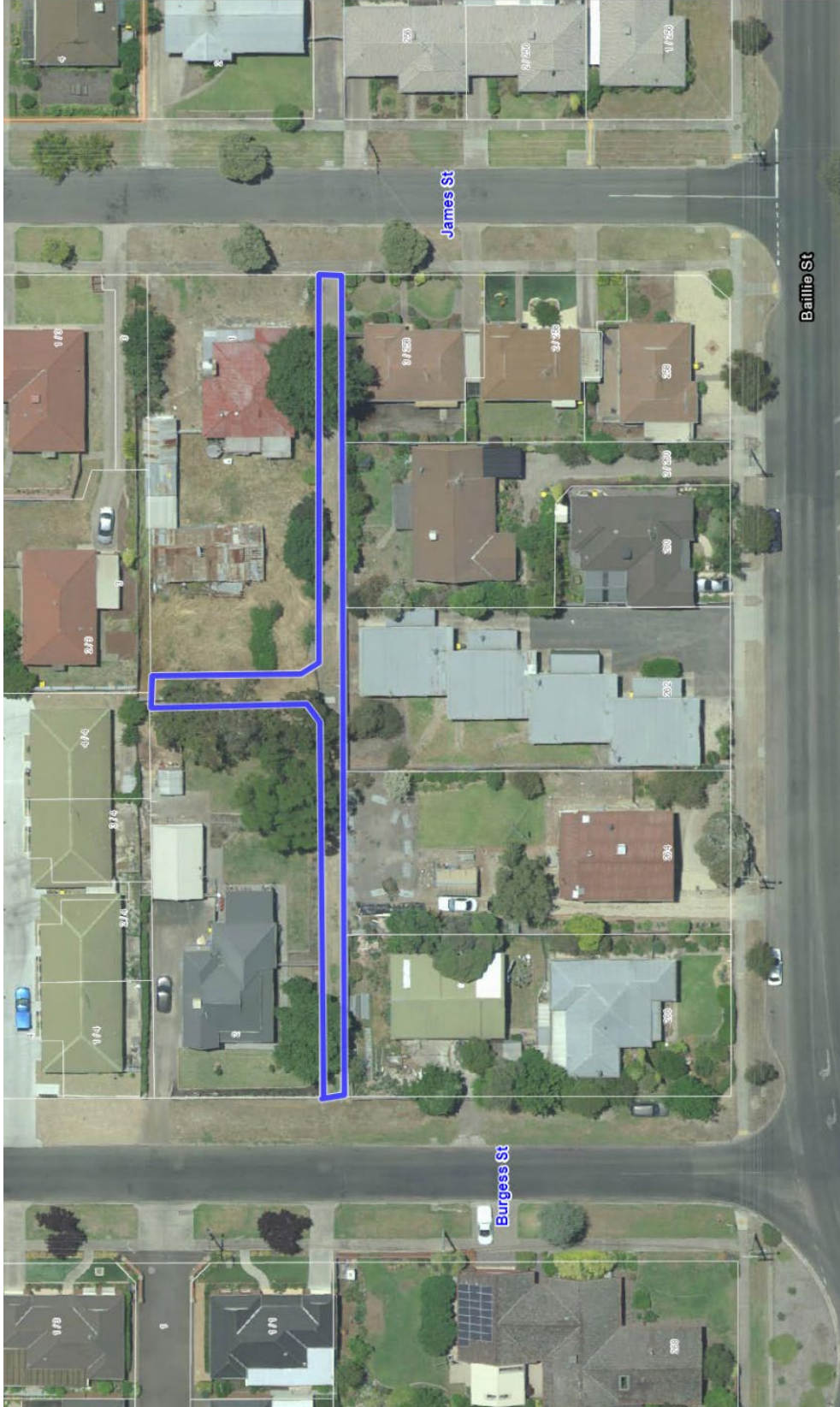
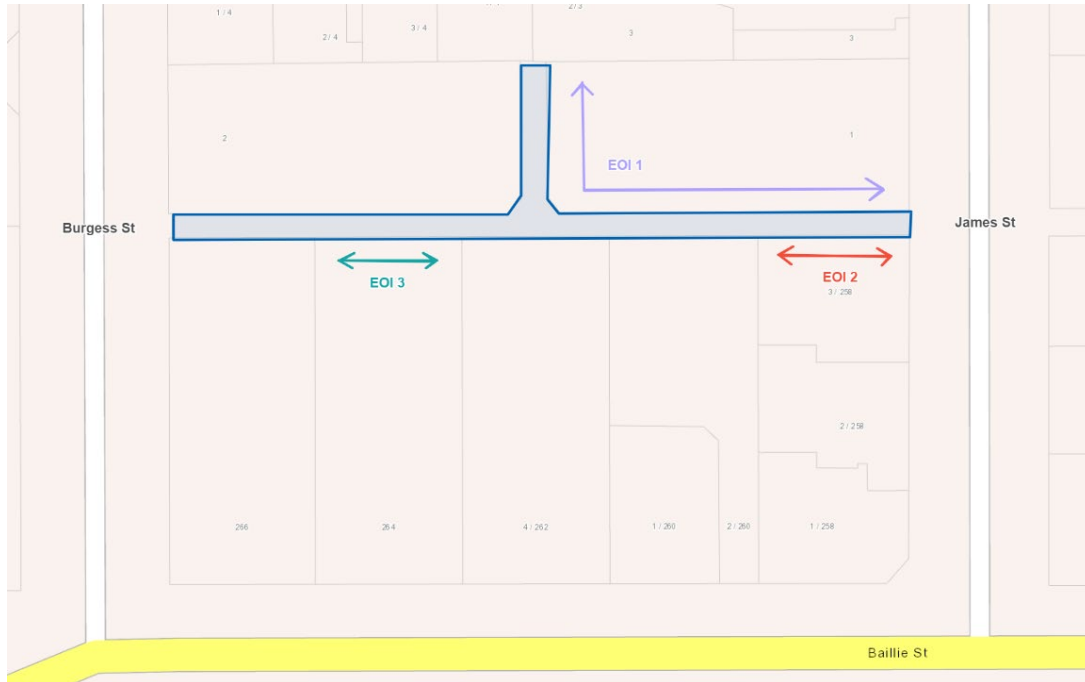


Attachment 1: Site Plan



Attachment 2: Expressions of Interest

Expressions of interest for purchase of Council property between James Street and Burgess Street and the road west of 1 James Street, Horsham



Community_Engagement_Report-Stats-GAANT-V6_final Engagement Details

Ref #	Project name	Type	Project Manager	Project Summary	Status	Start Date	End Date	Days	Est. Date to Council	IAP2 Level (Gen. Community)	IAP2 Level (Specific Group)	Public Participation Goal	Promise to the Public	Budget/Resources	Activities	No of Recorded Engagements	Engagement Notes
1	Community Vision	Legislated/Admin	Faith Hardman	Development of the Community Vision for the Horsham Municipality for the next 20 years.	Underway	25-Jan-21	04-Jul-21	160	23-Aug-21	Consult	Empowerment (Community Panel)	Council will place the final decision making in the hands of the community panel after input and consideration from the broader community	Council will implement the Vision that the Community decides.	\$75,000-\$100,000 including consultants fee	Online Survey, Community Conversations, Community Panel, Submissions via print postcard and printable pages, Submissions via telephone directly to consultants and Displays with postcards and return boxes at YMCA, HRCC, Horsham Regional Library Corporation	956	956 responses to surveys etc but there were multiple questions asked which overall provided 5,369 pieces of feedback
2	Council Plan	Legislated/Admin	Faith Hardman	Development of Council Plan, Asset Plan & Long-term Financial Plan using deliberative engagement processes utilising the panel as recruited for the Community Vision.	Underway	25-Jan-21	04-Jul-21	160	23-Aug-21	Consult	Collaborate (Community Panel)	Council will partner with the community panel in the development of the Plans and involve the broader community to ensure that their concerns and aspirations are understood and considered.	Council will work to incorporate the advice and recommendations of the Community panel in to the final Council Plan, Asset Plan & Long term Financial Plan.	Included with Vision	Online Survey, Community Conversations, Community Panel, Submissions via print postcard and printable pages, Submissions via telephone directly to consultants and Displays with postcards and return boxes at YMCA, HRCC, Horsham Regional Library Corporation		Plan was informed by above engagement re the Community Vision but will go out for community feedback once council have adopted the draft.
3	Health & Wellbeing Plan	Legislated/Admin	Michelle Rethus	Development of Council Plan, Asset Plan & Long-term Financial Plan using deliberative engagement processes utilising the panel as recruited for the Community Vision.	Underway	25-Jan-21	04-Jul-21	160	23-Aug-21	Consult	Collaborate (Community Panel)	Council will partner with the community panel in the development of the Plans and involve the broader community to ensure that their concerns and aspirations are understood and considered.	Council will work to incorporate the advice and recommendations of the Community panel in to the final Council Plan, Asset Plan & Long term Financial Plan.	Included with Vision	Online Survey, Community Conversations, Community Panel, Submissions via print postcard and printable pages, Submissions via telephone directly to consultants and Displays with postcards and return boxes at YMCA, HRCC, Horsham Regional Library Corporation		Collaborative workshops have been held. First held 19 April with key health organisations to identify priorities. Workshops then held with intent of brainstorming actions. Staff held 24th June and health organisations held 28th June. Community input through expo at Jubilee Hall (24-29th June) and an online survey was open during expo and will be advertised by end of week 5/7/21
4	Asset Plan	Legislated/Admin	Faith Hardman	Development of Council Plan, Asset Plan & Long-term Financial Plan using deliberative engagement processes utilising the panel as recruited for the Community Vision.	Underway	01-Apr-21	23-Aug-21	144	23-Oct-21	Consult	Collaborate (Community Panel)	Council will partner with the community panel in the development of the Plans and involve the broader community to ensure that their concerns and aspirations are understood and considered.	Council will work to incorporate the advice and recommendations of the Community panel in to the final Council Plan, Asset Plan & Long term Financial Plan.	\$18,000 Consultant	Online Survey, Community Conversations, Community Panel, Submissions via print postcard and printable pages, Submissions via telephone directly to consultants and Displays with postcards and return boxes at YMCA, HRCC, Horsham Regional Library Corporation		Plan was informed by above engagement re the Community Vision but will go out for community feedback once council have adopted the draft.
5	Longterm Financial Plan	Legislated/Admin	Faith Hardman	Development of Council Plan, Asset Plan & Long-term Financial Plan using deliberative engagement processes utilising the panel as recruited for the Community Vision.	Underway	20-Jun-21	12-Oct-21	114	23-Oct-21	Consult	Collaborate (Community Panel)	Council will partner with the community panel in the development of the Plans and involve the broader community to ensure that their concerns and aspirations are understood and considered.	Council will work to incorporate the advice and recommendations of the Community panel in to the final Council Plan, Asset Plan & Long term Financial Plan.	Included with Vision	Online Survey, Community Conversations, Community Panel, Submissions via print postcard and printable pages, Submissions via telephone directly to consultants and Displays with postcards and return boxes at YMCA, HRCC, Horsham Regional Library Corporation		Plan was informed by above engagement re the Community Vision but will go out for community feedback once council have adopted the draft.
6	Rural Road Network Plan	Infrastructure	Krishna Shrestha	Undertake a review of the rural roads to develop a plan to better manage the network. The review aims to: <ul style="list-style-type: none"> Identify important freight connections in the municipality's rural areas Establish a priority farm machinery network, to manage the passage of agricultural implements with reduced potential for conflict with main traffic routes Improve road safety across the rural road network Rationalise the road network where appropriate. 	Underway	08-Apr-21	12-Oct-21	187	TBC	Consult	Collaborate (Community Reference Committee)	Council will partner with the community reference committee in the development of the plan and consult the broader community to obtain public feedback on analysis, alternatives and the plan.	We will work together with the community reference committee to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible and we will keep the broader community informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on the draft plan.	\$50,000 Consultant	Community reference group Upcoming Activities - Draft plan available for comment at Civic Centre and to download - Submissions via online form, email and in writing	60	First round in May, 60 people at 7 rural venues. Second round of engagement is scheduled to start July/August 2021.

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7	Parking Management Plan	Council Initiative	Luke Mitton	The scope of this project is to review time restrictions across the business district and their locations as well as the locations of all types of parking including disability (DDA), short-term, long-term, loading bays, taxi ranks and long vehicle parking.	Finished	23-Mar-21	02-May-21	40	28-Jun-21	Consult	Collaborate (Community Reference Committee)	Council will partner with the community reference committee in the development of the plan and consult the broader community to obtain public feedback on analysis, alternatives and the plan.	We will work together with the community reference committee to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible and we will keep the broader community informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on the draft plan.	Internal resources and Consultant	CRC meetings, Display in foyer, Pop-up display in Plaza or other central location, Maps and management plan available at Civic Centre and to download from Council website, Submissions via online form, email or in writing, Interactive map online	32	32 submissions from the community, there was also community and stakeholder participation in the Community reference committee
8	Horsham South Structure Plan	Land Use Planning	Stephanie Harder	Horsham South has been experiencing unplanned and uncoordinated development. As a result this has placed pressure on services and infrastructure, created land use conflicts and affected the character of the area. For Horsham South a Structure Plan is needed to ensure that the area develops in a coordinated way. This project is ongoing and over the last 2 years. Stage 2 will involve another two rounds of engagement. The community will be first engaged upon completion of a draft Future Urban Structure Plan, aiming towards Nov 2021. We are about to appoint a consultant to commence stage 2.	Underway	01-Jul-21	30-Jun-22	364	27-Jun-22	Involve		To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	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.	Internal resources and Consultant	Workshops, one on one interviews, pop ups, on line survey	73	For Horsham South – Stage 1 round 2 of engagement took place over April-Sept 2020. Online surveys, submissions and webinars. 50 webinar participants and 23 written submissions / survey results.
9	Councillor and mayoral allowances	Legislated/Admin	Diana McDonald	To review and determine the level of Mayoral and Councillor Allowances.	Finished	28-Jan-21	03-Mar-21	34	TBC	Consult		To obtain public feedback from the broader community on analysis, alternatives and/or decisions	We will keep the community 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.	Existing Internal Resources	Online engagement form for community feedback and submissions. Opportunity was advertised in public notices in newspaper.	24	
10	Pop up parks and parklets	Recreation & Openspace	Fiona Gorman	A temporary park has been installed in Roberts Avenue, providing an urban oasis for residents and visitors. The pop-up park features natural lawn, flower boxes and fixed seating made from recycled materials. The public are invited to provide feedback and suggestions for other potential sites and further activations	Finished	01-Dec-20	30-Jun-21	211	23-Aug-21	Consult		To obtain public feedback from the broader community on analysis, alternatives and/or decisions	We will keep the community 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.	Existing Internal Resources	Survey QR code pop-up park location in Roberts Ave Display at Health & Wellbeing Expo held from 24 June - 29 June	148	Overwhelmingly positive response. Survey & feedback results currently being collated. Report to Council on outcomes in Aug TBC Overwhelmingly positive response. Survey & feedback results currently being collated. Report to Council on outcomes in Aug TBC

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11	City Oval and Sawyer Park Precinct	Recreation & Openspace	Sue Sheridan	Horsham Rural City Council is planning for the long term future of the Wimmera River Precinct and Central Activity District. The aim is to transform and revitalise the area to make it a more attractive place to live, work, visit and invest in. As a part of this, plans are being developed for the City Oval/Sawyer Park precinct. This will include how this area fits with adjacent precincts.	Underway	11-Jun-21	23-Jul-21	42	01-Nov-21	Consult	Collaborate (Community Reference Group)	Council will partner with the community reference group in the development of the plan and consult the broader community to obtain public feedback on analysis, alternatives and the plan.	We will work together with the community reference group to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible and we will keep the broader community informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on the draft plan.	Existing Internal Resources	Consultation is well underway with the first draft submitted to the group for discussion on 25 March. A number of small group sessions were held then a group meeting again on 8 April to finalise and agree on feedback that will be passed on to Tract to draft the next version. Community Reference Group moved to take version 3 out to public consultation May 6, Council briefing June 7, then community consultation started 11 June.	Still to occur	Expo held from 24 June - 29 June. Continued discussions with Pipe Band, Brass Band and Men's shed. Briefing of State Sporting bodies including AFL, Cricket and Netball. Sport and Recreation Victoria also had a briefing and gave feedback.
12	Hamilton St Pedestrian Bridge	Infrastructure	Sue Sheridan	Construction of a 2.5 m wide steel arch bridge across Wimmera River between Hamilton Street and Waterlink Esplanade for pedestrians and cyclists. Landscaping works and development of walking and cycling paths to connect the bridge with Hamilton Street and Waterlink Esplanade, including lighting.	Finished	11-Jan-21	08-Feb-21	28	17-May-21	Inform		To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	We will keep you informed	Existing Internal Resources	Information released to the public for comment, also visited neighbouring properties. A proposed landscape plan send out and letter to inform of proposed bridge design	198	Comments collated and went to council 17 May 21, release for tender in June. close date of tenders July 21. 6 separate contractors came to site meeting held 17 June.
13	Community Engagement Policy	Legislated/ Admin	Martin Bride	Create a Community Engagement Policy that complies with the LG Act 2020 and meets the needs of the community and HRCC	Finished	15-Dec-20	25-Jan-21	41	14-Dec-20	Consult		To obtain public feedback on analysis, alternatives and/or decisions.	We will listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on the draft policy.	Existing Internal Resources	Draft policy available for comment at Civic Centre and to download, Submissions via online form, email and in writing	9	Nine submissions, raising 40 issues
14	Haven Precinct Planning	Land Use Planning	David Hwang	Developing a community endorsed precinct plan for Haven. Will involve deliberative workshops with a CRG (similar to C2R but at a far smaller scale).	Underway	12-Apr-21	27-Sep-21	168	13-Sep-21	Consult	Collaborate (CRG)	Council will partner with the community reference group in the development of the plan and consult the broader community to obtain public feedback on analysis, alternatives and the plan.	We will work together with the community reference group to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible and we will keep the broader community informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on the draft plan.	Existing Internal Resources	7 Workshops with CRG, Stakeholder interviews, 1 Month of broader consultation in July, (activities will be developed with CRG to include: Surveys, pop-ups)	25	10 Community 15 Stakeholders
15	Skate Park Precinct Planning	Recreation & Openspace	David Hwang	Developing a community endorsed precinct plan for the Skate Park. Will involve deliberative workshops with a CRG (similar to C2R but at a far smaller scale). Will involve some preliminary work such as the toilet block and basketball hoop. This will happen ahead of planning proper but has been considered in existing uses.	Underway	24-May-21	25-Oct-21	154	18-Oct-21	Consult	Collaborate (CRG)	Council will partner with the community reference group in the development of the plan and consult the broader community to obtain public feedback on analysis, alternatives and the plan.	We will work together with the community reference group to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible and we will keep the broader community informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on the draft plan.	Existing Internal Resources	3 preliminary pop-ups to engage on Toilet block art and existing use, 7 Workshops with CRG, Stakeholder interviews, 1 Month of broader consultation in July, (activities will be developed with CRG to include: Surveys, pop-ups)	120	Community BBQ Plaza Pop-up Stakeholders Expo Youth Gamers Night

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16	Budget 2021-2022 and Revenue/Rating Plan	Legislated/Admin	Graeme Harrison	Council each year engages with the community on its Annual Budget at the final stages of the budget development process. The engagement seeks to predominantly inform the community on the key matters within the budget but also to seek feedback on any specific aspects of the budget	Finished	27-Apr-21	04-Jun-21	38	28-Jun-21	Consult		To obtain public feedback on analysis, alternatives and/or decisions.	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.	Existing Internal Resources	Community group meetings, surveys, Facebook, Website, councillor listening posts, Our Say engagement tools	25	10 submissions and 696 Facebook Budget Q&A, 15 Listening post
17	Council Committees review	Council Initiative	Diana McDonald	Changes to the Local Government Act require Council to review its Committees to bring them into compliance with the act.	Underway	01-Aug-21	31-Oct-21	91	TBC	Inform	Involve (Committee Members)	Information will be provided so the public can understand why the committee structures are changing	Public will be informed about the outcome of the review	\$7,500	Audit of activities and individual discussion with each community group.	150	Estimate to date 30 x 5
18	Creative Horsham Plan	Council Initiative	Jillian Pierce	The Arts & Culture Plan/Creative Horsham is integral to supporting the goal of Council to develop Horsham and the municipality as a diverse, inclusive and vibrant community. The Creative Horsham Project will identify key strategic directions for Council's involvement and investment in Arts and Cultural activities and assets over the next 3 years linking it across other Council Plans.	Underway	28-Feb-21	31-Dec-21	306	13-Dec-21	Consult	Involve (Committee Members)	Gain insights into community priorities in relation to the Community Vision through Arts and culture and the 5 emerging themes of the Creative Horsham Plan: Participation, Destination, Venues, Communication & Partnerships	Council and the consultants (Regional Arts Victoria) will work to incorporate the advice and recommendations of the PCG into the final Plan. We will keep the wider community informed and acknowledge any concerns and aspirations during the development of the plan.	\$20,000	Key Stakeholders Meetings, PCG meetings which consists of a wide representation of community members, survey, Public art walk, 5 day input through the community expo, Meeting with the Consultants and the PCG, preparation of a datapack	50	Approx 50 people involved to date
19	Municipal Tree Strategy	Council Initiative	Enga Lokey	The Tree Strategy identifies five key objectives to improve the community's relationship with Trees and understanding their range of positive impacts. These objectives range from increasing tree canopy and diversity across public land in the Horsham Township, to engaging and educating of the value of trees to encourage better stewardship and valuing of trees.	Underway	01-Apr-21	25-Oct-21	207	25-Oct-21	Inform	Involve (Stakeholders)	Two stages of engagement, one being with stakeholders, the other with the general public. 1) Engagement with key stakeholder to strengthen partnerships and implementation. These internal and external stakeholders are key the success of the strategy and hence their voices will be reflected in the strategy. 2) The Community will be informed of the intent and purpose of the strategy. Their involvement and buy-in is also key to the strategy, with a key objective focusing on education and engagement.	Key stakeholder perspectives will be heard and considered in the development of the strategy. The community will be informed on the content and intent of the strategy.	Contract Staff Position engaged	Also strong component of IAP2 Consult engagement. Key stakeholder meetings facilitated by Council with the Tree Consultants. General public engaged through the expo and potentially through a other engagement tools such as pop-ups and media releases when the strategy is completed.	50	20 Stakeholders 30 Community @ Expo

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20	Bike and Walking Paths	Council Initiative	Dave, Enga, Mandy	A need for improved walking and cycling infrastructure has been identified by the community as a priority in multiple Council documents including the Health and Wellbeing Plan, Open Space Strategy, and Urban Transport Plan. This project will produce a Bicycle and Shared Path Plan for the development of new cycling infrastructure and the improvement of current cycling assets resulting in a well organised, connected, safe, accessible and efficient cycling network across the municipality.	Underway	31-Jul-21	31-Oct-21	92	18-Oct-21	Inform	Involve (Stakeholders)	Engagement in the development of the plan is expected to focus on key stakeholders such as VicRoads, internal units such as the Projects and assets team and a reference group of cyclists. The broader community will also be asked for input in the strategy through understanding barriers and enablers for current users as well those that don't ride but may be interested in the future.	Community input into factors that help or hinder cycling and active transport around Horsham will be heard and reflected through the objectives and actions of the plan.	Existing Internal Resources	To be determined once a consultant is engaged. Could include activities such as stakeholder interviews and community surveys and pop-ups	50	10 Stakeholders (BAC informed of the process) (50 engagements are preliminary - prior to development of plan) 40 Community @ Expo
21	Waste- Four Bins	Legislated/ Admin	Jared Hammond	Transition to a 4-bin kerbside waste and resource recovery service, in accordance with State Governments "Recycling Victoria - a circular economy" policy. This will mean a transition to different bin sizes and frequencies for existing services, the addition of a FOGO (food and garden organics) service, and a glass collection service.	Not yet started	01-Jan-22	01-Jan-23	365	TBC	Inform		#1 - To inform the community of an updated baseline service model for kerbside services, and demonstrate how this aligns with state-wide changes in waste & resource recovery services. #2 - To work through potential ratepayer issues associated with the baseline service model, and reconcile these with suitable variations or concessions where appropriate.		\$48,000*	Activities are to be as per the developed communications and engagement plan outline for this project. The final communications plan is required to be conducted in accordance with guidance from State Government, which will be provided upon announcement of grant funding (see notes**).	0	*\$48,000 for an education and engagement officer in 21-22 budget, suggested commencement 1/1/22. **Grant funding application submitted for a further ~\$30k (+ an undefined variable component, up to an additional \$70k), to extend the term of this position and provide for funding additional media publication.

