court case in February – aims to challenge the CHMP, and look at the six trees of interest. Those identified as birthing trees have been avoided on the route. Only one of the six is proposed to be removed.
- **DoT / RRV – Angela Daraxoglou – Manager, Western Region DoT**
  - Report circulated, key points / updates as follows:
  - Response to WHAC’s letter to Minister Allan from WHAC seeking release of the Strategy is apparently awaiting the Minister’s signature.
  - Beaufort Bypass
    - Review of technical reports. TRG meeting next week.
  - Ararat Bypass
    - Consultant preparing options assessment report
    - Ecological surveys proceeding at present
  - Bacchus Marsh Eastern Link Rd
    - Community consultation to occur shortly, probably online.
  - Traffic data included in the report
    - Constant level of heavy vehicle traffic throughout Covid period, but passenger vehicles well down.
    - A jump almost back to pre-Covid traffic levels with the easing of restrictions in mid-November
  - Federal stimulus funding received mid-year
    - Safety barriers Woodmans Hill to Miners Rest, centre and edge, both directions – works to start early in new year
    - Realignment of Pykes Ck climb, west end. Design to be completed, with works to follow.
  - Sebey St Stawell, Nhill short stacking and Stawell Rd roundabout Horsham – no confirmation of funding yet
  - No funding in the State Budget for Horsham Alternative Truck Route investigation – DoT is pursuing other angles for that funding.
- **DoT NW Metro – Daniel Kowalczyk**

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Address correspondence to: **WHAC** Secretariat, PO Box 511 Horsham VIC 3402

**Phone** 03 5382 9724 **Email** [lucy.dewit@hrcc.vic.gov.au](mailto:lucy.dewit@hrcc.vic.gov.au)

### Western Highway Action Committee Members

Melton City Moorabool Shire Ballarat City Pyrenees Shire Ararat Rural City Yarriambiack Shire  
Northern Grampians Shire Horsham Rural City Hindmarsh Shire West Wimmera Shire

## Western Highway Action Committee

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- Completed \$2-3 M of pavement treatments in June this year.
- A further 13 km of pavement works planned by the end of June 2021. Contracts not yet awarded.
- Illegal litter dumping has been costly to remedy.
- Secured Commonwealth agreement for planning investigations on Western Freeway (\$50 M funding). The scope of projects to be developed further with this Committee and other stakeholders. By June 2021 aim to have identified priorities for this funding. Will then take 18 months to finalise these plans.
- The circulated report included information on general maintenance – this has been requested to continue.

- **Members**

Melton – Nil

Moorabool

- No Councillor appointment to committee yet
- West Gate Tunnel Project – planning approval granted – not clear yet if the 3 M tonnes of soil will be disposed at Maddingley – this could mean a truck every 6 minutes for 2 years.

Ballarat

- Welcomes the opportunity to be on the Committee

Pyrenees

- Cr Ferrari will continue as Pyrenees rep
- There remains an issue of handover of assets, pending completion of Stage 2 works between Ballarat and Beaufort. To discuss offline.
- **Action – JM to prompt re red light camera again**

Ararat

- Key issues well addressed in MRPV report
- Removal of the camps was a boost to the community. Protesters are still present, but re-located. Further disruptions are anticipated.
- Pleased to see things happening.
- Disappointed in lack of funding announcements in the State Budget.
- Emphasised the purpose of this committee is to strategise and lobby for funding. There has been significant funding in the past – the issue with trees has limited further funding.

Northern Grampians

- Stawell Structure Plan anticipated to go to community consultation in December – will be important re access to Western Highway.

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- Q. Does this consider a bypass? A. No
- A further service station is being built in Stawell.

### Horsham

- Alternative truck route remains a priority – as much for a second road bridge crossing in town
- Urquhart St intersection with Western Highway (Baillie St) is identified as a potential red light camera location. Some letter writing to follow.
- Burnt Ck service station – objections received to the proposal. A review of the location is being considered.

### Hindmarsh – nil

### West Wimmera

- Cr Meyer had previous experience working on Transport Policy for SA Govt – Ports and Logistics group.
- Kaniva silo – has been painted. Seeing increasing traffic in the area, impacting on highway movements.
- Harvest – is in full swing at the moment. Trucks are getting bigger, and traffic levels are increasing. Tend to be issues near silos.

### Yarriambiack

- Waiting an announcement on Agrilinks Upgrade Program funding
- Concern about the condition of the Henty Highway between Warracknabeal and Horsham.
- Concern about regrowth on roadside vegetation

***Motion: Cr Power / Cr Meyer, That the reports be received. Carried.***

## 8. General Business

- Western Interstate Freight Terminal and OMR – Road Planning
  - Presentation by Stephane Hinkeesing and Brad Richards (DoT) – available on request to members only, not for release
  - Summary of discussion from this is:
    - How will WIFT work if the OMR is not in place for road connections?
      - Road network can handle early stages before OMR is in place
      - Rail connection is a separate element. The rail works along OMR may need to be delivered before the OMR road.
    - This would support a Bay West Port.
    - Desirability of integrating fuel and maintenance facilities in the new precinct.
- MAV Freight Policy Group update
  - Principal Freight Network consultation is underway.
  - DoT had advised CEOs and Infrastructure Directors (or equivalent) of this with a link for the consultation process.

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## Western Highway Action Committee

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- Link to be circulated to WHAC members (done)
- Angela offered a presentation to individual Councils about proposed changes in municipalities.
  - Q. What is the link between ROSI and PFN?
    - A. ROSI is Federal definition, PFN is Victorian
  
- Election of Executive / Secretariat – propose for next meeting, in particular so that new members are aware of this. **Action - JM to circulate constitution for awareness and review.**
  
- A letter to former members – thanks for their input. **Action – JM.**
- Other issues as raised by members - Nil

### 9. Next Meeting

February 2021 – TBC

Calendar to be determined to avoid clashes with:

- Rail Freight Alliance
- Regional Waste Group
- Regional Transport Group

### 10. Close

Cr Kevin Erwin  
Chair

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