2021 Local Government Community Satisfaction Survey

Horsham Rural City Council

Coordinated by the Department of Jobs,
Precincts and Regions on behalf of
Victorian councils



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Background and objectives

The Victorian Community Satisfaction Survey (CSS) creates a vital interface between the council and their community.

Held annually, the CSS asks the opinions of local people about the place they live, work and play and provides confidence for councils in their efforts and abilities.

Now in its twenty-second year, this survey provides insight into the community's views on:

- councils' overall performance, with benchmarking against State-wide and council group results
- value for money in services and infrastructure
- community consultation and engagement
- decisions made in the interest of the community
- customer service, local infrastructure, facilities, services and
- overall council direction.

When coupled with previous data, the survey provides a reliable historical source of the community's views since 1998. A selection of results from the last ten years shows that councils in Victoria continue to provide services that meet the public's expectations.

Serving Victoria for 22 years

Each year the CSS data is used to develop this State-wide report which contains all of the aggregated results, analysis and data. Moreover, with 22 years of results, the CSS offers councils a long-term measure of how they are performing – essential for councils that work over the long term to provide valuable services and infrastructure to their communities.

Participation in the State-wide Local Government Community Satisfaction Survey is optional.

Participating councils have various choices as to the content of the questionnaire and the sample size to be surveyed, depending on their individual strategic, financial and other considerations.

Key findings and recommendations



Horsham Rural City Council – at a glance

Overall council performance

Results shown are index scores out of 100.



Horsham 54



State-wide 61



Regional Centres

60

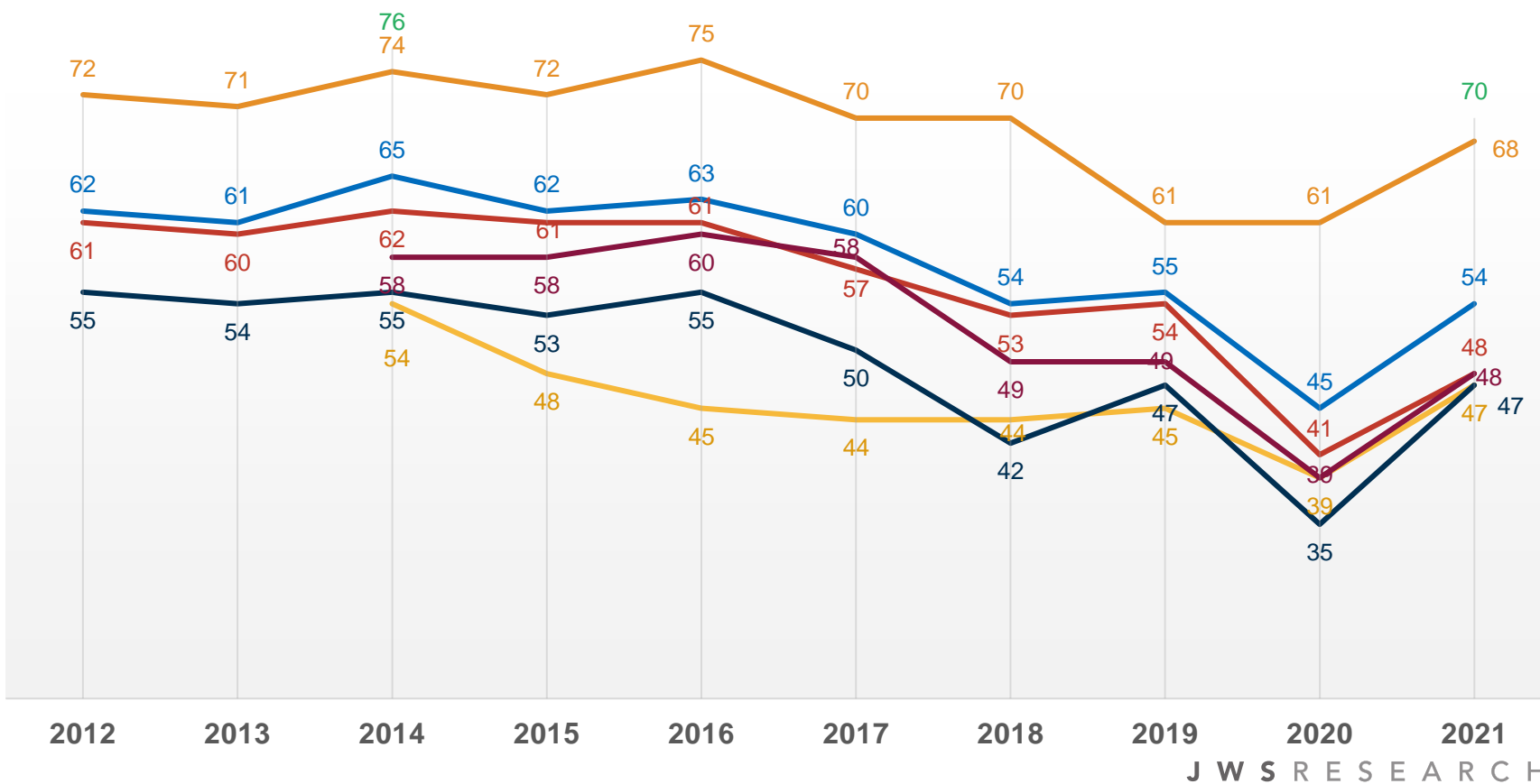
Council performance compared to State-wide and group averages

	Areas where Council performance is significantly higher	Areas where Council performance is significantly lower
Compared to State-wide average	None	<ul style="list-style-type: none"> Sealed local roads Community decisions Consultation & engagement
Compared to group average	None	<ul style="list-style-type: none"> Sealed local roads Consultation & engagement Community decisions



Summary of core measures

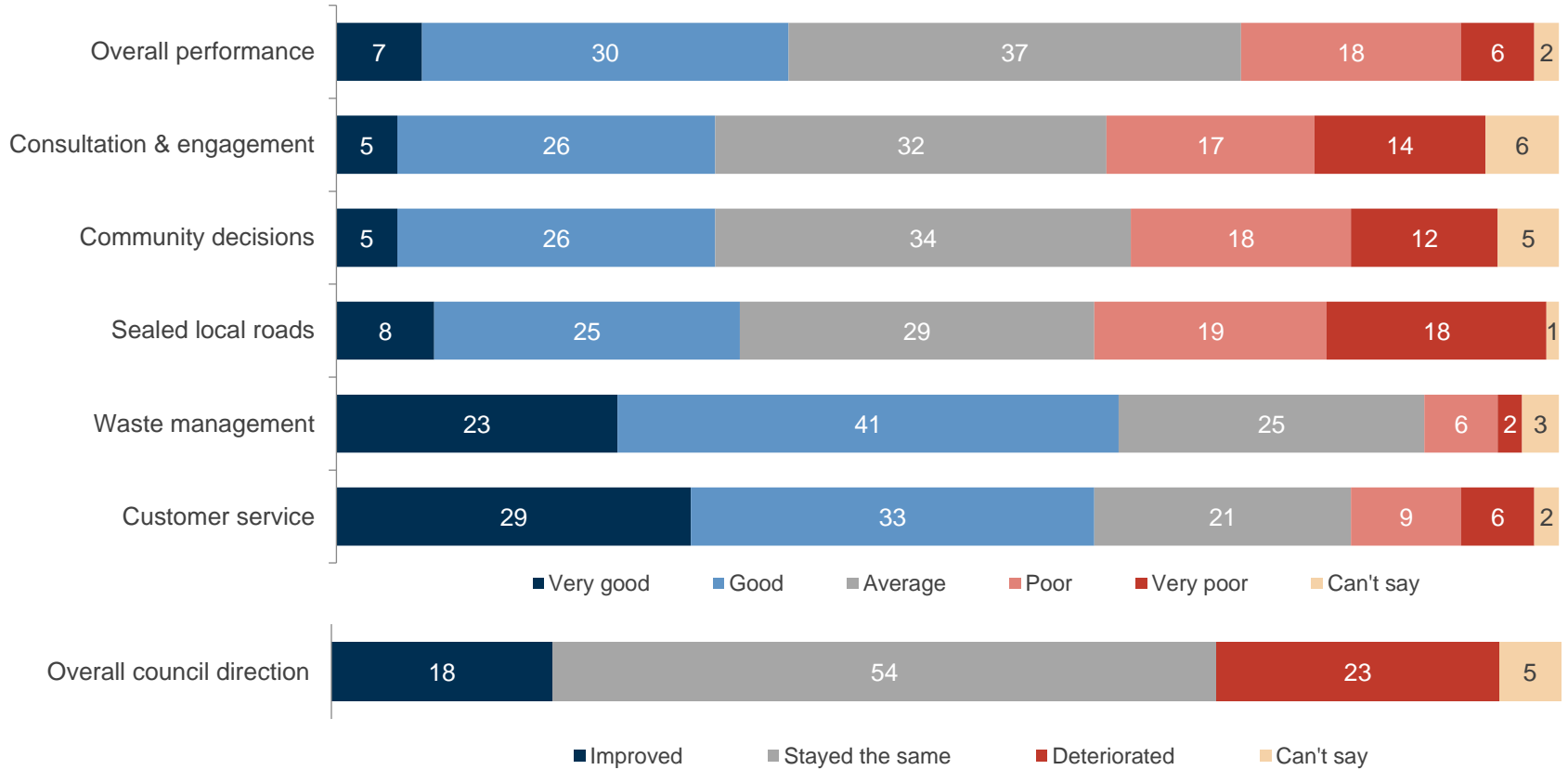
Index scores













Summary of core measures

Core measures summary results (%)





Summary of Horsham Rural City Council performance

Services		Horsham 2021	Horsham 2020	Regional Centres 2021	State-wide 2021	Highest score	Lowest Score
	Overall performance	54	45	60	61	Aged 18-34 years	Rural Area residents
	Value for money	50	-	55	54	Aged 65+ years	Rural Area residents
	Overall council direction	47	35	54	53	Women	Rural Area residents
	Customer service	68	61	71	70	Women	Men
	Waste management	70	-	69	69	Aged 65+ years, Horsham Area residents, Women	Aged 50-64 years
	Community decisions	48	39	54	56	Aged 18-34 years	Rural Area residents
	Consultation & engagement	48	41	54	56	Aged 35-49 years, Women	Rural Area residents
	Sealed local roads	47	39	60	57	Aged 65+ years	Rural Area residents



Focus areas for the next 12 months

Overview

Council's overall performance index of 54 represents a significant nine-point improvement on the 2020 evaluation. While this is a positive result, perceptions of Council performance had previously declined from a high rating of 65 in 2014, and Council should look to recover more of this ground over the next year. Promisingly, performance ratings have improved this year across all individual service areas – significantly so on most.

Focus areas

Council should look to improve residents' perceptions of service areas where it performs relatively lower, namely in sealed local roads, consultation and engagement, and community decisions. Community consultation and sealed road maintenance remain the most frequently-cited areas that residents say Council needs to improve upon.

Comparison to state and area grouping

Waste management and customer service are the two areas where Council's performance is in line with that of the State-wide and Regional Centre group averages. This is to be commended. Council performs significantly lower than the State-wide and Regional Centre group averages on the remaining service areas evaluated.

Maintain gains achieved to date

Over the next year, Council should endeavor to maintain and build upon its improved performance in all service areas. Council must demonstrate it has its residents' interests in mind, consults them on relevant matters, and is once again heading in the right direction. Given residents in Rural and Other Areas rate Council lower than average on most measures, as well as overall performance, it will be important to boost positive perceptions throughout these regions, to shore up overall performance perceptions moving forward.

DETAILED FINDINGS

Overall performance



Overall performance

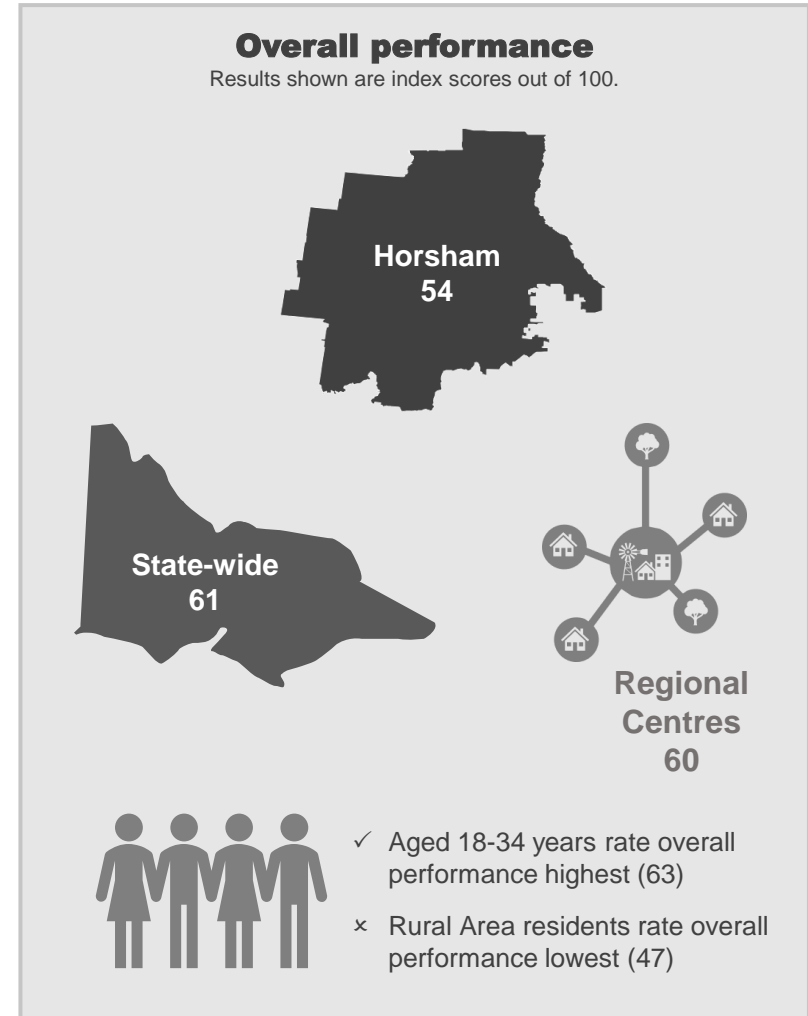
The overall performance index score of 54 for Horsham Rural City Council represents a significant nine-point improvement on the 2020 result. This marks an end to the significant downward trend in performance perceptions seen over six years from a peak index score of 65 in 2014 to a low of 45 last year.

Horsham Rural City Council's overall performance is rated statistically significantly lower (at the 95% confidence interval) than the average rating for councils in the Regional Centres group and State-wide (index scores of 60 and 61 respectively).

- Positively, all demographic and geographic cohorts improved in their perceptions of overall performance in the past year.
- The ratings among residents aged 18 to 49 years and in the Horsham Area increased significantly (each up 10 or more index points on 2020).

More than a third of residents (35%) rate the value for money they receive from Council in infrastructure and services provided to their community as 'very good' or 'good'. A further third of residents (33%) rate Council as 'average', while 28% rate Council as 'very poor' or 'poor' in terms of providing value for money.

- Rural Area residents are significantly less positive in their assessment of Council's value for money.





Overall performance

2021 overall performance (index scores)

	2020	2019	2018	2017	2016	2015	2014	2013	2012
18-34	48	57	58	66	62	63	63	63	67
State-wide	58	60	59	59	59	60	61	60	60
Regional Centres	56	58	58	57	n/a	n/a	n/a	n/a	n/a
Women	50	60	57	63	64	64	66	62	62
Horsham Area	46	58	55	61	65	64	66	n/a	63
Horsham	45	55	54	60	63	62	65	61	62
35-49	42	53	53	53	61	57	65	59	60
65+	46	58	57	61	64	65	69	59	65
Men	40	49	51	56	62	59	64	59	62
50-64	45	50	48	58	64	60	60	61	56
Other	51	52	54	52	62	53	68	n/a	55
Rural Area	41	46	52	56	56	56	59	n/a	60

Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Horsham Rural City Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?

Base: All respondents. Councils asked state-wide: 66 Councils asked group: 8

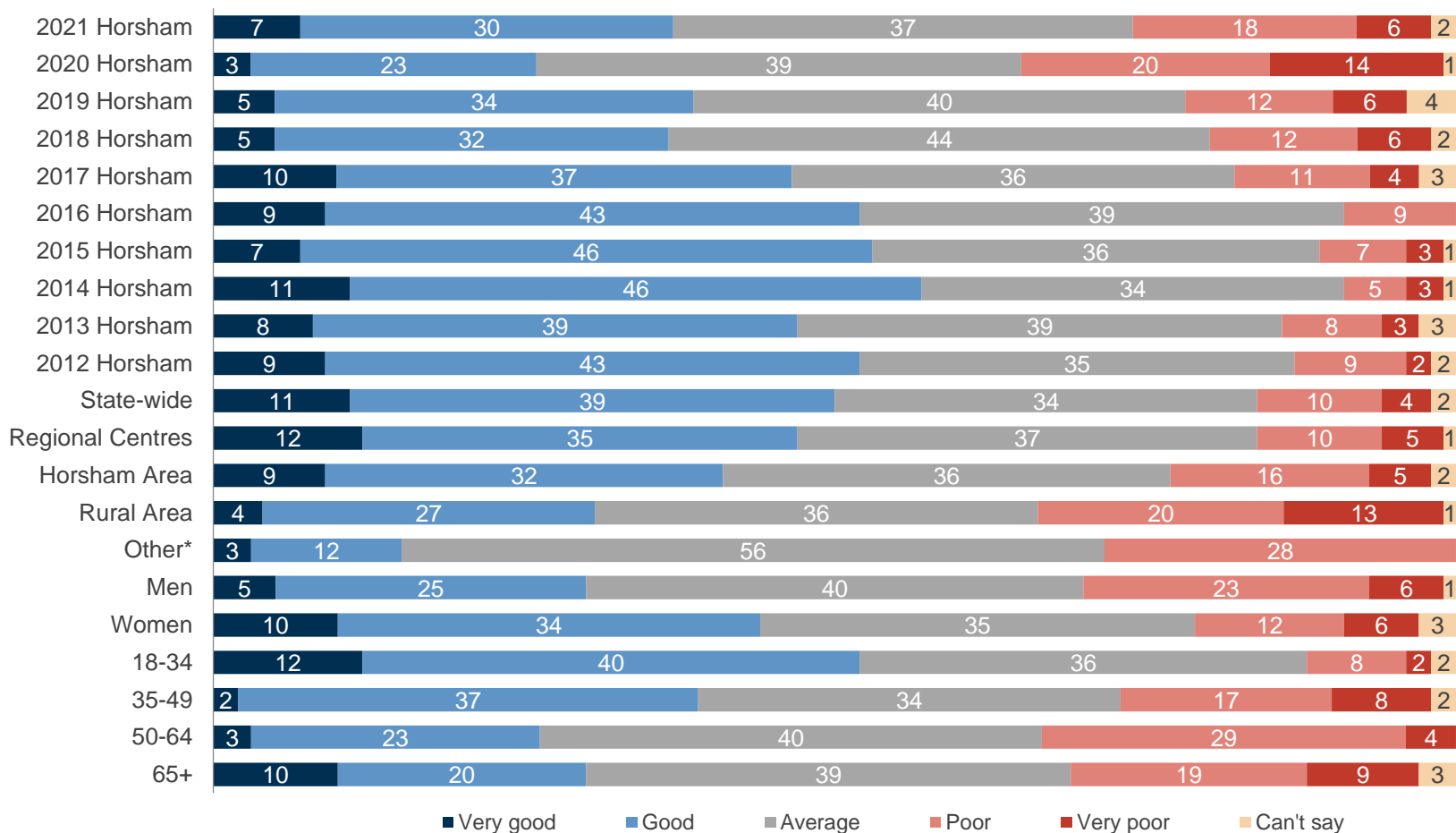
Note: Please see Appendix A for explanation of significant differences.

*Caution: small sample size < n=30



Overall performance

2021 overall performance (%)



Q3. ON BALANCE, for the last twelve months, how do you feel about the performance of Horsham Rural City Council, not just on one or two issues, BUT OVERALL across all responsibility areas? Has it been very good, good, average, poor or very poor?

Base: All respondents. Councils asked state-wide: 66 Councils asked group: 8

*Caution: small sample size < n=30



Value for money in services and infrastructure

2021 value for money (index scores)

	2020	2019	2018	2017	2016	2015	2014	2013	2012
Regional Centres	55▲	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
65+	55	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
State-wide	54▲	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Women	54	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Horsham Area	53	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
18-34	52	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Horsham	50	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Men	47	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
35-49	47	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Other	45*	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
50-64	44	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Rural Area	43▼	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Q3b. How would you rate Horsham Rural City Council at providing good value for money in infrastructure and services provided to your community?

Base: All respondents. Councils asked state-wide: 66 Councils asked group: 8

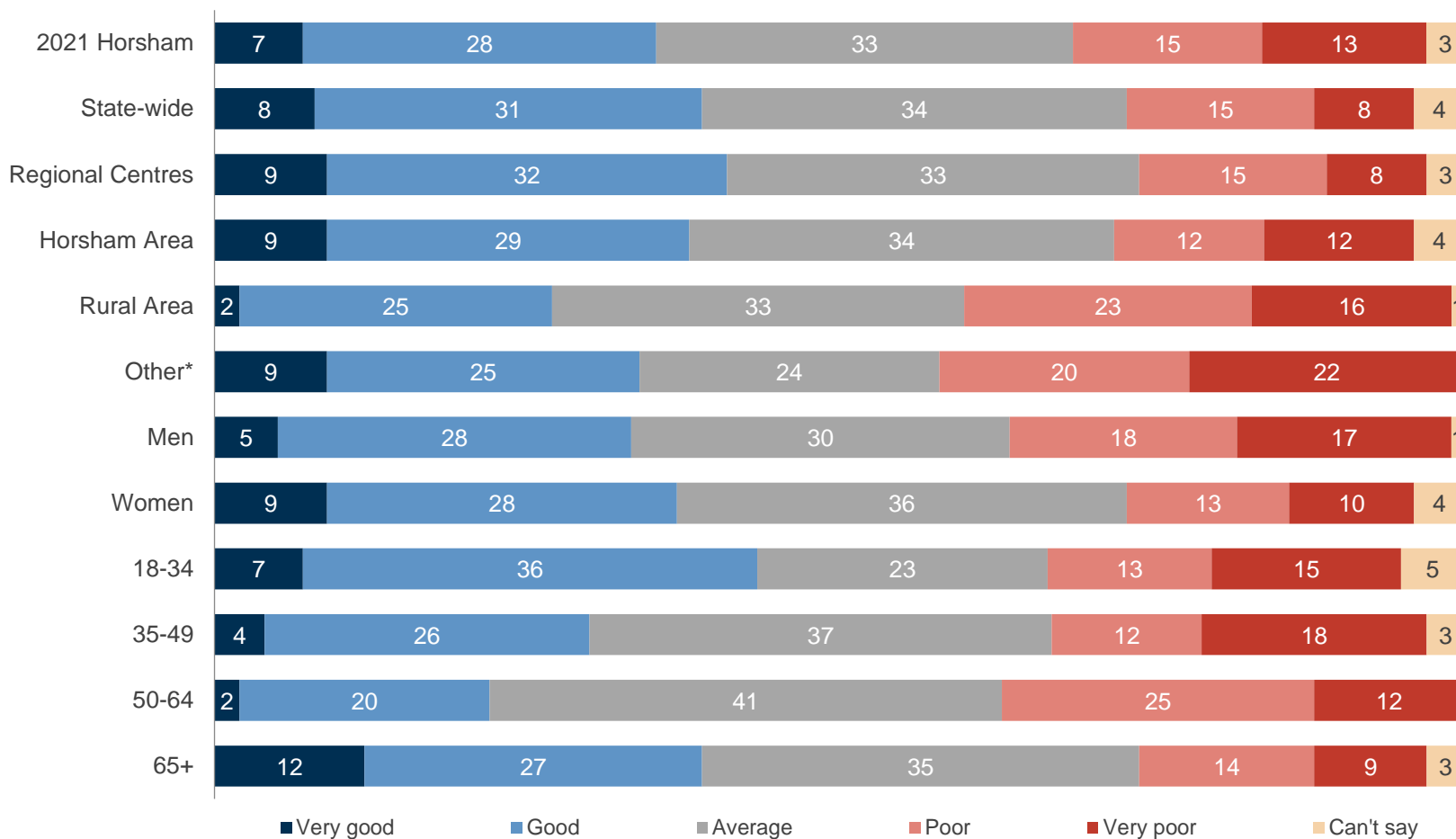
Note: Please see Appendix A for explanation of significant differences.

*Caution: small sample size < n=30



Value for money in services and infrastructure

2021 value for money (%)



Q3b. How would you rate Horsham Rural City Council at providing good value for money in infrastructure and services provided to your community?

Base: All respondents. Councils asked state-wide: 66 Councils asked group: 8

*Caution: small sample size < n=30



Top performing service areas

Waste management (index score of 70) is the area where Horsham Rural City Council performed best in 2021.

Council performs in line with the Regional Centres group and State-wide averages in this service area.

- Residents aged 65 years and over, women, and those in the Horsham Area rate Council higher in this service area (each with an index score of 73, noting that this not significantly higher than average).
- Conversely, 50 to 64 year-olds and residents of Other Areas (noting this is a small sample size and results should be treated with caution) rate Council significantly lower than average (index scores of 60 and 50 respectively).

Waste management is also one of the most commonly nominated issues or services that residents consider to be the best thing about Council (7%).





Lower performing service areas



Council rates lowest – relative to its performance in other areas – in the area of sealed local roads (index score of 47).

Council rates lower – relative to its performance in other areas – in the areas of sealed local roads (index score of 47), consultation and engagement and community decisions (both with an index score of 48).

Despite having improved significantly in each of these areas, performance ratings remain significantly lower than the Regional Centres group and State-wide averages, and well below those seen in 2014 to 2016.

- Sealed local roads performance is rated significantly lower among residents of Rural Areas (index score of 36) and Other Areas (index score of 27 – noting this is a small sample size). It is these areas where attention should be focused first.
- Council performance for consultation and engagement and community decisions are both rated lowest among those in Rural Areas, 50 to 64 year-olds and men.

Further to these results, 25% of residents volunteer community consultation as the area where Council most needs to improve, and 18% cite sealed road maintenance.

Given residents in Rural Areas rate Council lower than average on most areas evaluated, it is important for Council to conciliate concerns among these residents in the coming 12 months.



Individual service area performance

2021 individual service area performance (index scores)



Q2. How has Council performed on [RESPONSIBILITY AREA] over the last 12 months?

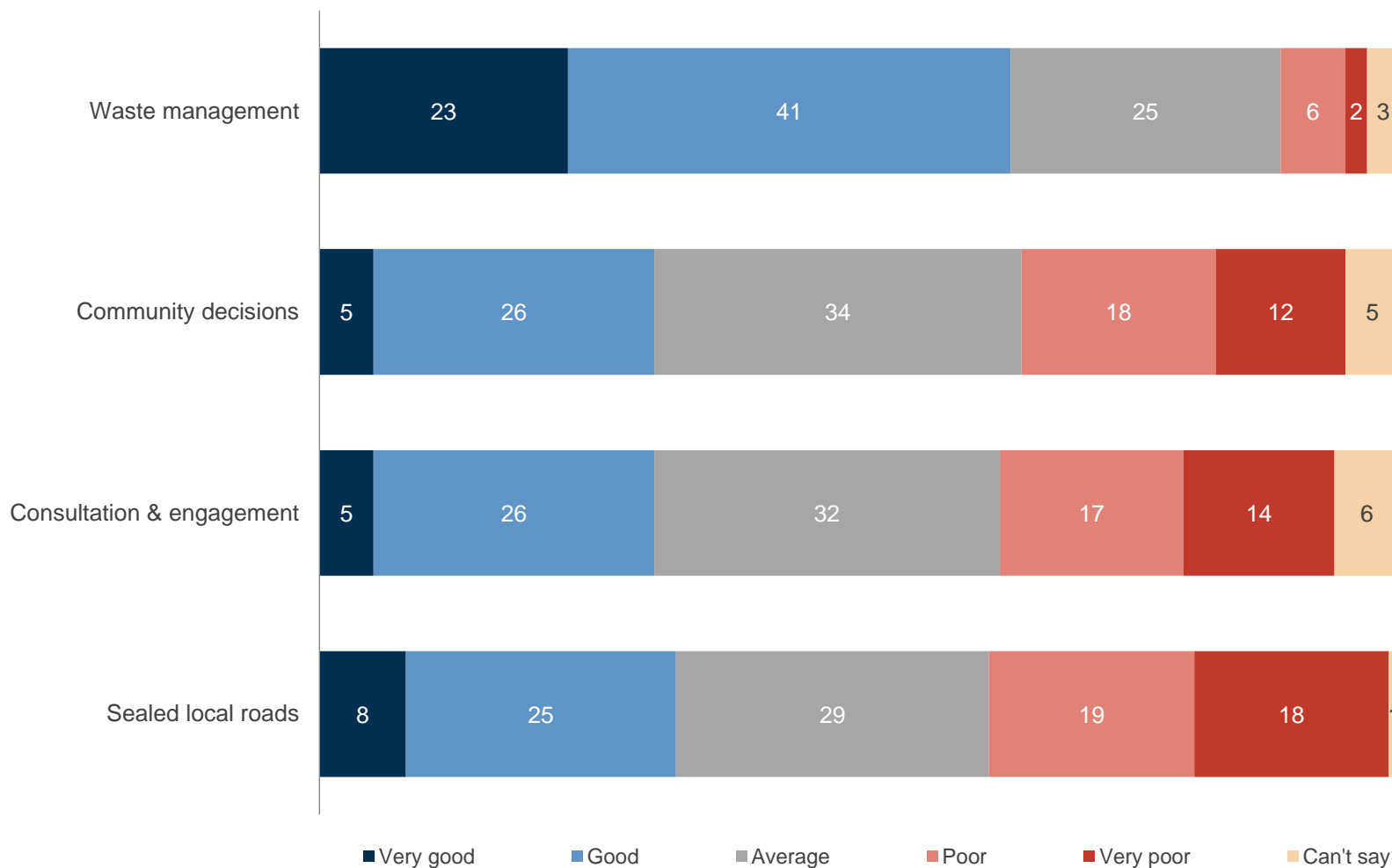
Base: All respondents. Councils asked state-wide: 66 Councils asked group: 8

Note: Please see Appendix A for explanation of significant differences.



Individual service area performance

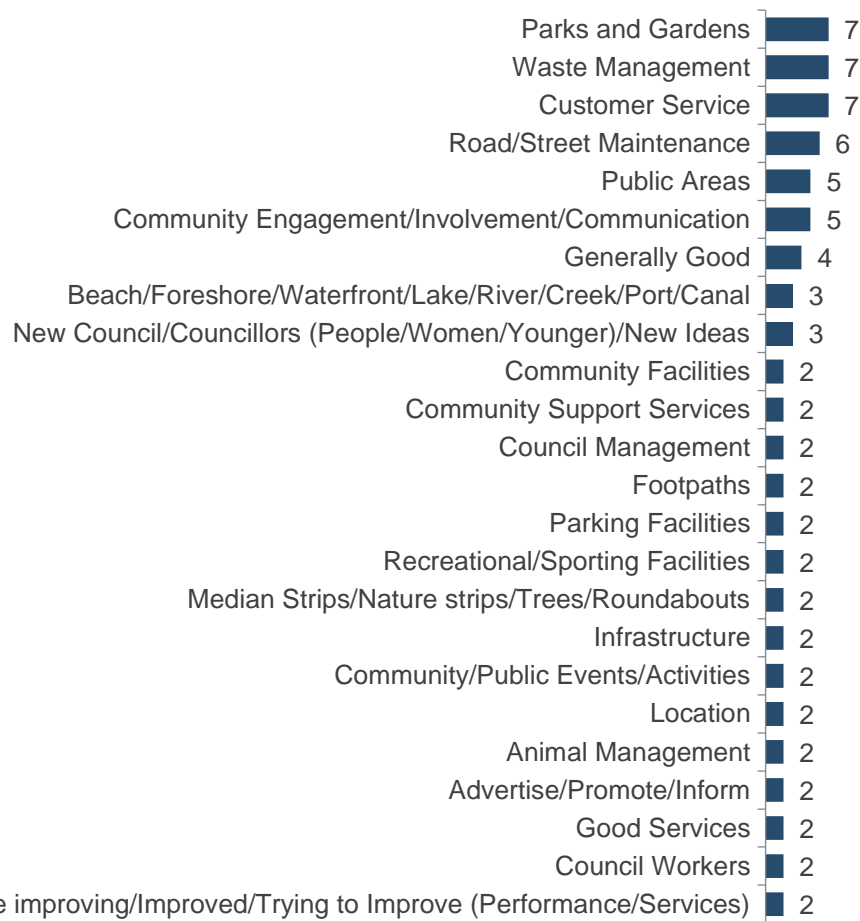
2021 individual service area performance (%)





Best things about Council and areas for improvement

2021 best things about Council (%)
- Top mentions only -



2021 areas for improvement (%)
- Top mentions only -



Q16. Please tell me what is the ONE BEST thing about Horsham Rural City Council? It could be about any of the issues or services we have covered in this survey or it could be about something else altogether?

Base: All respondents. Councils asked state-wide: 28 Councils asked group: 3

Q17. What does Horsham Rural City Council MOST need to do to improve its performance?

Base: All respondents. Councils asked state-wide: 45 Councils asked group: 8

A verbatim listing of responses to these questions can be found in the accompanying dashboard.

Customer service

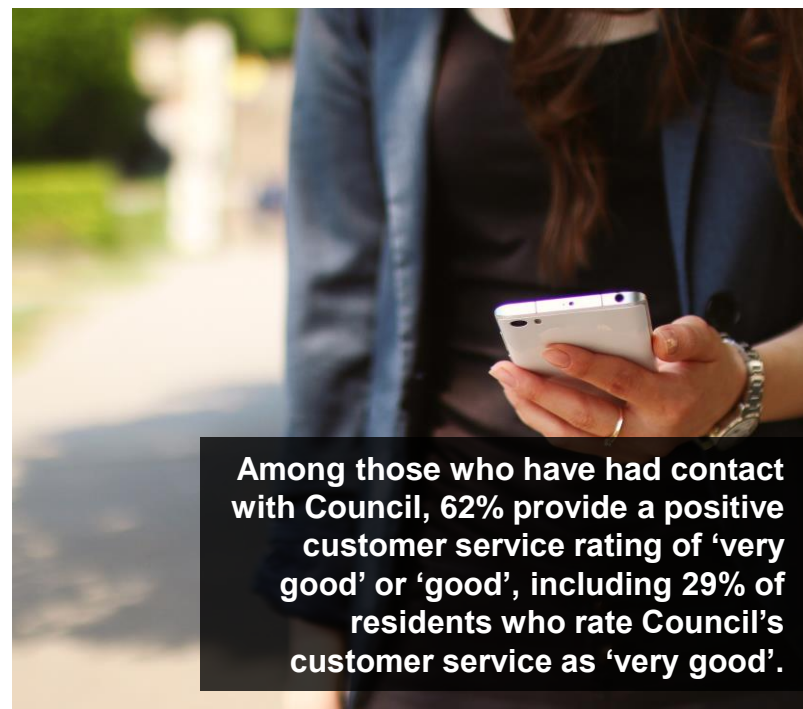


Contact with council and customer service

Contact with council

More than half of households (58%) have had contact with Horsham Rural City Council in the last 12 months. Rate of contact has remained relatively stable since 2017.

- The rate of contact is highest among residents aged 35 to 49 years (69%) although this is not significantly different to the Council average.



Among those who have had contact with Council, 62% provide a positive customer service rating of 'very good' or 'good', including 29% of residents who rate Council's customer service as 'very good'.

Customer service

Horsham Rural City Council's customer service index of 68 marks a significant seven-point increase from 2020.

- Contributing to this improvement are significant increases to ratings among women, 18 to 34 year-olds and Horsham Area residents (each up 10 or more index points on 2020).

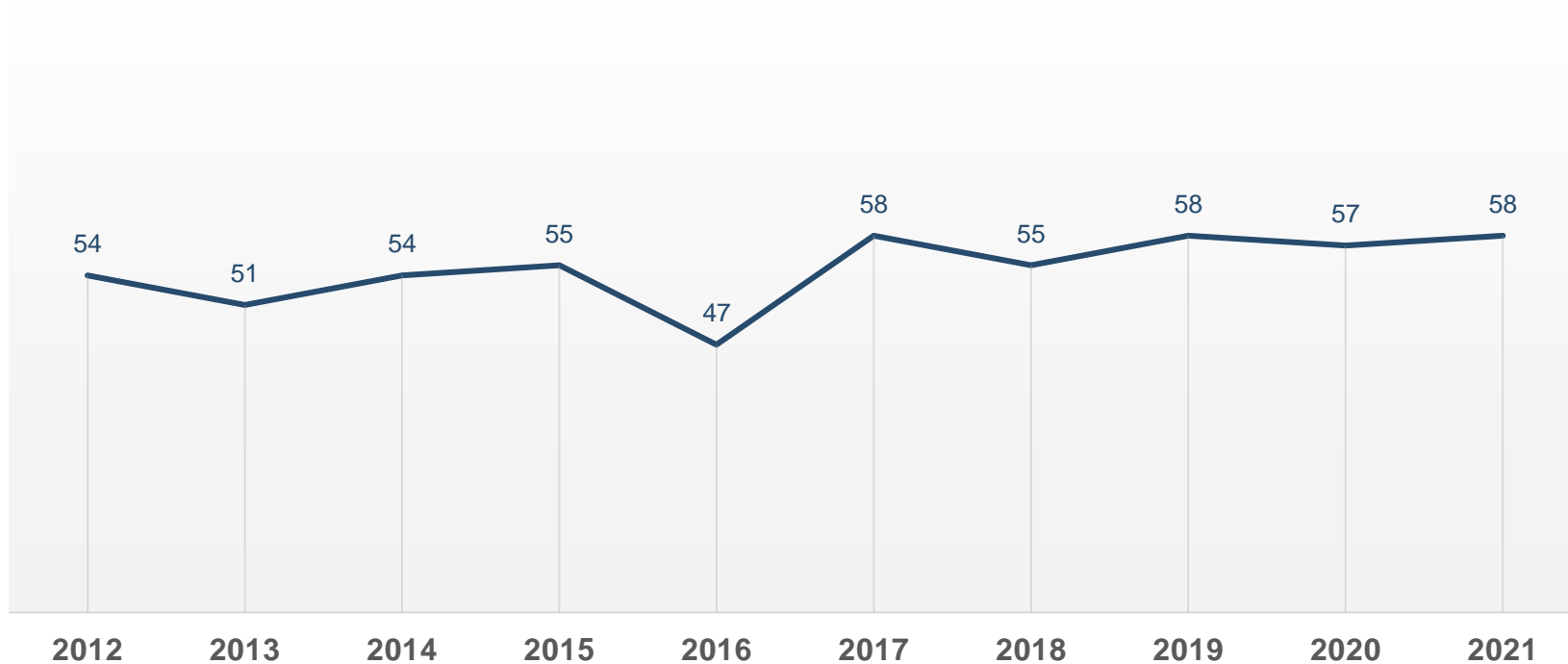
Of those who had contact with Council, 62% provide a positive customer service rating of 'very good' or 'good'.

- Perceptions of customer service are significantly higher among women (index score of 76) and significantly lower among men (58).
- Male residents are the only cohort to return a lower customer service rating than last year (down a not significant one index point).



Contact with council

2021 contact with council (%)
Have had contact



Q5. Over the last 12 months, have you or any member of your household had any contact with Horsham Rural City Council? This may have been in person, in writing, by telephone conversation, by text message, by email or via their website or social media such as Facebook or Twitter?

Base: All respondents. Councils asked state-wide: 39 Councils asked group: 4



Contact with council

2021 contact with council (%)

	2020	2019	2018	2017	2016	2015	2014	2013	2012
35-49	66	62	59	69	58	66	57	59	66
Rural Area	55	64	60	65	51	72	60	n/a	65
State-wide	63	61	61	58	58	60	61	60	61
50-64	60	67	61	61	50	62	63	54	52
Women	60	56	53	60	48	49	55	52	59
Horsham	57	58	55	58	47	55	54	51	54
Other	46	58	68	54	49	79	40	n/a	63
Regional Centres	59	58	56	56	n/a	n/a	n/a	n/a	n/a
Horsham Area	58	56	52	56	45	49	54	n/a	50
Men	53	59	57	56	45	62	54	49	49
18-34	60	63	54	55	32	51	60	47	51
65+	46	46	48	48	46	47	40	42	47

Q5. Over the last 12 months, have you or any member of your household had any contact with Horsham Rural City Council?
This may have been in person, in writing, by telephone conversation, by text message, by email or via their website or social media such as Facebook or Twitter?

Base: All respondents. Councils asked state-wide: 39 Councils asked group: 4

Note: Please see Appendix A for explanation of significant differences.

*Caution: small sample size < n=30



Customer service rating

2021 customer service rating (index scores)

	2020	2019	2018	2017	2016	2015	2014	2013	2012	
Women	76 [▲]	63	65	72	76	78	74	76	76	72
18-34	72	59	57	78	76	75	69	66	74	72
Regional Centres	71	70	72	72	n/a	n/a	n/a	n/a	n/a	n/a
Horsham Area	71	61	64	70	71	78	74	77	n/a	72
State-wide	70	70	71	70	69	69	70	72	71	71
Horsham	68	61	61	70	70	75	72	74	71	72
50-64	68	59	65	66	67	73	67	69	69	67
65+	67	63	64	67	73	76	80	85	68	76
35-49	65	63	60	67	67	75	71	80	73	74
Rural Area	60	59	52	67	66	67	72	65	n/a	73
Other	60*	79	63	73	81	73	59	88	n/a	70
Men	58 [▼]	59	57	67	64	72	71	72	66	72

Q5c. Thinking of the most recent contact, how would you rate Horsham Rural City Council for customer service?

Please keep in mind we do not mean the actual outcome but rather the actual service that was received.

Base: All respondents who have had contact with Council in the last 12 months.

Councils asked state-wide: 66 Councils asked group: 8

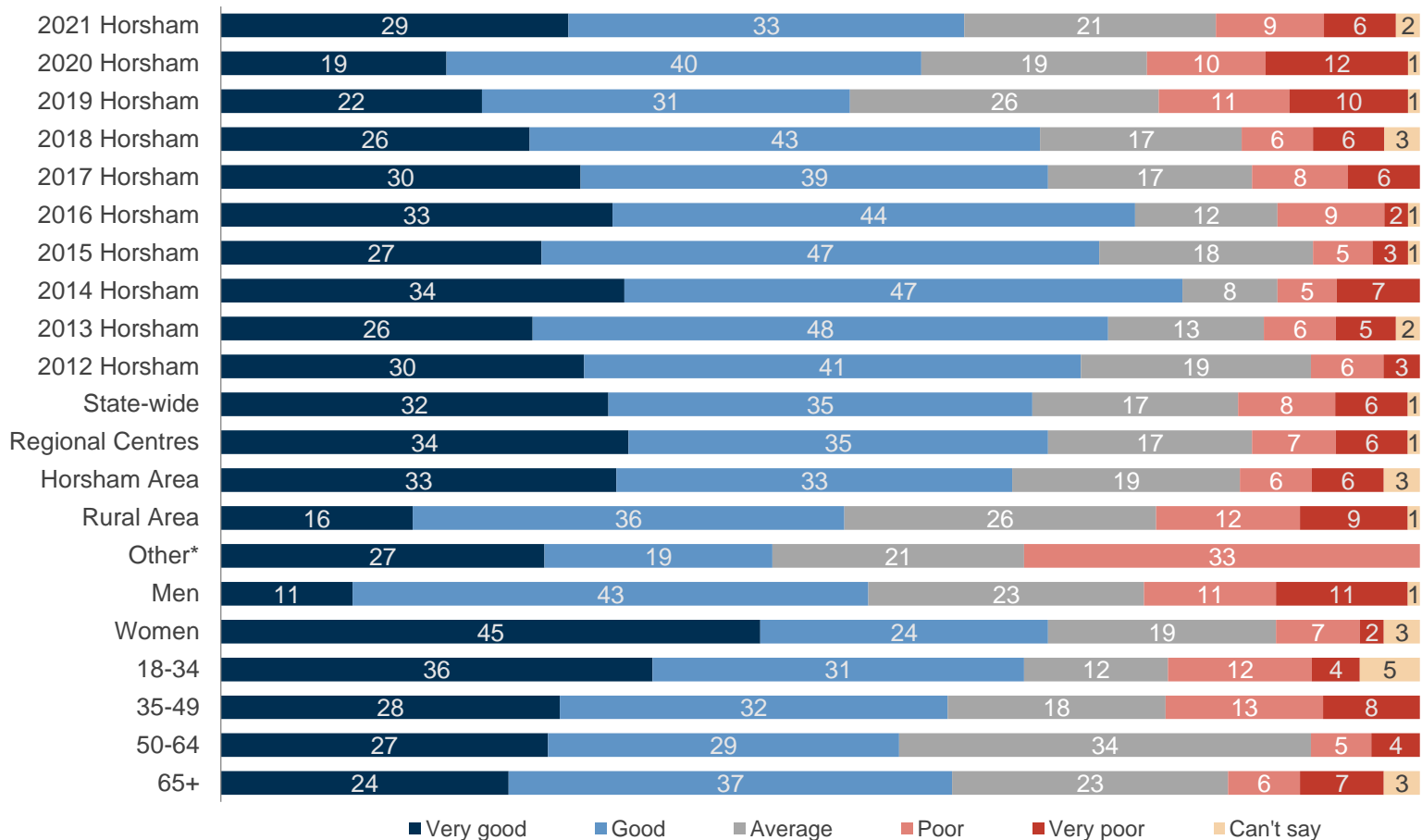
Note: Please see Appendix A for explanation of significant differences.

*Caution: small sample size < n=30



Customer service rating

2021 customer service rating (%)



Q5c. Thinking of the most recent contact, how would you rate Horsham Rural City Council for customer service?
Please keep in mind we do not mean the actual outcome but rather the actual service that was received.

Base: All respondents who have had contact with Council in the last 12 months.

Councils asked state-wide: 66 Councils asked group: 8

*Caution: small sample size < n=30

Communication



Communication

The preferred forms of communication from Horsham Rural City Council remain social media (22%) and newsletters via email (21%) or via mail (20%).

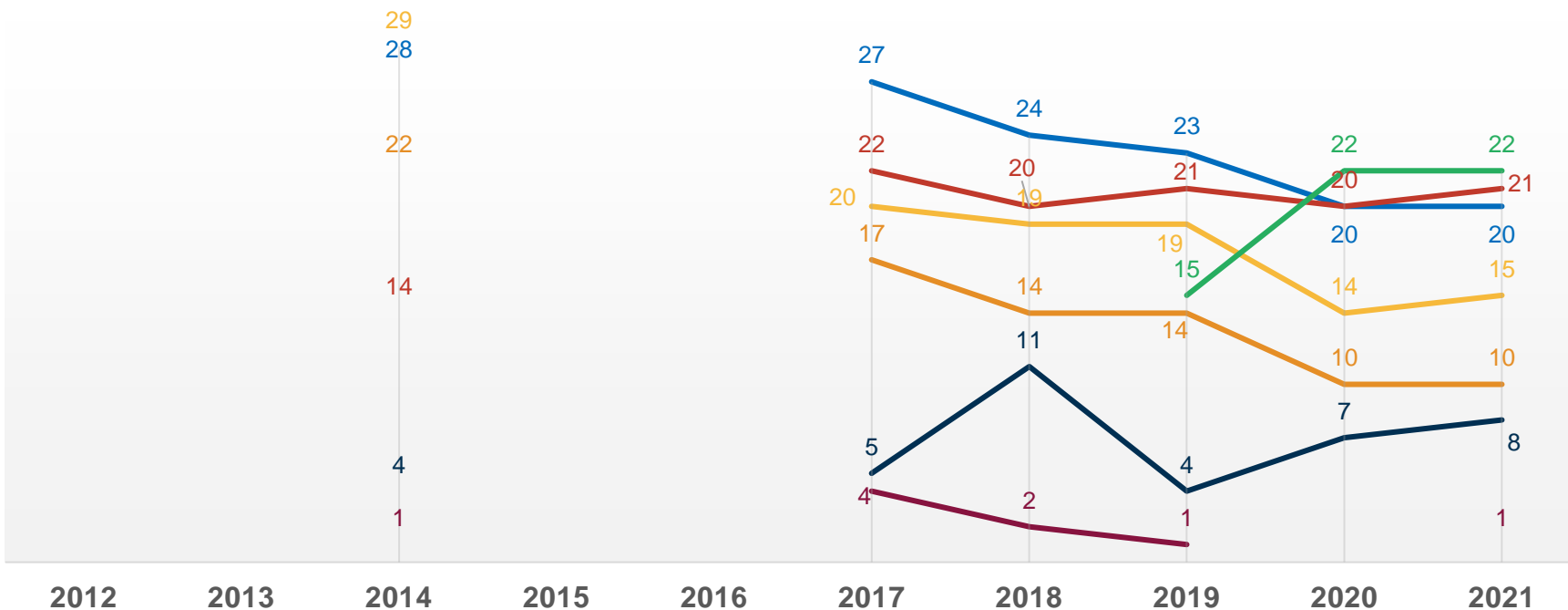
- Among those aged under 50 years, social media (40%) is largely preferred over newsletters via email (18%) or mail (15%).
- Among residents aged over 50 years, newsletters via email (25%) are now preferred over those via mail and advertising in local newspapers (both 23%).





Best form of communication

2021 best form of communication (%)

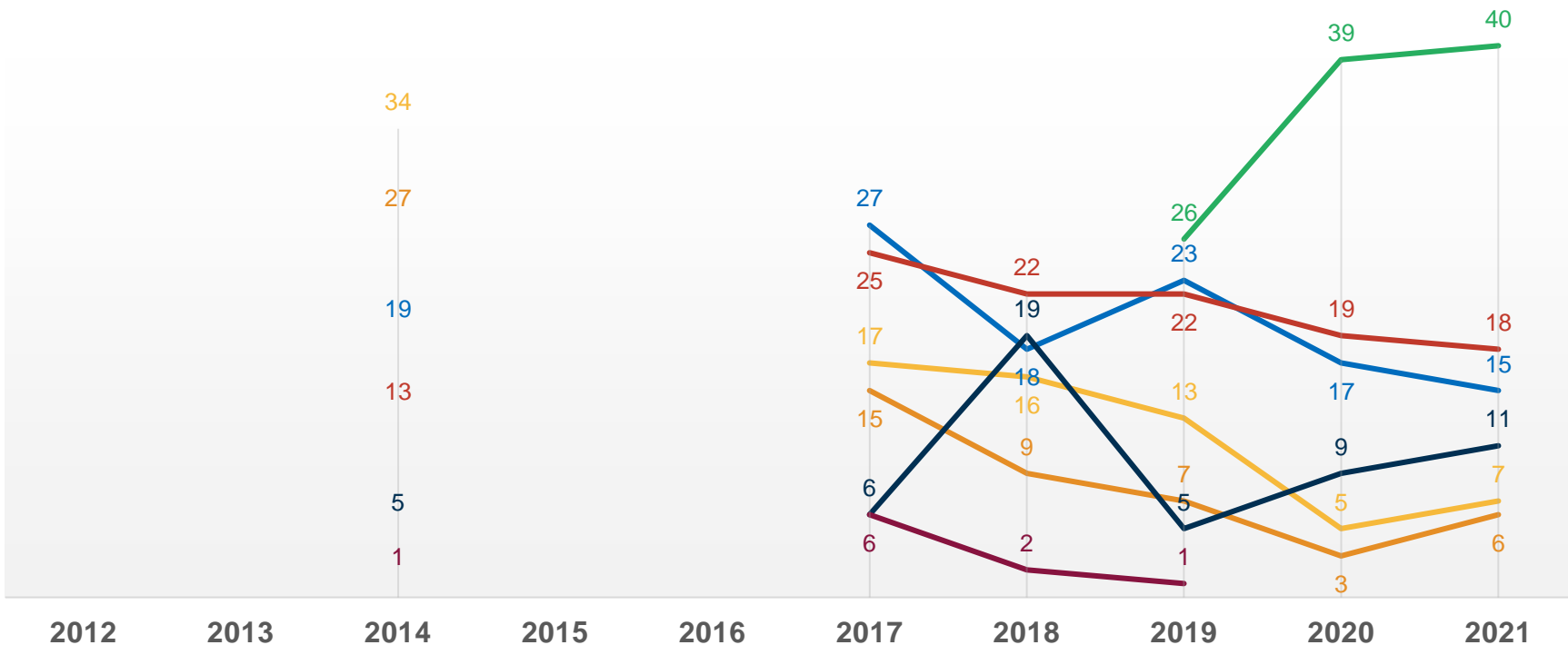


Q13. If Horsham Rural City Council was going to get in touch with you to inform you about Council news and information and upcoming events, which ONE of the following is the BEST way to communicate with you?
 Base: All respondents. Councils asked state-wide: 35 Councils asked group: 6
 Note: 'Social Media' was included in 2019.



Best form of communication: under 50s

2021 under 50s best form of communication (%)



Q13. If Horsham Rural City Council was going to get in touch with you to inform you about Council news and information and upcoming events, which ONE of the following is the BEST way to communicate with you?.

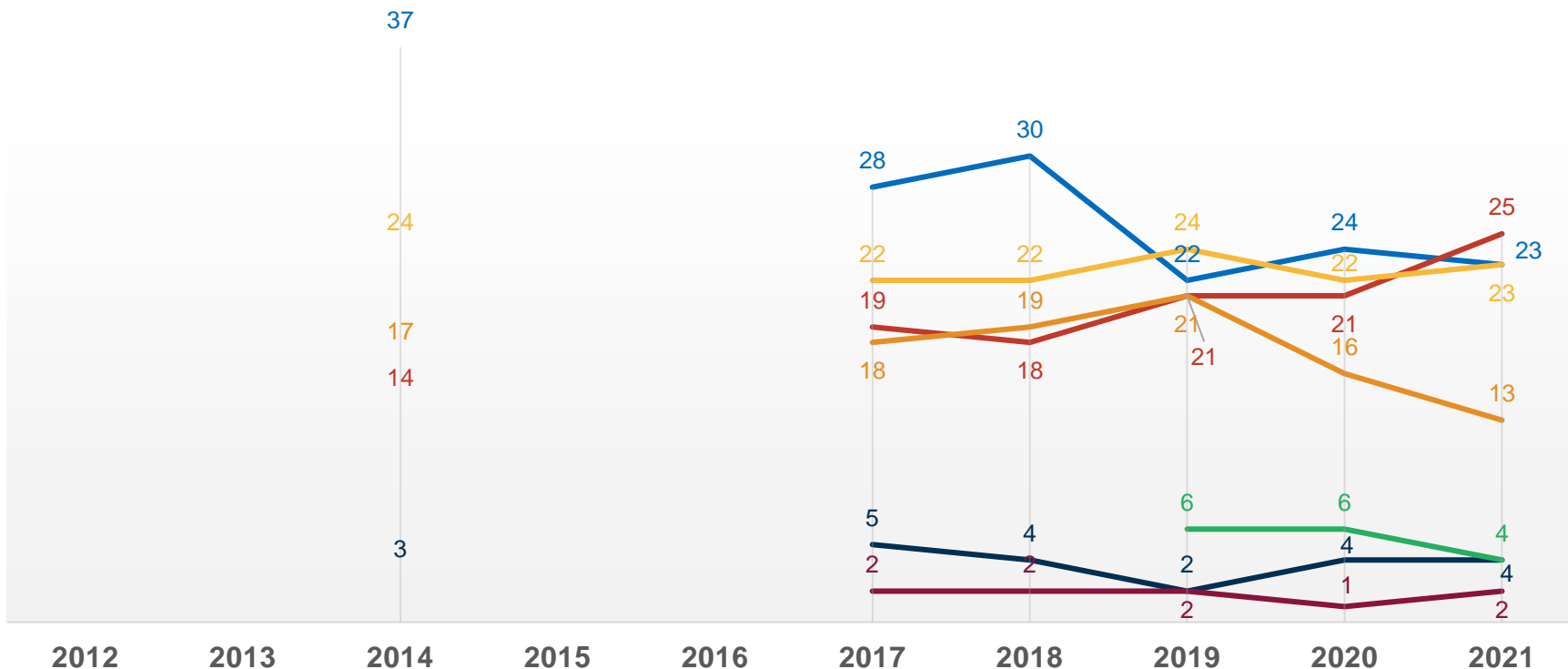
Base: All respondents aged under 50. Councils asked state-wide: 35 Councils asked group: 6

Note: 'Social Media' was included in 2019.



Best form of communication: over 50s

2021 over 50s best form of communication (%)



Q13. If Horsham Rural City Council was going to get in touch with you to inform you about Council news and information and upcoming events, which ONE of the following is the BEST way to communicate with you?
 Base: All respondents aged over 50. Councils asked state-wide: 35 Councils asked group: 6
 Note: 'Social Media' was included in 2019.

Council direction

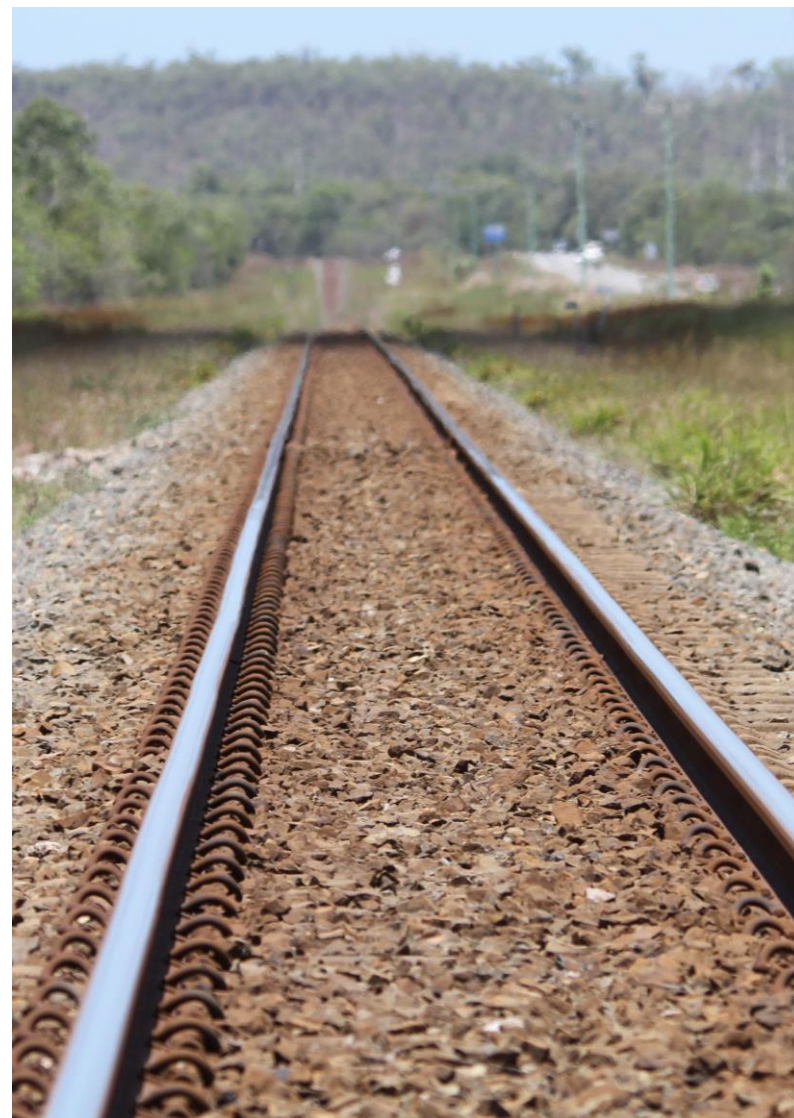


Council direction

Perceptions of the direction of Council's overall performance have recovered somewhat, after a significant decline in 2020.

An increased majority (54%) of residents believe the direction of Council's overall performance has stayed the same over the last 12 months, up seven points on 2020.

- 18% believe it has improved (up seven points from 2020).
- 23% believe it has deteriorated (down seventeen points from 2020).
- Most satisfied with the direction of Council performance are women and Horsham Area residents (index scores of 50 and 49 respectively).
- Least satisfied with the direction of Council are Rural Area and Other residents (index scores of 41).





Overall council direction last 12 months

2021 overall council direction (index scores)

	2020	2019	2018	2017	2016	2015	2014	2013	2012
Regional Centres	50	52	53	55	n/a	n/a	n/a	n/a	n/a
State-wide	51	53	52	53	51	53	53	53	52
Women	39	51	44	54	58	56	55	54	57
Horsham Area	36	49	43	52	56	55	55	n/a	56
65+	31	48	43	51	58	56	59	54	55
18-34	41	53	44	56	55	55	47	58	57
Horsham	35	47	42	50	55	53	55	54	55
35-49	35	42	42	45	50	47	59	48	52
50-64	35	40	36	47	55	51	54	54	54
Men	31	42	39	46	51	50	55	53	53
Rural Area	28	36	37	45	52	47	54	n/a	52
Other	46	56	52	45	45	42	57	n/a	51

Q6. Over the last 12 months, what is your view of the direction of Horsham Rural City Council's overall performance?

Base: All respondents. Councils asked state-wide: 66 Councils asked group: 8

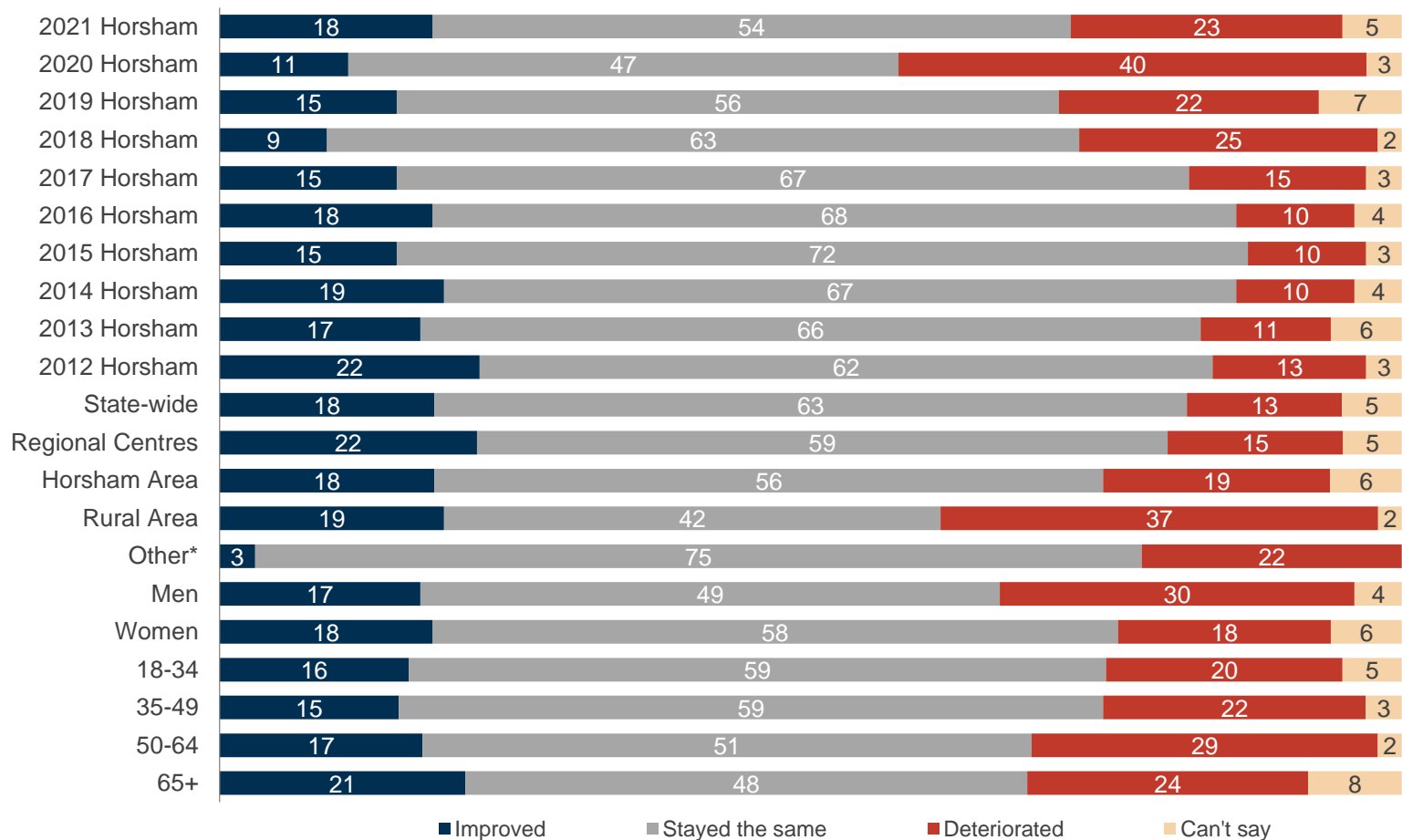
Note: Please see Appendix A for explanation of significant differences.

*Caution: small sample size < n=30



Overall council direction last 12 months

2021 overall council direction (%)



Q6. Over the last 12 months, what is your view of the direction of Horsham Rural City Council's overall performance?

Base: All respondents. Councils asked state-wide: 66 Councils asked group: 8

*Caution: small sample size < n=30

Individual service areas



Community consultation and engagement performance



2021 consultation and engagement performance (index scores)

	2020	2019	2018	2017	2016	2015	2014	2013	2012
State-wide	55	56	55	55	54	56	57	57	57
Regional Centres	51	54	55	54	n/a	n/a	n/a	n/a	n/a
35-49	43	50	49	53	56	58	60	60	59
Women	44	56	55	59	63	63	63	62	61
Horsham Area	42	56	54	57	61	62	62	n/a	62
18-34	44	58	59	62	61	63	63	63	63
Horsham	41	54	53	57	61	61	62	60	61
65+	38	56	53	59	63	64	66	58	65
Men	37	51	51	55	58	58	61	58	61
50-64	38	47	49	54	62	57	57	60	56
Rural Area	35	47	51	57	58	58	58	n/a	58
Other	52	47	46	58	73	58	66	n/a	60

Q2. How has Council performed on 'Community consultation and engagement' over the last 12 months?

Base: All respondents. Councils asked state-wide: 66 Councils asked group: 8

Note: Please see Appendix A for explanation of significant differences.

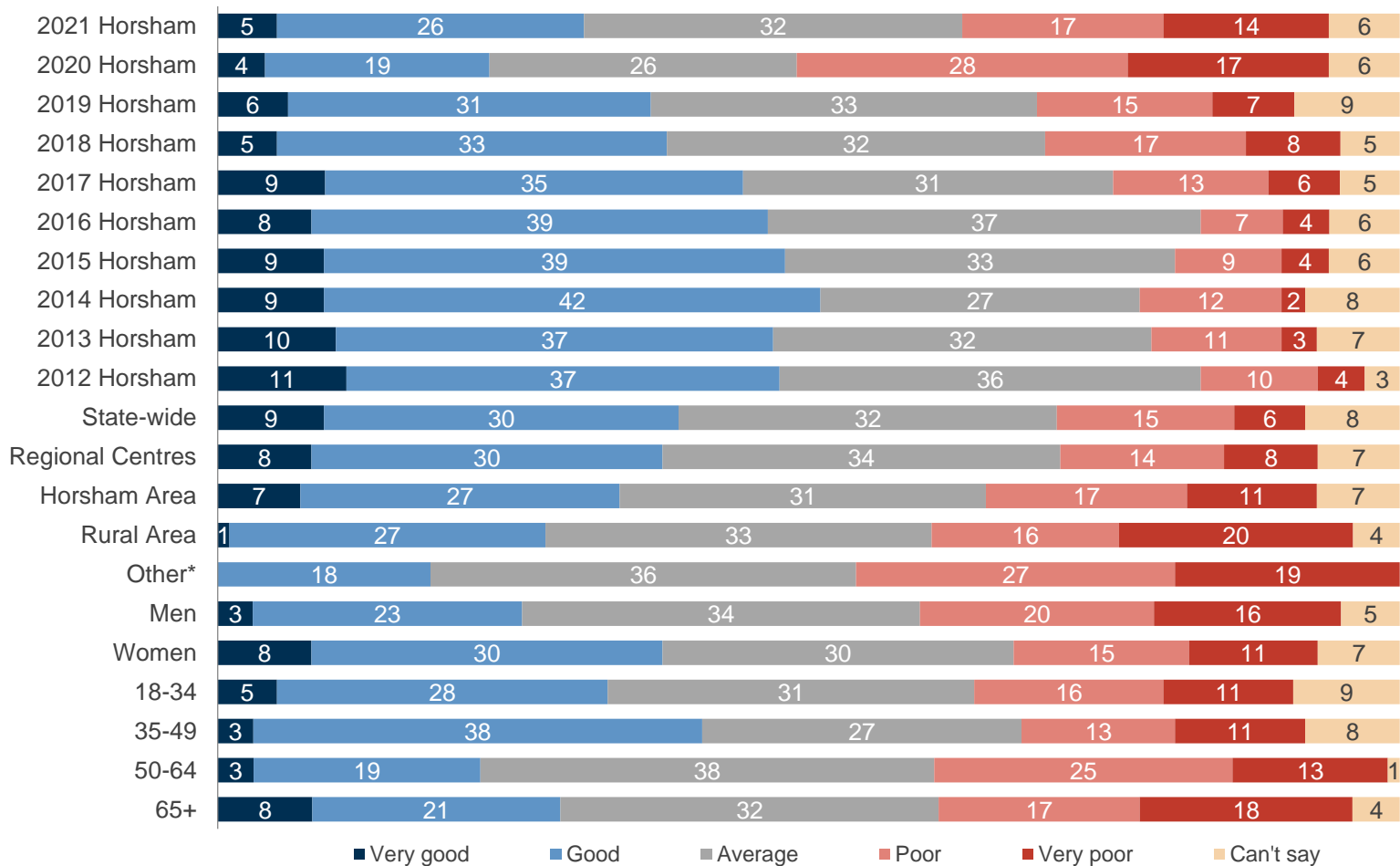
*Caution: small sample size < n=30



Community consultation and engagement performance



2021 consultation and engagement performance (%)



Q2. How has Council performed on 'Community consultation and engagement' over the last 12 months?

Base: All respondents. Councils asked state-wide: 66 Councils asked group: 8

*Caution: small sample size < n=30



Decisions made in the interest of the community performance



2021 community decisions made performance (index scores)

	2020	2019	2018	2017	2016	2015	2014	2013	2012
State-wide	53	55	54	54	54	55	57	n/a	n/a
18-34	43	51	48	64	62	60	57	n/a	n/a
Regional Centres	50	52	52	52	n/a	n/a	n/a	n/a	n/a
Women	43	53	50	62	64	60	59	n/a	n/a
Horsham Area	40	52	51	59	62	60	59	n/a	n/a
Horsham	39	49	49	58	60	58	58	n/a	n/a
35-49	34	48	51	53	56	56	59	n/a	n/a
65+	41	51	52	59	63	59	63	n/a	n/a
Men	35	45	48	54	57	56	58	n/a	n/a
50-64	38	46	47	55	59	56	53	n/a	n/a
Rural Area	36	40	44	55	54	54	55	n/a	n/a
Other	48	48	54	54	55	54	66	n/a	n/a

Q2. How has Council performed on 'Decisions made in the interest of the community' over the last 12 months?

Base: All respondents. Councils asked state-wide: 66 Councils asked group: 8

Note: Please see Appendix A for explanation of significant differences.

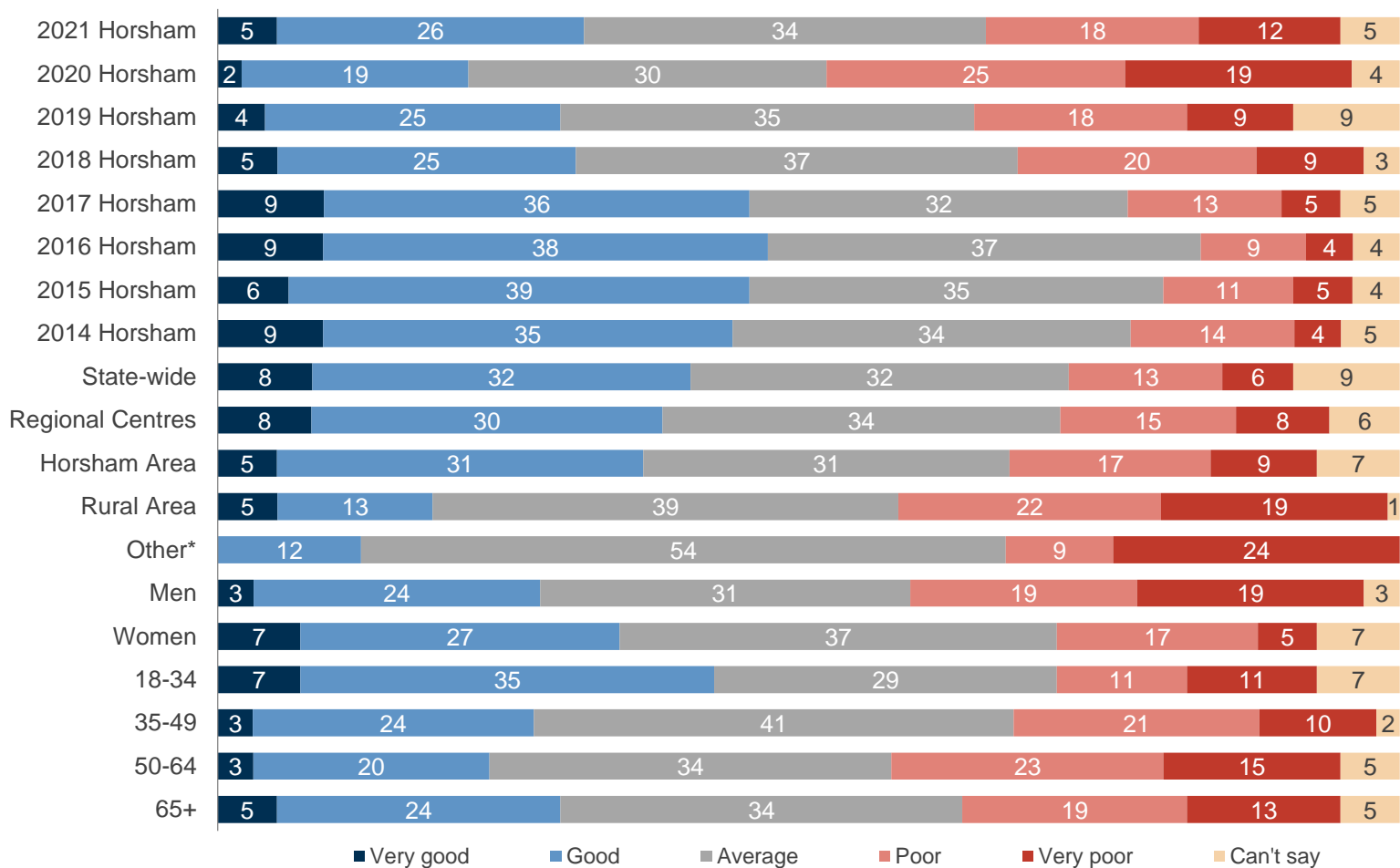
*Caution: small sample size < n=30



Decisions made in the interest of the community performance



2021 community decisions made performance (%)



Q2. How has Council performed on 'Decisions made in the interest of the community' over the last 12 months?

Base: All respondents. Councils asked state-wide: 66 Councils asked group: 8

*Caution: small sample size < n=30



The condition of sealed local roads in your area performance



2021 sealed local roads performance (index scores)

	2020	2019	2018	2017	2016	2015	2014	2013	2012
Regional Centres	55	57	54	53	n/a	n/a	n/a	n/a	n/a
State-wide	54	56	53	53	54	55	55	n/a	n/a
65+	48	50	47	46	53	55	59	n/a	n/a
Horsham Area	40	48	47	46	49	51	55	n/a	n/a
Women	43	48	45	46	47	52	54	n/a	n/a
Horsham	39	45	44	44	45	48	54	n/a	n/a
18-34	34	43	46	43	44	48	49	n/a	n/a
50-64	36	45	39	44	42	45	52	n/a	n/a
Men	35	41	42	41	44	44	53	n/a	n/a
35-49	35	39	41	40	41	42	54	n/a	n/a
Rural Area	33	35	36	36	40	41	49	n/a	n/a
Other	40	42	34	42	25	43	54	n/a	n/a

Q2. How has Council performed on 'The condition of sealed local roads in your area' over the last 12 months?

Base: All respondents. Councils asked state-wide: 66 Councils asked group: 8

Note: Please see Appendix A for explanation of significant differences.

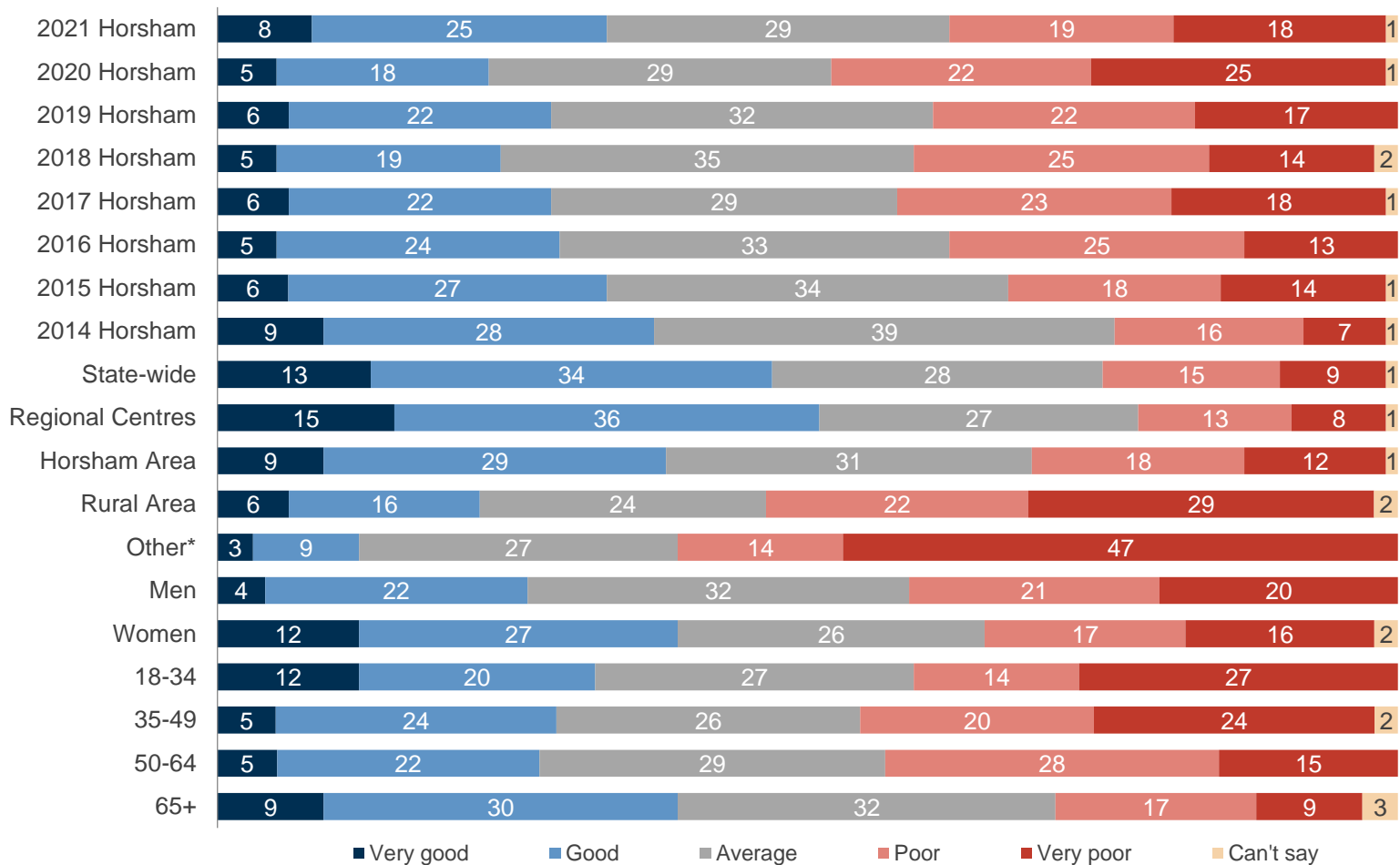
*Caution: small sample size < n=30



The condition of sealed local roads in your area performance



2021 sealed local roads performance (%)



Q2. How has Council performed on 'The condition of sealed local roads in your area' over the last 12 months?

Base: All respondents. Councils asked state-wide: 66 Councils asked group: 8

*Caution: small sample size < n=30



Waste management performance



2021 waste management performance (index scores)

	2020	2019	2018	2017	2016	2015	2014	2013	2012
65+	73	n/a	n/a	n/a	n/a	n/a	79	n/a	n/a
Horsham Area	73	n/a	n/a	n/a	n/a	n/a	78	n/a	n/a
Women	73	n/a	n/a	n/a	n/a	n/a	77	n/a	n/a
18-34	72	n/a	n/a	n/a	n/a	n/a	75	n/a	n/a
Horsham	70	n/a	n/a	n/a	n/a	n/a	76	n/a	n/a
Regional Centres	69	66	68	70	69	n/a	n/a	n/a	n/a
State-wide	69	65	68	70	71	70	72	73	71
35-49	68	n/a	n/a	n/a	n/a	n/a	76	n/a	n/a
Men	66	n/a	n/a	n/a	n/a	n/a	76	n/a	n/a
Rural Area	65	n/a	n/a	n/a	n/a	n/a	72	n/a	n/a
50-64	60▼	n/a	n/a	n/a	n/a	n/a	76	n/a	n/a
Other	50*▼	n/a	n/a	n/a	n/a	n/a	71	n/a	n/a

Q2. How has Council performed on 'Waste management' over the last 12 months?

Base: All respondents. Councils asked state-wide: 66 Councils asked group: 8

Note: Please see Appendix A for explanation of significant differences.

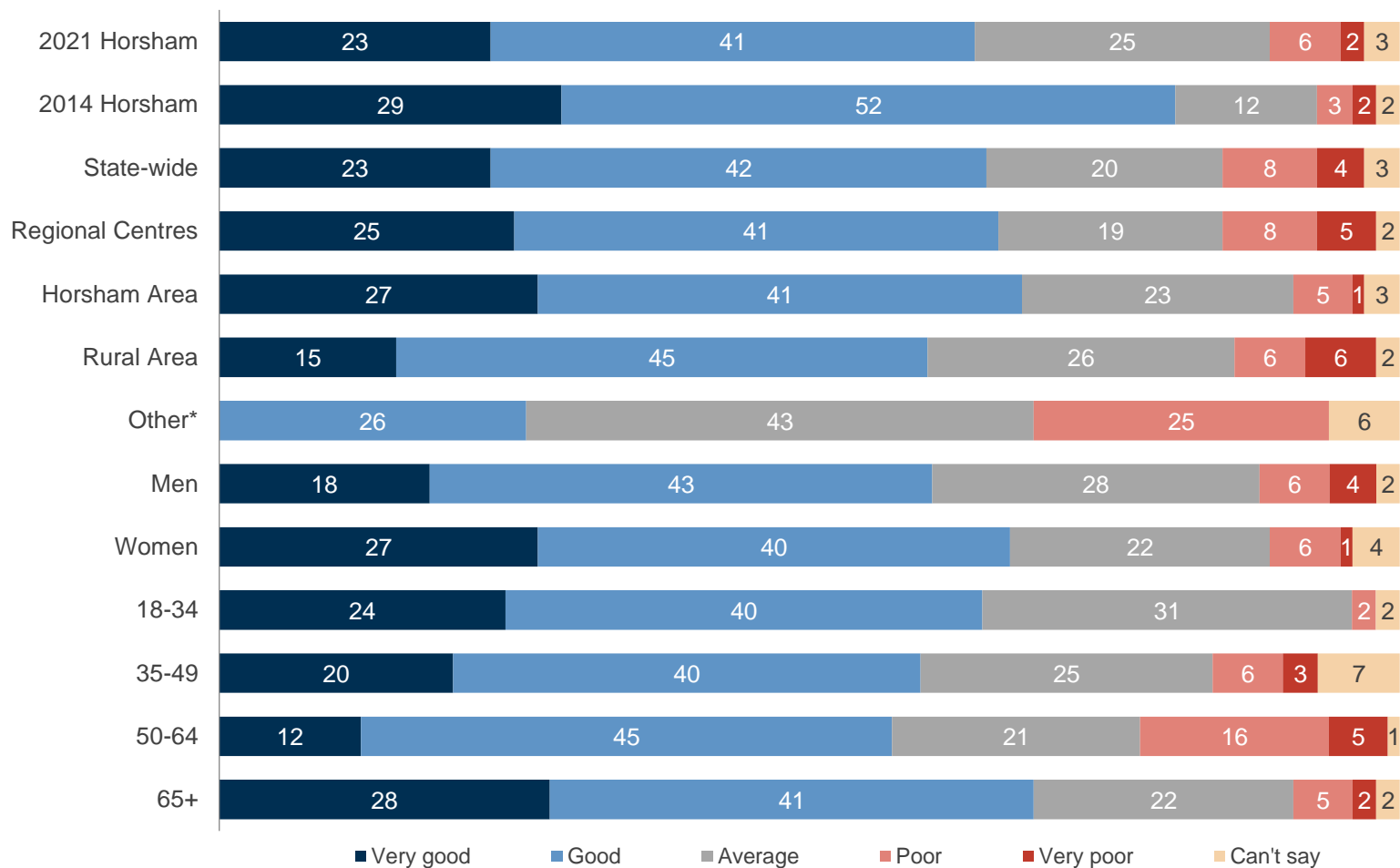
*Caution: small sample size < n=30



Waste management performance



2021 waste management performance (%)



Q2. How has Council performed on 'Waste management' over the last 12 months?

Base: All respondents. Councils asked state-wide: 66 Councils asked group: 8

*Caution: small sample size < n=30

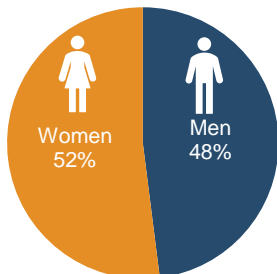
Detailed demographics



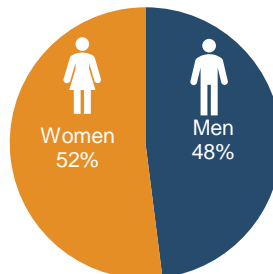
Gender and age profile

2021 gender

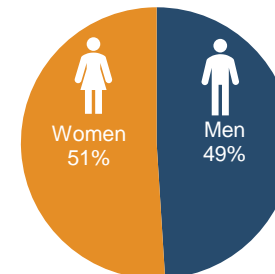
Horsham



Regional Centres

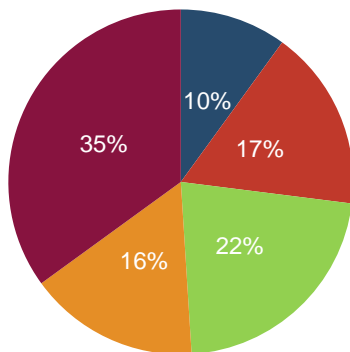


State-wide

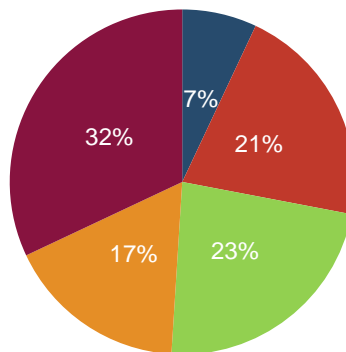


2021 age

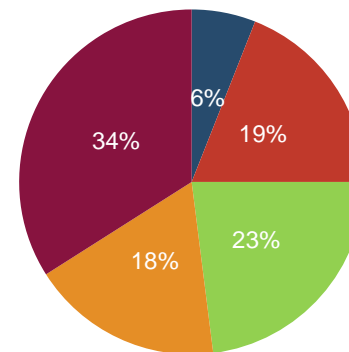
Horsham



Regional Centres



State-wide



■ 18-24 ■ 25-34 ■ 35-49 ■ 50-64 ■ 65+

■ 18-24 ■ 25-34 ■ 35-49 ■ 50-64 ■ 65+

■ 18-24 ■ 25-34 ■ 35-49 ■ 50-64 ■ 65+

S3. [Record gender] / S4. To which of the following age groups do you belong?
 Base: All respondents. Councils asked state-wide: 66 Councils asked group: 8
 Please note that for the reason of simplifying reporting, interlocking age and gender reporting has not been included in this report. Interlocking age and gender analysis is still available in the dashboard and data tables provided alongside this report.

Appendix A: Index scores, margins of error and significant differences



Appendix A: Index Scores

Index Scores

Many questions ask respondents to rate council performance on a five-point scale, for example, from ‘very good’ to ‘very poor’, with ‘can’t say’ also a possible response category. To facilitate ease of reporting and comparison of results over time, starting from the 2012 survey and measured against the state-wide result and the council group, an ‘Index Score’ has been calculated for such measures.

The Index Score is calculated and represented as a score out of 100 (on a 0 to 100 scale), with ‘can’t say’ responses excluded from the analysis. The ‘% RESULT’ for each scale category is multiplied by the ‘INDEX FACTOR’. This produces an ‘INDEX VALUE’ for each category, which are then summed to produce the ‘INDEX SCORE’, equating to ‘60’ in the following example.

Similarly, an Index Score has been calculated for the Core question ‘Performance direction in the last 12 months’, based on the following scale for each performance measure category, with ‘Can’t say’ responses excluded from the calculation.

SCALE CATEGORIES	% RESULT	INDEX FACTOR	INDEX VALUE
Very good	9%	100	9
Good	40%	75	30
Average	37%	50	19
Poor	9%	25	2
Very poor	4%	0	0
Can’t say	1%	--	INDEX SCORE 60

SCALE CATEGORIES	% RESULT	INDEX FACTOR	INDEX VALUE
Improved	36%	100	36
Stayed the same	40%	50	20
Deteriorated	23%	0	0
Can’t say	1%	--	INDEX SCORE 56



Appendix A: Margins of error

The sample size for the 2021 State-wide Local Government Community Satisfaction Survey for Horsham Rural City Council was n=400. Unless otherwise noted, this is the total sample base for all reported charts and tables.

The maximum margin of error on a sample of approximately n=400 interviews is +/-4.8% at the 95% confidence level for results around 50%. Margins of error will be larger for any sub-samples. As an example, a result of 50% can be read confidently as falling midway in the range 45.2% - 54.8%.

Maximum margins of error are listed in the table below, based on a population of 15,300 people aged 18 years or over for Horsham Rural City Council, according to ABS estimates.

Demographic	Actual survey sample size	Weighted base	Maximum margin of error at 95% confidence interval
Horsham Rural City Council	400	400	+/-4.8
Men	193	192	+/-7.0
Women	207	208	+/-6.8
Horsham Area	282	285	+/-5.8
Rural Area	97	92	+/-10.0
Other	21	23	+/-21.9
18-34 years	44	106	+/-14.9
35-49 years	66	88	+/-12.1
50-64 years	92	66	+/-10.2
65+ years	198	141	+/-6.9



Appendix A: Significant difference reporting notation

Within tables and index score charts throughout this report, statistically significant differences at the 95% confidence level are represented by upward directing green (▲) and downward directing red arrows (▼).

Significance when noted indicates a significantly higher or lower result for the analysis group in comparison to the 'Total' result for the council for that survey question for that year. Therefore in the example below:

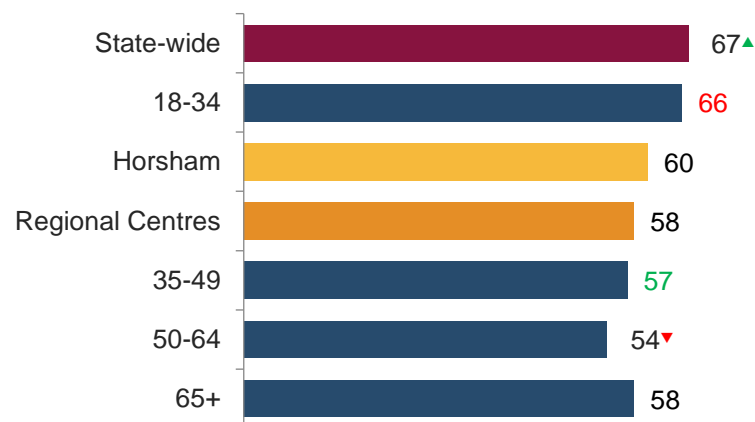
- ▲ The state-wide result is significantly higher than the overall result for the council.
- ▼ The result among 50-64 year olds is significantly lower than for the overall result for the council.

Further, results shown in green and red indicate significantly higher or lower results than in 2020.

Therefore in the example below:

- The result among 35-49 year olds in the council is **significantly higher** than the result achieved among this group in 2020.
- The result among 18-34 year olds in the council is **significantly lower** than the result achieved among this group in 2020.

2021 overall performance (index scores)
(example extract only)





Appendix A: Index score significant difference calculation

The test applied to the Indexes was an Independent Mean Test, as follows:

$$Z \text{ Score} = (\$1 - \$2) / \text{Sqrt} ((\$5^2 / \$3) + (\$6^2 / \$4))$$

Where:

- \$1 = Index Score 1
- \$2 = Index Score 2
- \$3 = unweighted sample count 1
- \$4 = unweighted sample count 2
- \$5 = standard deviation 1
- \$6 = standard deviation 2

All figures can be sourced from the detailed cross tabulations.

The test was applied at the 95% confidence interval, so if the Z Score was greater than +/- 1.954 the scores are significantly different.

Appendix B: Further project information



Appendix B: Further information

Further information about the report and explanations about the State-wide Local Government Community Satisfaction Survey can be found in this section including:

- Background and objectives
- Analysis and reporting
- Glossary of terms

Detailed survey tabulations

Detailed survey tabulations are available in supplied Excel file.

Contacts

For further queries about the conduct and reporting of the 2021 State-wide Local Government Community Satisfaction Survey, please contact JWS Research on

(03) 8685 8555 or via email:

admin@jwsresearch.com



Appendix B: Survey methodology and sampling

The 2021 results are compared with previous years, as detailed below:

- 2020, n=401 completed interviews, conducted in the period of 30th January – 22nd March.
- 2019, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2018, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2017, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2016, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2015, n=400 completed interviews, conducted in the period of 1st February – 30th March.
- 2014, n=400 completed interviews, conducted in the period of 31st January – 11th March.
- 2013, n=400 completed interviews, conducted in the period of 1st February – 24th March.
- 2012, n=400 completed interviews, conducted in the period of 18th May – 30th June.

Minimum quotas of gender within age groups were applied during the fieldwork phase. Post-survey weighting was then conducted to ensure accurate representation of the age and gender profile of the Horsham Rural City Council area.

Any variation of +/-1% between individual results and net scores in this report or the detailed survey tabulations is due to rounding. In reporting, ‘—’ denotes not mentioned and ‘0%’ denotes mentioned by less than 1% of respondents. ‘Net’ scores refer to two or more response categories being combined into one category for simplicity of reporting.

This survey was conducted by Computer Assisted Telephone Interviewing (CATI) as a representative random probability survey of residents aged 18+ years in Horsham Rural City Council.

Survey sample matched to the demographic profile of Horsham Rural City Council as determined by the most recent ABS population estimates was purchased from an accredited supplier of publicly available phone records, including up to 60% mobile phone numbers to cater to the diversity of residents within Horsham Rural City Council, particularly younger people.

A total of n=400 completed interviews were achieved in Horsham Rural City Council. Survey fieldwork was conducted in the period of 15th February – 11th March, 2021.



Appendix B: Analysis and reporting

All participating councils are listed in the State-wide report published on the DELWP website. In 2021, 66 of the 79 Councils throughout Victoria participated in this survey. For consistency of analysis and reporting across all projects, Local Government Victoria has aligned its presentation of data to use standard council groupings. Accordingly, the council reports for the community satisfaction survey provide analysis using these standard council groupings. Please note that councils participating across 2012-2021 vary slightly.

Council Groups

Horsham Rural City Council is classified as a Regional Centres council according to the following classification list:

- Metropolitan, Interface, Regional Centres, Large Rural & Small Rural.

Councils participating in the Regional Centres group are:

- Greater Bendigo, Greater Geelong, Horsham, Latrobe, Mildura, Wangaratta, Warrnambool and Wodonga.

Wherever appropriate, results for Horsham Rural City Council for this 2021 State-wide Local Government Community Satisfaction Survey have been compared against other participating councils in the Regional Centres group and on a state-wide basis. Please note that council groupings changed for 2015, and as such comparisons to council group results before that time can not be made within the reported charts.



Appendix B: 2012 survey revision

The survey was revised in 2012. As a result:

- The survey is now conducted as a representative random probability survey of residents aged 18 years or over in local councils, whereas previously it was conducted as a 'head of household' survey.
- As part of the change to a representative resident survey, results are now weighted post survey to the known population distribution of Horsham Rural City Council according to the most recently available Australian Bureau of Statistics population estimates, whereas the results were previously not weighted.
- The service responsibility area performance measures have changed significantly and the rating scale used to assess performance has also changed.

As such, the results of the 2012 State-wide Local Government Community Satisfaction Survey should be considered as a benchmark. Please note that comparisons should not be made with the State-wide Local Government Community Satisfaction Survey results from 2011 and prior due to the methodological and sampling changes. Comparisons in the period 2012-2021 have been made throughout this report as appropriate.



Appendix B: Core, optional and tailored questions

Core, optional and tailored questions

Over and above necessary geographic and demographic questions required to ensure sample representativeness, a base set of questions for the 2021 State-wide Local Government Community Satisfaction Survey was designated as 'Core' and therefore compulsory inclusions for all participating Councils.

These core questions comprised:

- Overall performance last 12 months (Overall performance)
- Value for money in services and infrastructure (Value for money)
- Contact in last 12 months (Contact)
- Rating of contact (Customer service)
- Overall council direction last 12 months (Council direction)
- Community consultation and engagement (Consultation)
- Decisions made in the interest of the community (Making community decisions)
- Condition of sealed local roads (Sealed local roads)
- Waste management

Reporting of results for these core questions can always be compared against other participating councils in the council group and against all participating councils state-wide. Alternatively, some questions in the 2021 State-wide Local Government Community Satisfaction Survey were optional. Councils also had the ability to ask tailored questions specific only to their council.



Appendix B: Analysis and reporting

Reporting

Every council that participated in the 2021 State-wide Local Government Community Satisfaction Survey receives a customised report. In addition, the state government is supplied with this State-wide summary report of the aggregate results of 'Core' and 'Optional' questions asked across all council areas surveyed, which is available at:

<https://www.localgovernment.vic.gov.au/our-programs/council-community-satisfaction-survey>

Tailored questions commissioned by individual councils are reported only to the commissioning council and not otherwise shared unless by express written approval of the commissioning council.



Appendix B: Glossary of terms

Core questions: Compulsory inclusion questions for all councils participating in the CSS.

CSS: 2021 Victorian Local Government Community Satisfaction Survey.

Council group: One of five classified groups, comprising: metropolitan, interface, regional centres, large rural and small rural.

Council group average: The average result for all participating councils in the council group.

Highest / lowest: The result described is the highest or lowest result across a particular demographic sub-group e.g. men, for the specific question being reported. Reference to the result for a demographic sub-group being the highest or lowest does not imply that it is significantly higher or lower, unless this is specifically mentioned.

Index score: A score calculated and represented as a score out of 100 (on a 0 to 100 scale). This score is sometimes reported as a figure in brackets next to the category being described, e.g. men 50+ (60).

Optional questions: Questions which councils had an option to include or not.

Percentages: Also referred to as 'detailed results', meaning the proportion of responses, expressed as a percentage.

Sample: The number of completed interviews, e.g. for a council or within a demographic sub-group.

Significantly higher / lower: The result described is significantly higher or lower than the comparison result based on a statistical significance test at the 95% confidence limit. If the result referenced is statistically higher or lower then this will be specifically mentioned, however not all significantly higher or lower results are referenced in summary reporting.

State-wide average: The average result for all participating councils in the State.

Tailored questions: Individual questions tailored by and only reported to the commissioning council.

Weighting: Weighting factors are applied to the sample for each council based on available age and gender proportions from ABS census information to ensure reported results are proportionate to the actual population of the council, rather than the achieved survey sample.

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Katrina Cox
Director of Client Services
kcox@jwsresearch.com



J W S R E S E A R C H

LIST OF ROAD NAMES FROM COMMUNITY SATISFACTION SURVEY 2021 - BY OWNER

APPENDIX 9.6B

Row Labels	Sum of No.
Council	
Albert St	8
Brimpaen-Laharum Rd	7
Horsham-Lubeck Rd	3
Golf course rd	2
Federation Ave	2
Wail-Kalkee Rd	2
Cemetery road	1
Quades road	1
Mill st	1
Cooack road,	1
Stewart st	1
Dimbola Minyip rd	1
Mathoura St	1
Edith st	1
North Rd	1
Edith Street	1
Rose st	1
Edward st	1
Winfields rd	1
Bakers Road	1
Mary st	1
Gate house rd	1
Mc Bain St	1
Geodetic rd	1
Nixon's Rd	1
Bartletts road	1
Palk st	1
Golton rd	1
River Rd	1
Grahams bridge rd	1
Smiths rd	1
Hardinghams rd	1
Tucker St	1
Bennett Rd	1
Lynnot St	1
Horsham-Wal Wal Rd	1
Churchill rd	1
North East Wonwondah Rd	1
Hilary st	1
Jallumba-Clear Lake Rd	1
Kenny rd	1
Arapiles Grass Flat Rd	1
Wonwondah-Dadswells Bridge Rd	1
Major Mitchell drv	1
Council Total	62
N/A	
All	8
Unknown	1
N/A Total	9
RRV	
Kalkee Rd	26
Dooen Rd	13
Baillie Street	9
Natimuk-Francis Rd	9
Dimboola Rd	8
Ballyglunin North Rd	6
Henty Highway	6
Natimuk-Hamilton Rd	6
Natimuk Rd	5
Williams Rd	5
Wimmera Highway	4
Northern Grampians Rd	3
Stawell Rd	3
Western Highway	2
Horsham-Minyip Rd	2
Curran Rd	1
Adamark road	1
Main Street	1
Noradjuha Rd	1
Horsham-Noradjuha Rd	1
Lubeck Rd	1
McPherson Street	1
Mcperson st	1
Horsham-Lubeck Rd	1
RRV Total	116
Grand Total	187

Local Government Community Satisfaction Survey

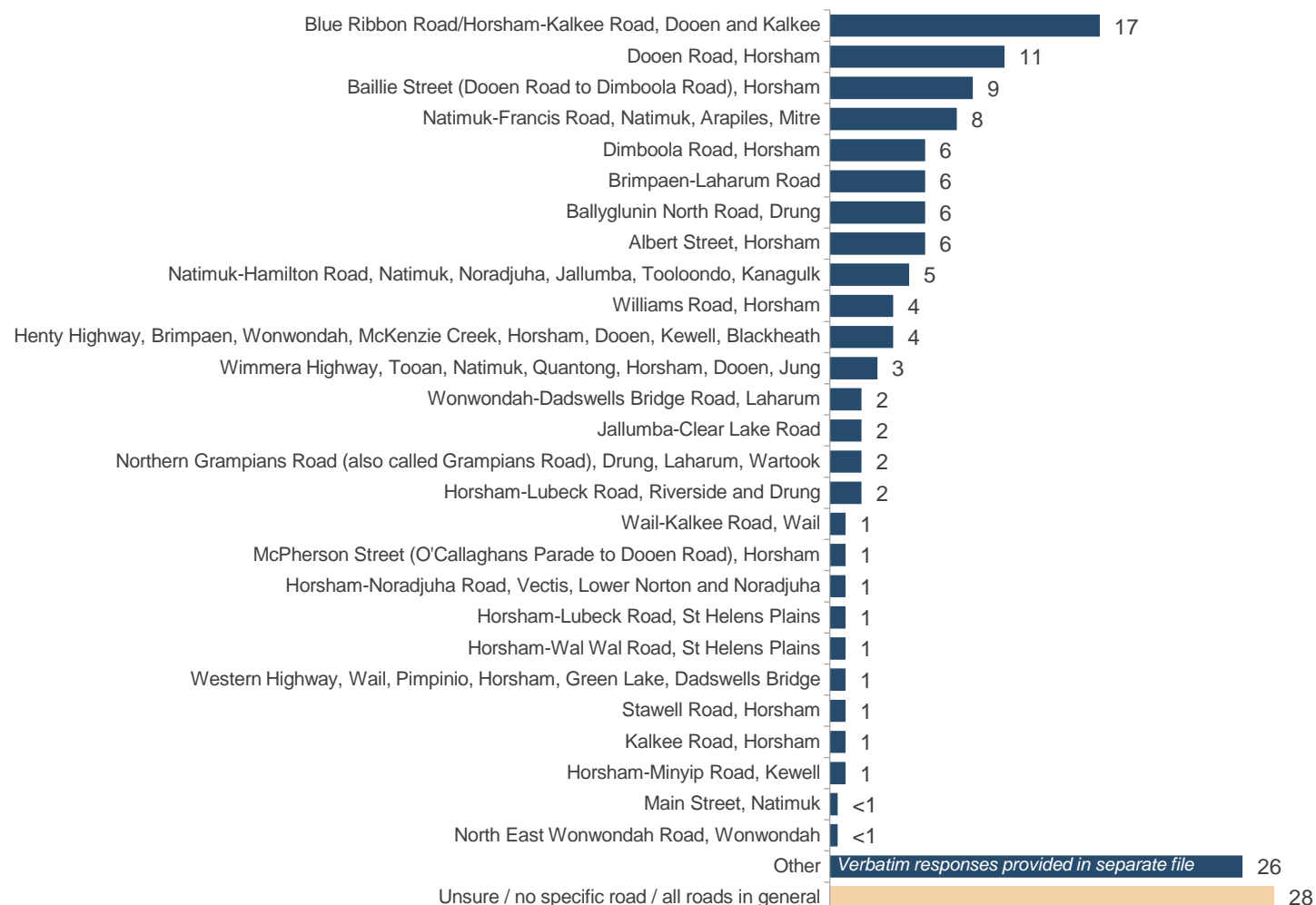
Horsham Rural City Council 2021 Tailored Questions

Coordinated by the Department of Jobs,
Precincts and Regions on behalf of
Victorian councils



Sealed roads of concern

2021 Sealed roads of concern (%)



HO2. You earlier rated the performance of sealed local roads as [INSERT RESPONSE FROM Q2(Y): poor/ very poor], can you specify which particular road or roads are of concern?

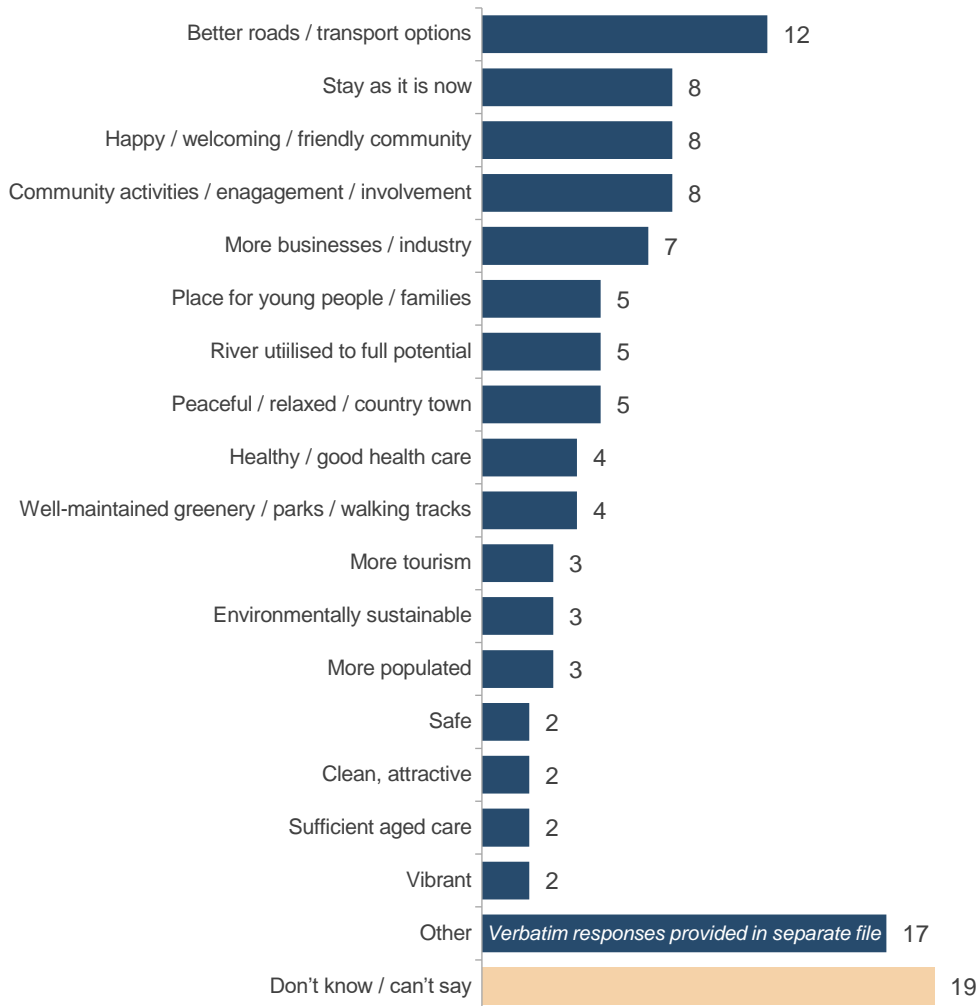
Base: Those who rated performance of sealed local roads as poor or very poor (n=139).

To further investigate the 26% 'Other' responses, please refer to verbatim responses in additional data file.



Shaping the new Community Vision for 2041

Community aspirations for life in the Horsham region in 2041 (%)



HO3. Help shape your new Community Vision for 2041 by answering the following questions. Thinking ahead to 2041, what would you like life in the Horsham region to look or feel like?

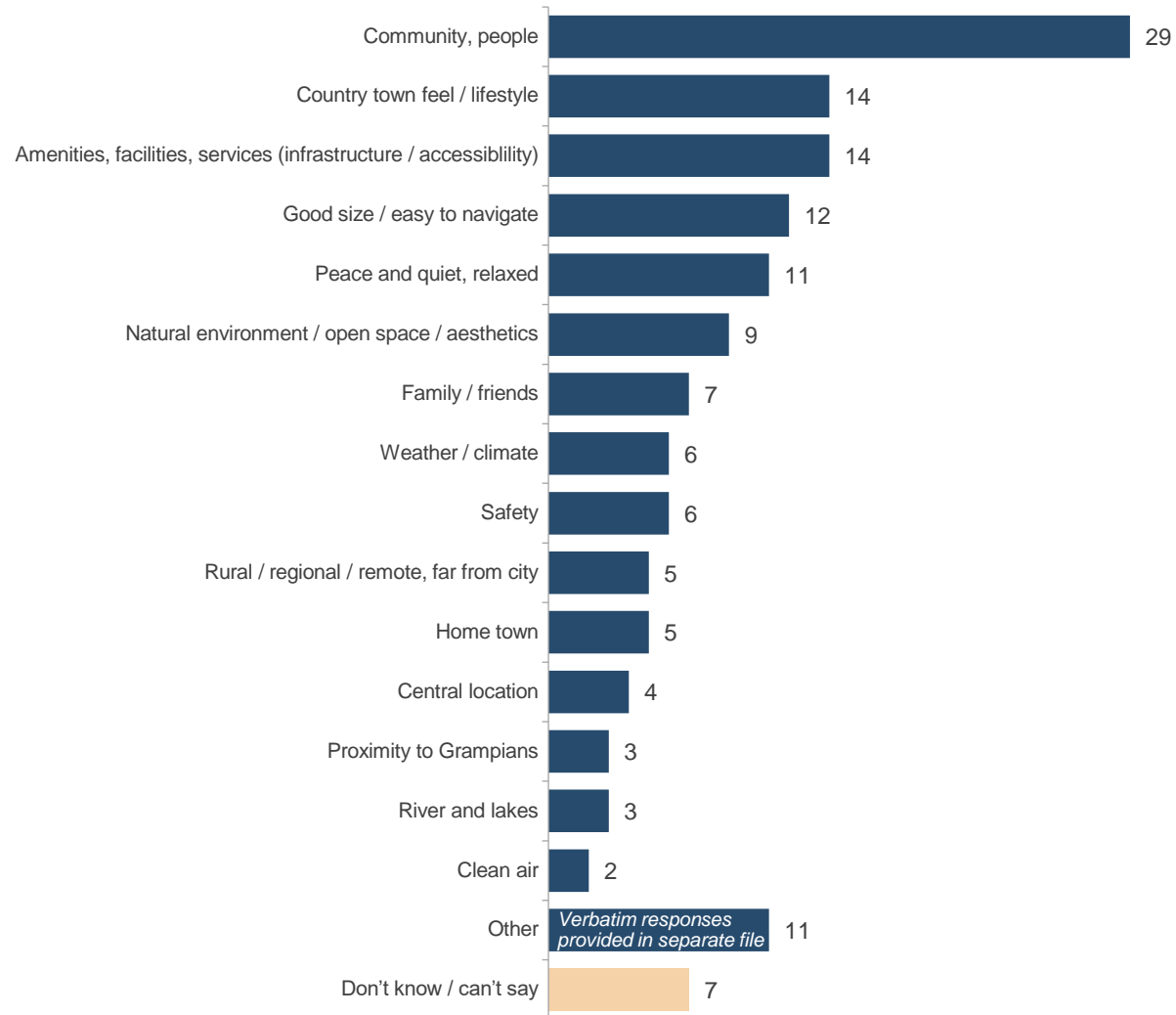
Base: All respondents (n=400).

To further investigate the 17% 'Other' responses, please refer to verbatim responses in additional data file.



Aspects residents love about living in the Horsham region

2021 Aspects residents love about living in the Horsham region (%)



HO4. What do you love about living in the Horsham region?

Base: All respondents (n=400).

To further investigate the 11% 'Other' responses, please refer to verbatim responses in additional data file.

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Director of Client Services
kcox@jwsresearch.com



29 June 2020

Mr Robert Rogers, President
Natimuk Agricultural & Pastoral Society
PO Box 4
NATIMUK VIC 3409

Email: natimukshow@outlook.com

Dear Robert

I am writing in reference to the loan to be provided to your organisation by Horsham Rural City Council in order to refurbish the pavilion at the Natimuk Showground, noting that the provision of this loan is dependent upon of a grant agreement being signed with the Federal Department of Agriculture under the Regional Agricultural Show Development Grants Program.

Council agreed at their meeting of December 9th 2019 to provide the interest free loan for a maximum of \$80,000 to be repaid over a period of 5 years.

The following **Re-payment Schedule** is required for the loan facility:

<u>Payment due date</u>	<u>Amount \$</u>
May 31 st , 2021	\$16,000
May 31 st , 2022	\$16,000
May 31 st , 2023	\$16,000
May 31 st , 2024	\$16,000
May 31 st , 2025	\$16,000

The following terms are provided with respect to the loan:

1. The loan is to be made interest free (so long as the repayment schedule is met).
2. If the repayment schedule is not met then interest will be charged on any outstanding balances at council's current borrowing rate, plus 1%.
3. The loan total is \$80,000.
4. The minimum amounts to be repaid are in accordance with the Re-payment Schedule above.
5. Should earlier payment be possible then Natimuk A&P will undertake to do so.
6. The Natimuk A&P will keep Council informed of any matters that may impact on its ability to meet these loan terms and conditions.

2/...

In order to recognise the above terms and conditions for the loan could you please have this letter signed by your President and Treasurer and returned to Council at council@hrcc.vic.gov.au.

Yours sincerely



Graeme Harrison
Director Corporate Services

We acknowledge the terms and conditions as stated above for the \$80,000 loan provided by Council to assist with the refurbishment of the pavilion at the Natimuk Showgrounds.

Robert Rogers
President

Robert W. Rogers.



Judith Bysouth
~~Treasurer~~ Secretary TB.


NATIMUK AGRICULTURAL AND PASTORAL SOCIETY Inc

PO Box 4
 Natimuk Vic 3409
 Email: natimukshow@outlook.com

Reg No AS208
 ABN 85 762 775 457

Graeme Harrison
 Director, Corporate Services
 Horsham Rural City Council
 PO Box 511
 Horsham Vic 3402

27 April 2021

Re: Extension of time for HRCC interest free loan Natimuk A & P Society

Dear Graeme,

I write to confirm the Natimuk Agricultural and Pastoral Societies appreciation of the Horsham Rural City Councils Interest Free Loan of \$80,000 for the Large Showground Development grant. Without this support this project could not have been possible.

This funding includes two projects:

1. Virtual Reality Show Day Attraction "Grain Arcade"
2. Renovation of the Natimuk Showground Recreation Reserve Pavilion

These projects have proceeded extremely well despite setbacks with Covid-19 and availability of Tradies to complete final touches on time.

We are in the process of requesting an extension of time to complete the Pavilion renovations as both projects they are due to be completed 30th April.

We would like to request the HRCC consider an extension of time with our loan agreement extending it from 5 year to 10 years.

Should you wish to discuss this I would be happy to make a time that is convenient to meet with you.

We look forward to hearing from you.

Yours sincerely

Judith Bysouth
 Secretary NAS
 0429 328 600

Graeme Harrison

Subject: FW: Natimuk A & P Society instalment re \$80,000 loan

From: Natimuk Show <natimukshow@outlook.com>
Sent: Friday, 2 July 2021 4:37 PM
To: Graeme Harrison <Graeme.Harrison@hrcc.vic.gov.au>
Subject: RE: Natimuk A & P Society instalment re \$80,000 loan

Thanks Graeme for your call.

As per our conversation re reason to extend the HRCC Loan of \$80,000 over 5 years to 10 years.

Initially we floated the request when Covid hit as it has had a significant effect – all of which I believe have faced with resilience.

On Susan's encouraged we leave it until we finished the project.

Due to Covid we have experienced hardship in the following areas.

1. Cancelled Show. This resulted in lost of some sponsorship. We did run a successful show this year as we rolled over last years show and did not chase sponsorship and membership as it would not have been forthcoming.
2. Cancelled markets
3. HRCC request we relocate the Market to the Showground

This incurred expenses such as signage, Bollards and other equipment to meet Covid planned requirements. Plus advertising to advise stall holders and patrons of the new location.

Due to Covid we have not rung our market Raffle or cooked pancakes as we have not had an extra pool of volunteer to pick up covid duties. So we cut back on what we physically could do. Which in turn has reduced our income.

We were very thankful for Council Covid Grant to purchase hand sanitisers for the market.

Similarly with the Showground Committee of management. They have not been able to general some of their regularly income also. A number of user groups have made arrangement to pay their fees off in instalments so they are not caught short not knowing what is going to happen next wit Covid.

Please not that the project of \$499,000 required us to contribute \$125,000. This was achieved by \$35,000 from Committee of Management and \$10,000 from the Natimuk A & P Society and the Balance made up of \$80,000 from the HRCC. We have achieved our cash commitment for the grant. This was achieved by a team effect of user groups and some Tradies support. Sadly the planned **Drum Muster** to raise fund for this project has commenced and is well establish but has not come to fruition due to **Covid**.

The Showground development grant came in under budget due to the Committee of management using local tradies which reduce cost where is was possible.

The grant has been signed off by the Department as we have expanded the \$499,000 of government funding they are very happy with the result.

The department is happy that we use the surplus fund from the project to expand the project to upgrade Toilets and Bar area. This was not possible initially as grant limit did not allow for these items to be included. They are also happy that this would enhance the pavilion and the overall project.

Natimuk A & P Society initial request for the Loan was signed by both presidents from the A & P Society and the Natimuk Showground Committee of management.

Natimuk Showground Committee of Management meet Monday night. Our partnership was confirmed with a motion to use surplus funds to upgrade toilets and Bar and confirmation that this would only be possible with a loan over 10years.

Graeme I sent you a copy of the Natimuk Showground Committee of management Minutes.

Graeme please note should we have the funds to pay the loan back sooner we would endeavour to do so.

However in the short term and extension would certainly reduce the anxiety that we have all face over the past 18 months with Covid.

Currently COM has a loan for Solar which does not have long before its paid off. Also the benefits of additional Solar through the Showground development grant is year to kick in.

Drum Muster fundraiser project is well on the way but has yet to generate an income as they are being stock piled until Covid allows for them to be collected.

Graeme hope this is much clearer.

Kind regards

Judith Bysouth

Secretary Natimuk Agricultural and Pastoral Society .

NB The Natimuk Agricultural and Pastoral Society is the owner of the land and as such the grant could only be applied for by us.



Committee Framework Policy

1. PURPOSE

To establish guiding principles and a framework for the operation of Committees established by Horsham Rural City Council (HRCC) to clearly articulate their strategic objectives and to define the different types of Committees, their purpose and the level of responsibility for each type.

2. INTRODUCTION

The *Local Government Act 2020* identifies two formal types of committees recognised by the Act:

- Community Asset Committees for the purpose of managing a community asset and;
- Delegated Committees where specific powers of Council are delegated to the committee

The *Local Government Act 2020* is silent on the establishment of Advisory Committees which historically have been used to provide advice and feedback to Council. Council can determine other types of committees as detailed in this policy.

This policy provides the guiding principles and framework for the classification of all Council committees.

3. SCOPE

This policy applies to all Committees established by Horsham Rural City Council.

4. PRINCIPLES

Committees with community and stakeholder representation provide community-development opportunities including:

- Developing leadership skills
- Providing a sense of community ownership
- Building community resilience/connectedness
- Empowering the community

An effective Committee Framework will:

- Inform decision making
- Support responsible management structures that protect the common good over vested interests
- Define the level of engagement, participation and decision making of each committee type utilising the IAP2 Spectrum of Participation

A sustainable Committee Framework will:

- Ensure efficient use of Council resources and staff time
- Reduce volunteer fatigue
- Ensure currency of membership and Committee Terms of References
- Provide a finite and defined timeframe for Committees

The Horsham Rural City Council Committee Framework will:

- Provide overarching criteria with regard to the type of Committee and responsibilities for each



Committee Framework Policy

- Link the role of the committee with the objectives of Council and its decision-making processes
- Establish cohesive interrelationships between Committees to help co-ordinate strategic direction

4.1 Community Asset Committees (CACs)

- 4.1.1. IAP2 level of participation – Collaborate and Empower
- 4.1.2. Facility managers – operational
- 4.1.3. Responsibility for spending Council funds (delegated by CEO)
- 4.1.4. Authority and delegation to raise income to support upkeep and running of the asset
- 4.1.5. Responsibility for maintaining assets (in accordance with established standards and level of responsibility delegated by CEO)
 - Signed agreements (licence) specifying level of responsibility and maintenance standards for both Council and Manager in accordance with the Building Maintenance Schedule
 - Any building maintenance will happen in accordance with Council processes
- 4.1.6 Formal reporting responsibility (at least annually) to Council established through delegation
- 4.1.7 Annual Auditing of CAC accounts by Council
- 4.1.8 Meeting procedures to comply with established Terms of Reference
- 4.1.9 HRCC Staff are ex officio members with secretariat responsibility

4.2 Delegated committees

- 4.2.1 IAP2 level of participation – Empower
- 4.2.2 Specific statutory powers are delegated to the Committee by the Council

4.3 Regulatory Committees

- 4.3.1 Responsibilities established and defined by separate legislation

4.4 Strategic Planning Committee

- 4.4.1 IAP2 level of participation – Involve and Collaborate
- 4.4.2 Overarching strategic planning advice for key themes linked to Council Plan
- 4.4.3 Skill-based membership
- 4.4.4 Support role that feeds into Council planning, including the annual Council Plan
- 4.4.5 Annual forum a minimum
- 4.4.6 With Advisory Committees, Project Committees and User Groups part (but not exclusive)
- 4.4.7 Staff are ex-officio members with secretariat responsibilities
- 4.4.8 Reporting to Council in accordance with Terms of Reference – including feedback loop (clear agenda – negotiables/non-negotiables)
- 4.4.9 Councillor representation

4.5 Advisory committees

- 4.5.1 IAP2 level of participation – Involve



Committee Framework Policy

- 4.5.2 Advisory committees have a strategic policy focus.
- 4.5.3 They are community wide by sector or are a major economic operation
- 4.5.4 Representatives are skill based and/or are representing a key stakeholder
- 4.5.5 No decision-making responsibility (advisory only)
- 4.5.6 No operational or asset management responsibility
- 4.5.7 Financial management is the responsibility of Council
- 4.5.8 Meeting procedures to conform to Terms of Reference
- 4.5.9 Regular reports to Council in accordance with Terms of Reference
- 4.5.10 Staff are ex-officio members with secretariat responsibilities

4.6 Project Committees (community reference groups)

- 4.6.1. IAP2 level of participation -- Involve and Collaborate
- 4.6.2. Specific purpose with defined timeframe and work program
- 4.6.3. Representatives are skill based and/or representative of stakeholder groups
- 4.6.4. No decision-making responsibility (makes recommendations to Council)
- 4.6.5. Acts as a focus group to test consultant and Council recommendations before wider community engagement
- 4.6.6. Review community feedback and advise
- 4.6.7. Meeting procedures to conform to Terms of Reference
- 4.6.8. Reports to Council at key milestones for endorsement
- 4.6.9. Staff are ex-officio members with secretariat responsibilities and also skills based members as required.

4.7 User Groups

- 4.7.1 IAP2 level of participation – Inform and Consult
- 4.7.2 Not a formal Council committee
- 4.7.3 There will be a minimum of one combined annual meeting with all User Groups organised by Council to discuss and confirm responsibilities of User Groups
- 4.7.4 Applies to collective users of a single facility (assets that are managed by Council) and/or a collective of community members who have a shared interest in a specific issue
- 4.7.5 Established to foster collaborative engagement between users
- 4.7.6 Will be identified and consulted as a key stakeholder in relevant Project Committees
- 4.7.7 No delegated responsibilities
- 4.7.8 Where appropriate User Groups comply with conditions of hire
- 4.7.9 No staff membership – this can be smaller group meetings without Council
- 4.7.10 Have nominated Council contact officer

5 COMMUNICATION

This policy is available on Council's website and will be provided to all community groups upon negotiation or renegotiation of their arrangements.

6 RESPONSIBILITY

Policy Owner: Director of Corporate Services



Committee Framework Policy

7 DEFINITIONS

Provide a list and brief description (in alphabetical order) of all key terms used in the policy.

Term	Meaning
CCTV	Closed Circuit Television

8 SUPPORTING DOCUMENTS

Document	Location
List all documents that relate to the policy and where they are located, eg, website, intranet, Records Department, etc.	

9 DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
Should be "01" for all new policies and numerical order thereafter	Date approved	Who approved the policy (EMT or Council)? - see definitions in Policy Development, Implementation, Review and Approval procedure	<ul style="list-style-type: none"> If it is a new policy state "New policy" If it is a review of an existing policy, briefly describe the amendment/s 	Review date to be added by Governance Unit

COMMUNITY VISION

HEALTH AND WELLBEING PLAN

COUNCIL PLAN

MUNICIPAL PLANNING STRATEGY

STRATEGIC PLANNING COMMITTEES

SUSTAINING THE ECONOMY

NATURAL AND BUILT ENVIRONMENT

COMMUNITY AND CULTURAL

GOVERNANCE

COUNCIL-OWNED ECONOMIC DRIVERS
Aerodrome
WIFT
HRLE
Industrial Land

INDUSTRY, ASSOCIATIONS
Tourism
Business

EMPLOYERS

USER GROUPS
Bicycle
Facilities

ENVIRONMENTAL GROUPS

PROJECT BASED (COMMUNITY REFERENCE GROUPS)

EMERGENCY (FIRE) MANAGEMENT

ARTS ACTIVATION VENUES

ABORIGINAL ADVISORY

HEALTH AND WELLBEING

SPORTING ASSOCIATIONS

USER GROUPS

AUDIT AND RISK

*Committee names are indicative and will reflect the wording within the Council Vision and Council Plan

COMMITTEE FRAMEWORK

Background

Horsham Rural City Council (HRCC) is undertaking a review to find ways to improve the effectiveness of its Committee structure and to ensure its processes align with new statewide governance rules. An outcome of the review will include process improvements and recommendations to Council about the committee structure that can best support Council to deliver on its Council Plan and core strategies.

The types of committees, the nature of their decisions, the reporting mechanisms and their currency has been undertaken. The review has included a benchmarking exercise to identify how other Councils manage their committee structures, particularly in the context of the changes to the Local Government Act and a review of the activities and decisions of the many historical committees in existence has been undertaken.

A draft Committee Policy has been developed which establishes a consistent Framework and guiding principles for the operation of Committees established by HRCC to clearly articulate their strategic objectives and to define the different types of Committees, their purpose and the level of responsibility for each type.

Q&A

1. What has been identified during the review of Council's committee structure?

- Strong ownership and commitment of active community members
- The benefits of getting groups together to share experiences and understand issues
- Many committees have been inactive with stalwarts carrying the load
- There are few recommendations requiring decisions by Council
- The large number of committees in existence requiring staff support and oversight provides a resource strain on Council staff required to service these committees. As a result
 - Staff are not always available for regular meetings
Committees have ceased to operate without being formally wound up
 - Committee Terms of References are out of date
 - Composition of committees has not been reviewed in a timely fashion

2. What changes are proposed?

- The major change will be the creation of four Strategic Planning Committees (SPCs) linked to the Council Plan with all other committees having the opportunity to feed into those SPCs
- Another change is the reclassification of some Advisory Committees as User Groups which will operate independently of Council but have the opportunity to contribute as stakeholders in strategic projects and the deliberations of the SPCs
- Some committees which have been either inactive or not performing an advisory or facilities management role are proposed to be discontinued.
- Other committees have been combined to form a broader advisory role
- Councillor leadership will be provided at the Strategic Planning Committee level

3. What does the proposed Council Committee Framework aim to achieve?

Organisational efficiency

- Provide overarching criteria with regard to the type of Committee and responsibilities for each
- Link the role of the committee with the objectives of Council and its decision-making processes
- Establish cohesive interrelationships between Committees to help co-ordinate strategic direction
- Inform decision making
- Support responsible management structures that protect the common good over vested interests

Community development

- Develop leadership skills
- Provide a sense of community ownership
- Build community resilience/connectedness
- Empower the community

4. How does the Council's Committee Framework aim to achieve these objectives?

- Create a structure that provides the opportunities for committees to feed into Council's strategic deliberations by creating Strategic Planning Committees reflected in the Council Plan
- Utilise that structure to provide the opportunity for other committees to feed into the deliberations of those Strategic Planning Committees
- Ensure efficient use of Council resources and staff time
- Reduce volunteer fatigue by ensuring committees are relevant and active
- Ensure currency of membership and Committee Terms of References
- Provide a finite and defined timeframe for Committees
- Provide clear and transparent Terms of Reference for each committee detailing its level of engagement, participation and decision making

5. What is the role of Councillors and Council in the Committee Framework?

- Councillors will provide the corporate governance oversight of the Committee Framework
- They will provide leadership by actively participating in the Strategic Planning Committees which provide other committees the opportunity to contribute to Council's strategic planning
- As a collective they will consider all recommendations of committees

6. What role will the Strategic Planning Committees play?

- The Strategic Planning Committees will provide overarching strategic planning advice for key themes reflected in the Council Plan
- They will be skills based and comprise subject experts as well as representatives from key State government representatives
- They will provide expert advice that will contribute to Council's decision making and support its advocacy program

7. How will the proposed Framework better inform Council?

- Through the Strategic Planning Committees, Council will create a forum that provides the opportunity for different committees to meet and interact and contribute to the full range of issues considered by all committees
- This collective consideration will feed into the Council Plan and other strategic considerations

8. How will the proposed Framework provide opportunities to contribute to Council's planning and decision making?

- Other HRCC committees, community groups and associations will have the opportunity to feed into the deliberations of the Strategic Planning Committees at least on an annual basis and therefore be able to contribute to Council's strategic planning

9. How will the proposed changes be implemented?

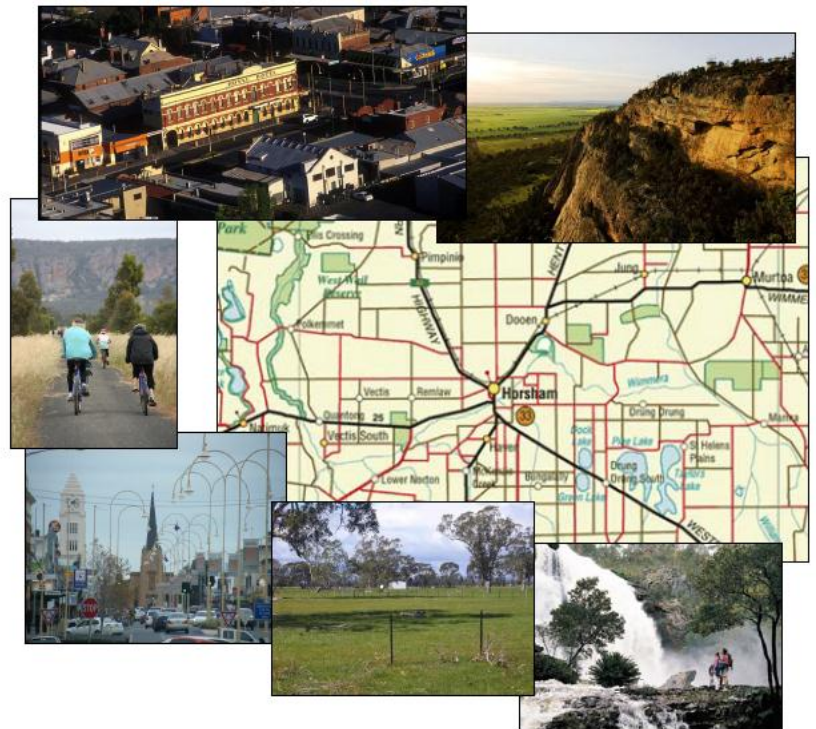
- Documents will be tabled at a minimum of two Council Briefings to review and seek endorsement for:
 - the proposed Council policy
 - the proposed changes to the committee structure
- Staff positions at all levels that have a direct relationship with any Committee will be briefed of the proposed changes and involved in discussions with their committees
- A community engagement plan will be developed that will include press releases of each stage
- The relevant staff, the service manager and in some instances the relevant Director will meet face to face with all committees affected by the proposed changes
- Once feedback has been received this will be reported back to Council with a final recommendation proposed for adoption



Horsham Framework for Managing Growth

Part D – Framework Plan

October 2013



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Document status

Rev	Doc	Project Planner	Reviewer	Date
01	Preliminary Draft Report	Laura Murray	Tom Harrington	25 February 2013
02	Draft Report	Laura Murray	Tom Harrington	09 April 2013
03	Final Report	Laura Murray	Tom Harrington	19 April 2013
04	Final Report for Adoption by HRCC	Edwin Irvine		September 2013

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1 Introduction

This report has been prepared in stages as follows:

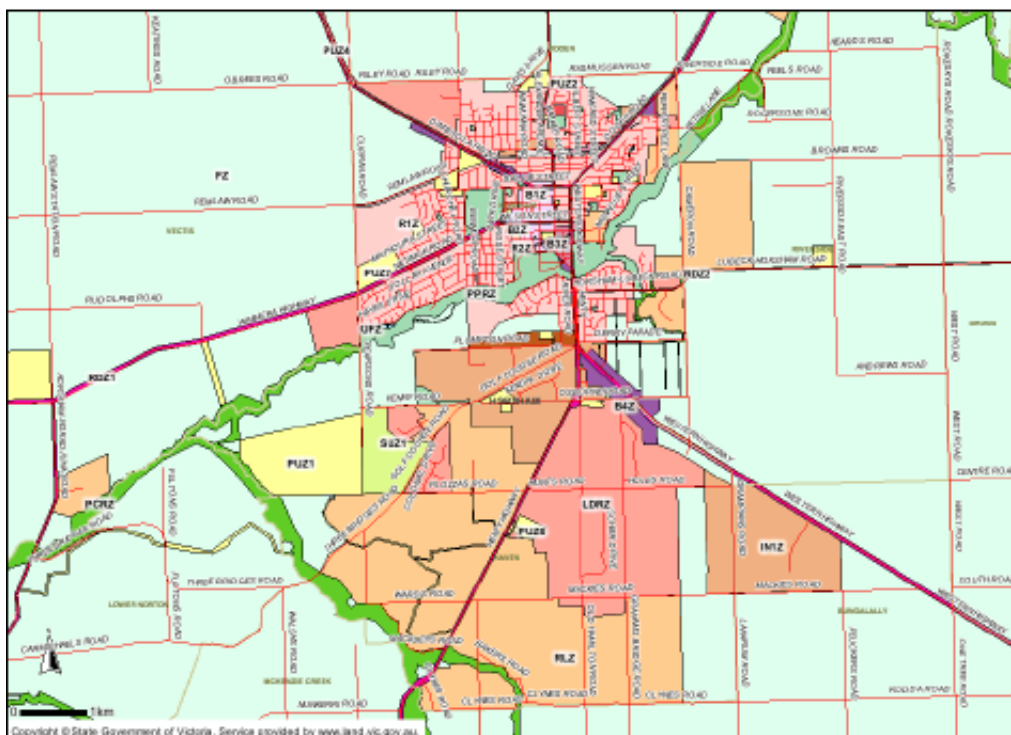
- Part A – Background Report
- Part B – Vision and Objectives Statement
- Part C – Options
- **Part D – Framework Plan**

The Framework Plan will serve as a planning tool that will help deliver the long term vision for the future urban growth and development of Horsham.

The purpose of this section of the report is to collate all findings which have emerged as part of this study to date and identify objectives and strategies, for each option for growth of the city of Horsham. It is not intended that this report will extensively repeat information contained in the Background, Vision, and Options stages of the project.

2 Study Area

The study area for the project is defined below. This may be defined as the Horsham urban area and surrounding environs (including Haven).



3 Framework Plan

The Framework Plan has been developed to guide the future growth, development and change of Horsham over the next 20-30 years.

This Framework Plan gives effect to the vision and objectives for the study area and the region, and should be read in conjunction with:

- Vision
- Themes
- Strategies
- Implementation
- Further strategic work

It intended that the Framework Plan will be implemented through changes to Council’s Municipal Strategic Statement in the Horsham Planning Scheme, and will be used to provide strategic direction for future decision making.

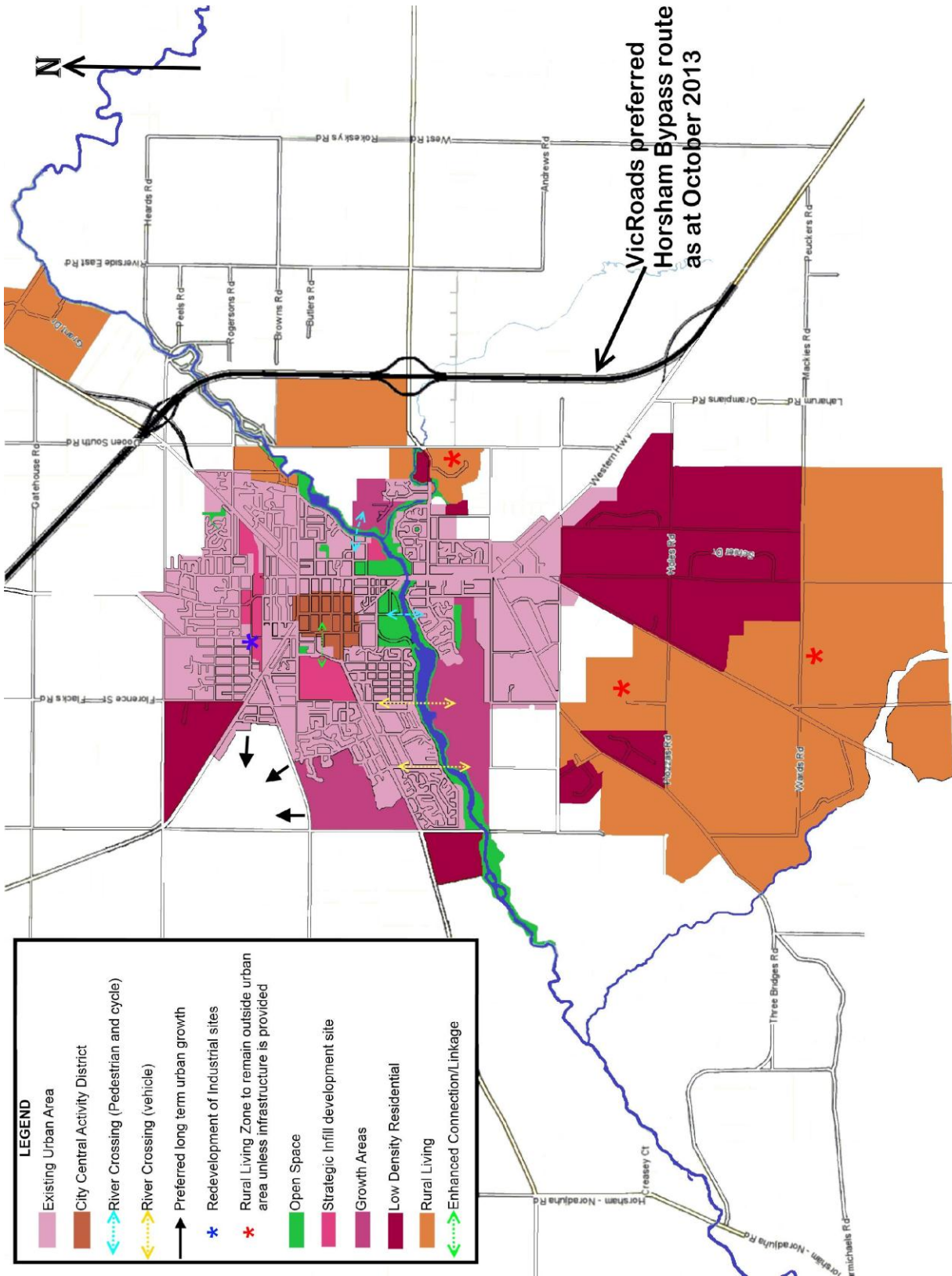
Summary of key strategic directions

No.	Strategic directions
1	Short to medium term urban growth opportunities for Horsham should be focused in the following areas: <ul style="list-style-type: none"> • Town Centre (Horsham CAD), • Existing Urban Area (Outside of CAD), • Strategic Infill Sites* • Regeneration and growth areas to the north and west of Horsham.
2	Long term urban growth opportunities should be focused to the north and west of Horsham (subject to future housing needs).
3	Contain urban growth south and east of Horsham on land which is constrained or cannot be serviced.
4	Encourage retail and business activities within the Horsham CAD.
5	Consider alternative uses for surplus industrial land.
6	Establish and improve pedestrian and cycling routes in strategic locations, including Firebrace Street, and rail corridors.
7	Establish new linkages across the Wimmera River to improve connectivity between Horsham and communities to the south.
8	Establish new open spaces to Horsham’s north and west sequential with future growth opportunities.

* Infill development refers to all forms of urban development, including, but not limited to, open space and recreation.

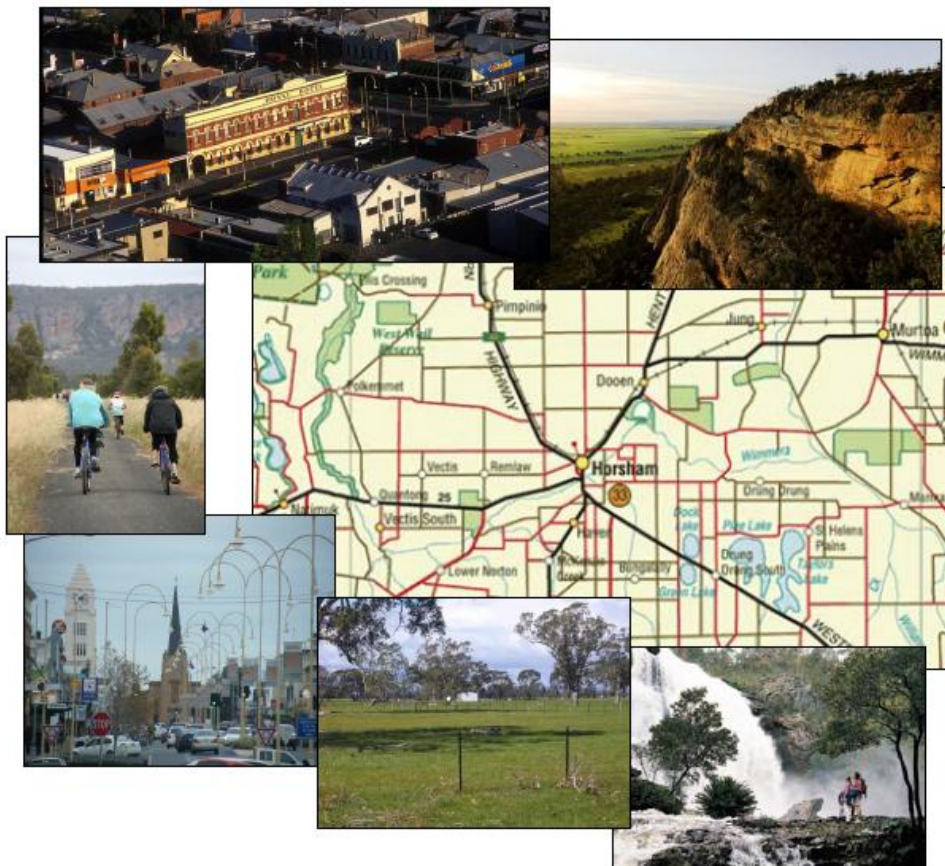
Please refer to Horsham Framework Plan overleaf.

Horsham Framework Plan



4 Vision Statement

“Over the next thirty years, Horsham will offer sustainable opportunities for growth and will develop as a distinctive regional city, renowned for its stunning natural landscapes, lifestyle and recreational attributes. Connecting Melbourne and Adelaide and a network of towns and communities in Victoria’s western region, Horsham will utilise this position to provide a diverse range of business opportunities with a key focus on agricultural research and production.”



5 Opportunities, Challenges and Constraints

In preparing reports Parts A-C, key opportunities, challenges and constraints to growth have been identified. These are summarised as follows:

5.1 Opportunities for growth

- **Regional proximity and primacy:** Horsham's primacy as a regional centre in the State's west, its proximity on the Melbourne to Adelaide freight route, and access to other main highways and roads is of strategic advantage. The addition of the Wimmera Intermodal Freight Terminal (WIFT) at Doon is expected to further Horsham's importance within the region in future.
- **Landscape:** Horsham is surrounded by outstanding natural landscapes and river systems, including the Grampians National Park, Little Desert National Park, Lake Hindmarsh, Mt Arapiles, Lake Albacutya, Natimuk - Douglas (Chain of Lakes) and Wimmera River. These are integral to Horsham's sense of identity.
- **Recreation and tourism:** Horsham benefits from recreational facilities including the golf course and equestrian centre. In addition, Horsham's river systems, lakes, national parks and parklands provide access to a wide range of cycling, bushwalking, world renowned rock climbing, recreational boating, rowing, and fishing opportunities. A new Art Gallery, to be located within the recently approved Town Hall redevelopment will also provide further opportunities for the future.
- **Accessibility:** Horsham's relative flat landscape, mixed with its compact settlement pattern ensures that most houses are accessible to the CAD through walking and cycling. Opportunities exist to improve accessibility to all members of the community by better connecting key destinations with where people live through the enhancement of public transport services and improvements to key pedestrian / cycle connections that provide for safe, convenient and direct movement. This will become more important as Horsham's population ages in future but would require a shift in travel behaviour and choice over the long term.
- **Agricultural industries:** Horsham's productive agricultural lands generate local produce for both the region and for export. Horsham has a "food advantage" which could be strengthened with improvements to transport, logistics and the possible introduction of food processing industries value adding for export.
- **Agricultural Research and Production:** Heightening linkages between agriculture and tertiary education, and research.
- **Renewable energy and new technologies:** Utilising new technologies, including the National Broadband Network (NBN) to deliver improvements to business and industry and improve livability for residents and visitors.
- **Mining:** Economic growth and employment opportunities could be leveraged from the construction and operation of a new mine 25km south east of Horsham.

- **Underutilised land:** Facilitating the appropriate redevelopment of redundant or underutilised buildings and land within the existing urban structure to maximise the efficient use of space and provide a catalyst for future investment.
- **Horsham CAD:** Strengthening the role of the Horsham CAD in providing a focal point for retail, office, entertainment, cultural, social and recreational activities.
- **Regional Planning:** The Wimmera Southern Mallee Regional Growth Plan provides strong strategic support for implementation of this strategy.

5.2 Challenges to growth

- **Accommodation:** Horsham faces a number of current challenges in providing housing and other forms of accommodation to meet future needs. This includes:
 - Limited rental and short-stay accommodation options.
 - A limited supply of social and public housing.
 - A lack of housing diversity. This includes a high proportion of single detached houses, and a shortage of smaller, well located housing types which may be suitable to accommodate an ageing population.
 - Transitioning current building stock to meet future needs.
- **Housing affordability:** The need to encourage housing products which can be brought to market that meet current and future needs.
- **Employment:** The need to attract and retain stable, and diversified forms of employment to attract families and retain young people in future.
- **Existing environmental constraints:** A need to ensure adequate protection of valued natural and cultural places and assets from the impacts of future development. These can be depicted spatially, and are broadly reflected in the constraints maps commencing overleaf.
- **Future environmental risks:** The need to prepare, adapt, and minimise the potential impacts associated with climate change which are likely to intensify in future. This includes the consideration of environmental risks such as drought, bushfire and flooding.
- **Protection of high quality agricultural land:** The need to protect of high-quality agricultural land from future development.
- **Servicing:** Ensuring that new development can be serviced in a timely and cost-effective manner and that new facilities and services can be delivered.

- **Sustainability:** Preparing / assisting communities to become more self-reliant, self sufficient and socially sustainable (such as renewable energy, food security, water, waste water, and transport).

5.3 Constraints mapping

Some existing constraints to growth can be spatially identified through mapping. For the purpose of this study, three constraints maps have been prepared to show:

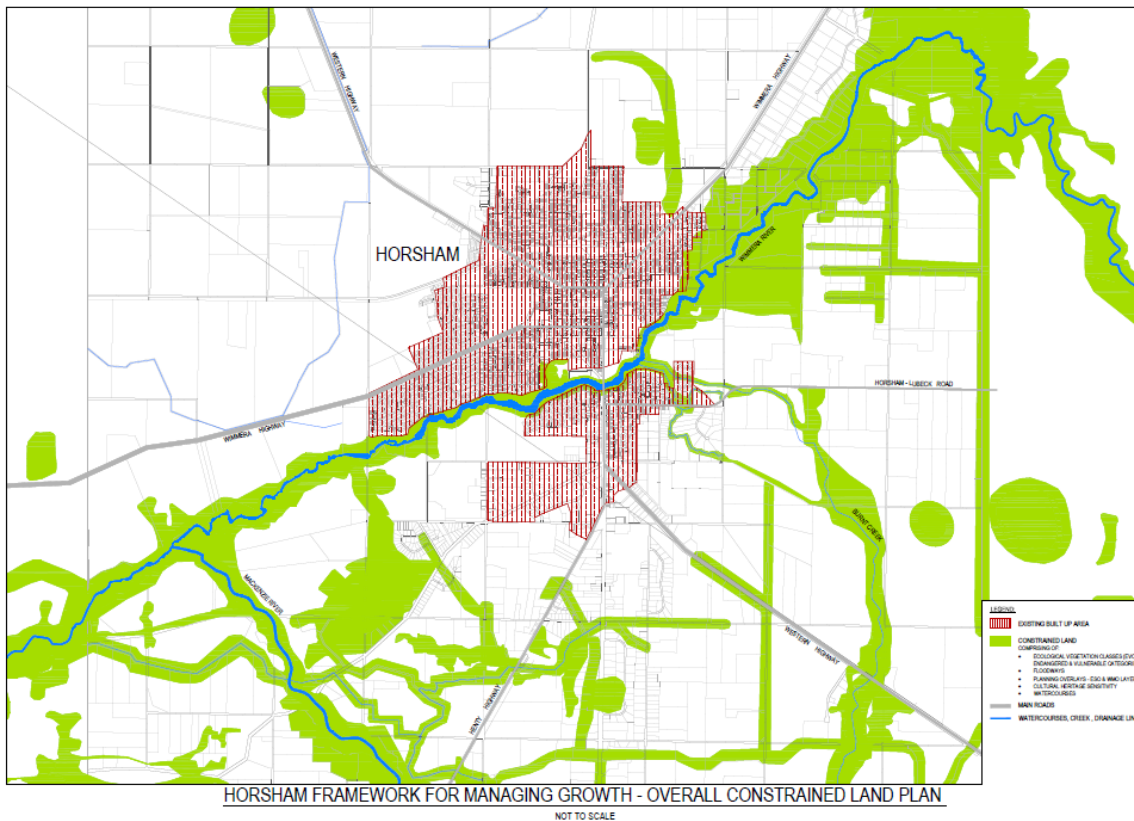
- Fully constrained land
- Constraint type
- Partially constrained land

Maps are provided overleaf.

5.3.1 Environmental Constraints

Fully constrained land

Fully constrained land identifies land which is likely to pose either no prospect of future development or significant cost to future development. Generally, these areas are located adjacent to watercourses or floodways or areas which are of ecological significance.

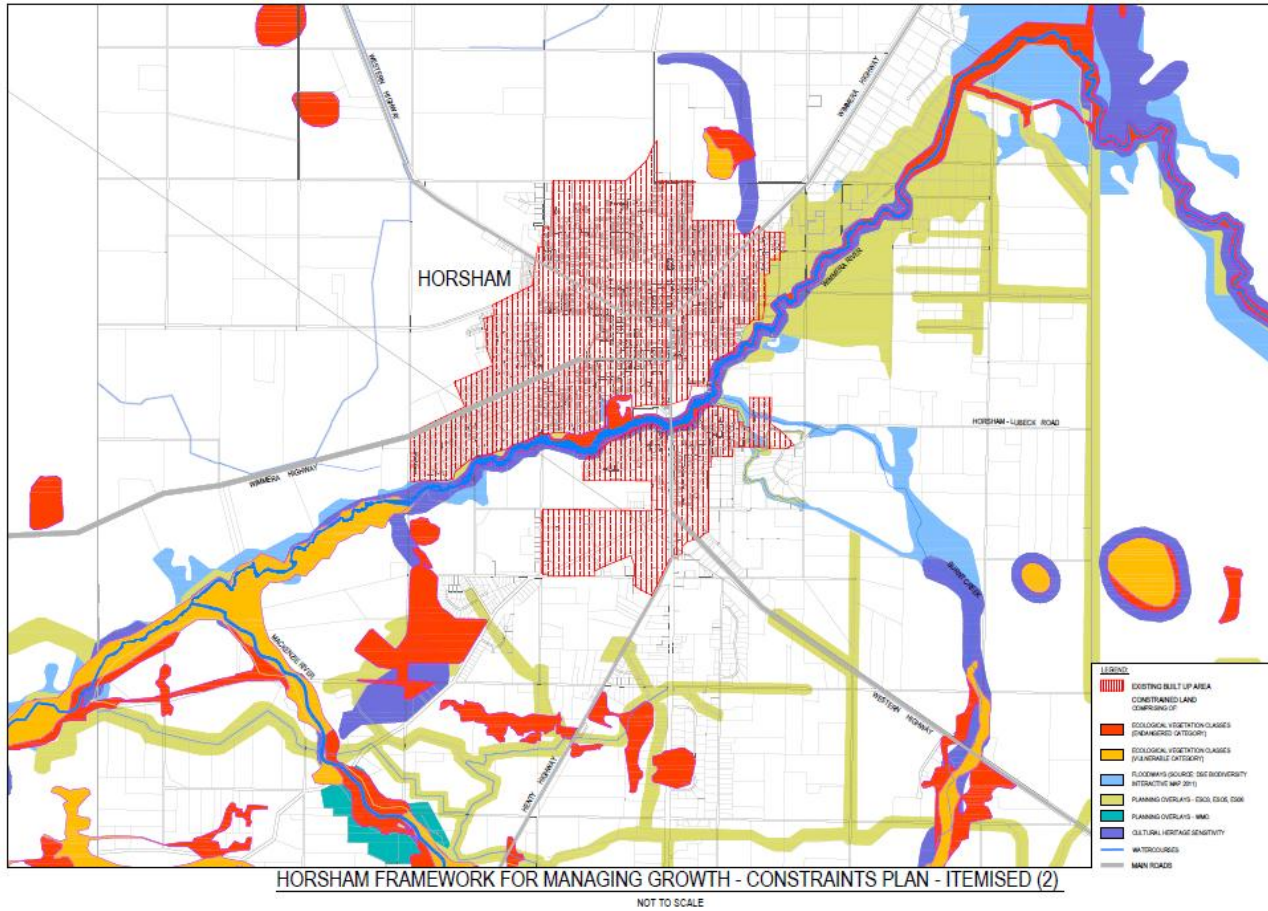


LEGEND:

-  EXISTING BUILT UP AREA
-  CONSTRAINED LAND
COMPRISING OF:
 - ECOLOGICAL VEGETATION CLASSES (EVC's - ENDANGERED & VULNERABLE CATEGORIES)
 - FLOODWAYS
 - PLANNING OVERLAYS - ESO & WMO LAYERS ONLY
 - CULTURAL HERITAGE SENSITIVITY
 - WATERCOURSES
-  MAIN ROADS
-  WATERCOURSES, CREEK , DRAINAGE LINE

Constraint type

Constraint types are mapped to identify the basis of each constraint.

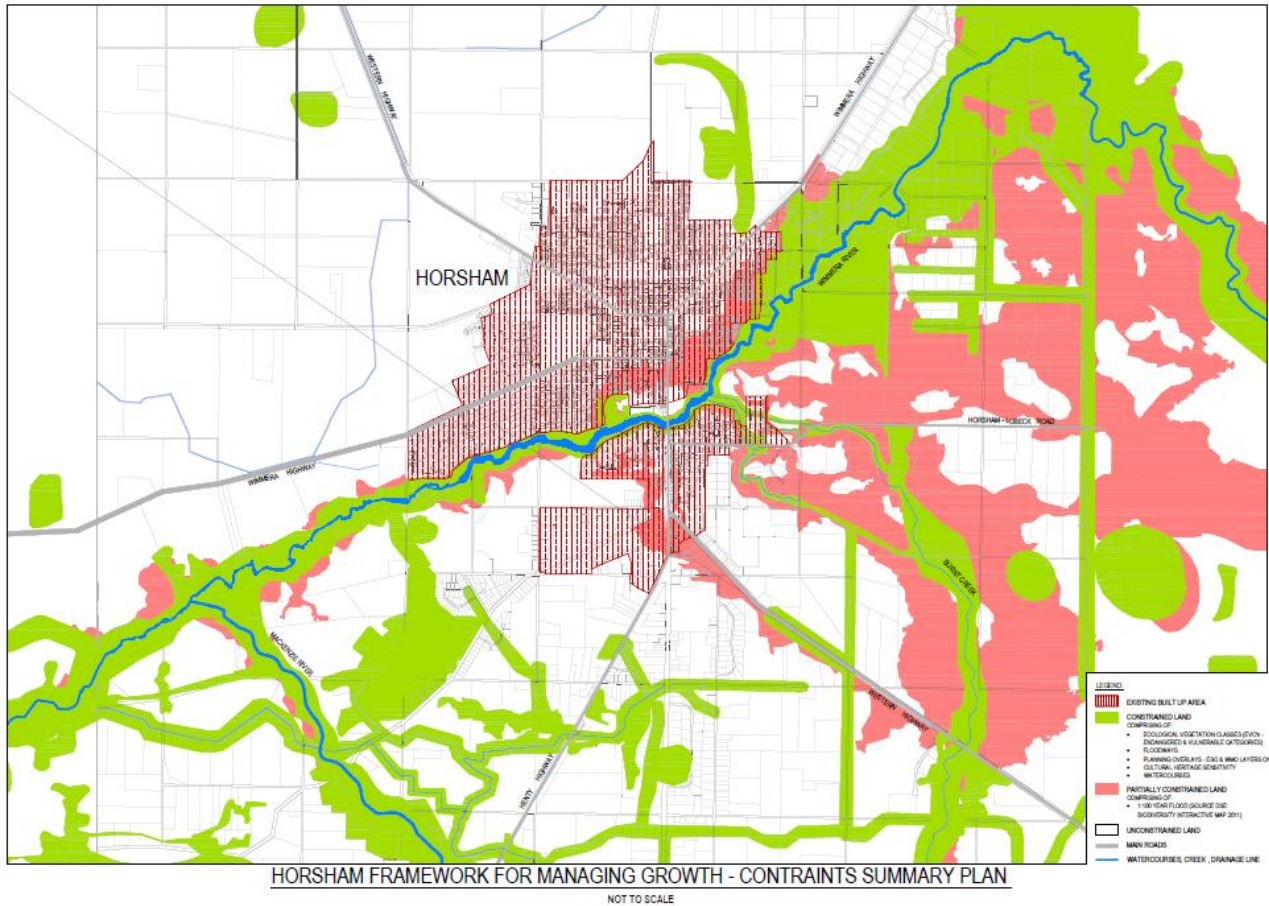


LEGEND:







- EXISTING BUILT UP AREA
- CONSTRAINED LAND
COMPRISING OF:
- ECOLOGICAL VEGETATION CLASSES
(ENDANGERED CATEGORY)
- ECOLOGICAL VEGETATION CLASSES
(VULNERABLE CATEGORY)
- FLOODWAYS (SOURCE: DSE BIODIVERSITY
INTERACTIVE MAP 2011)
- PLANNING OVERLAYS - ES03, ES05, ES06
- PLANNING OVERLAYS - WMO
- CULTURAL HERITAGE SENSITIVITY
- WATERCOURSES
- MAIN ROADS

Partially constrained land

1 in 100 year floodways are added to the constraints map to identify land which would require some form of siting or flood mitigation constraint to be resolved (if developed).



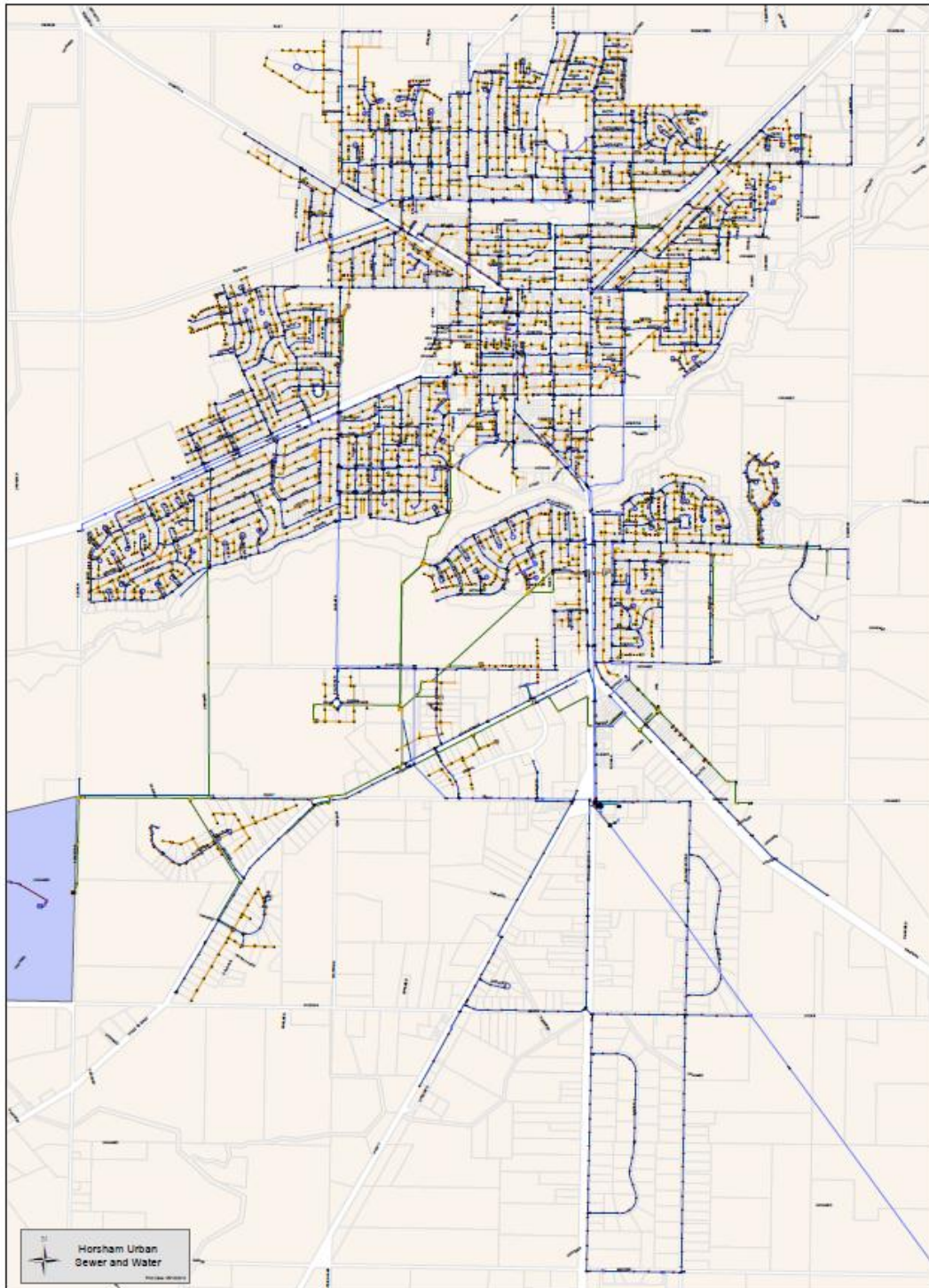
LEGEND:

-  EXISTING BUILT UP AREA
-  **CONSTRAINED LAND**
COMPRISING OF:
 - ECOLOGICAL VEGETATION CLASSES (EVC's - ENDANGERED & VULNERABLE CATEGORIES)
 - FLOODWAYS
 - PLANNING OVERLAYS - ESO & WMO LAYERS ONLY
 - CULTURAL HERITAGE SENSITIVITY
 - WATERCOURSES
-  **PARTIALLY CONSTRAINED LAND**
COMPRISING OF:
 - 1:100 YEAR FLOOD (SOURCE DSE: BIODIVERSITY INTERACTIVE MAP 2011)
-  UNCONSTRAINED LAND
-  MAIN ROADS
-  WATERCOURSES, CREEK , DRAINAGE LINE

5.3.2 Infrastructure servicing constraints

Sewer and Water

Existing sewer and water infrastructure is shown on the map below. The map identifies an absence of sewage infrastructure (brown line) and reticulated water (in some areas) south of Horsham in Haven.



GWM Water has advised that its infrastructure has been reviewed in the last few years. In this regard, the water infrastructure has been upgraded to sufficient pressure and supply to Natimuk, 25km west of Horsham, in anticipation of future growth. Horsham’s wastewater treatment plant would require upgrade to meet the additional demand. Shared sewerage facilities in Horsham north would require augmentation work by the authority to meet with the increased demand.

The absence of sewer to areas south of Horsham, and the presence of reticulated water to only some lots within Haven is a significant constraint to growth. A key issue to resolve in future is whether Council (and by extension service authorities and landholders) deliver infrastructure services to the Haven area. If Haven and areas south of Horsham are to grow in future, then it will be critical to provide reticulated services to these areas.

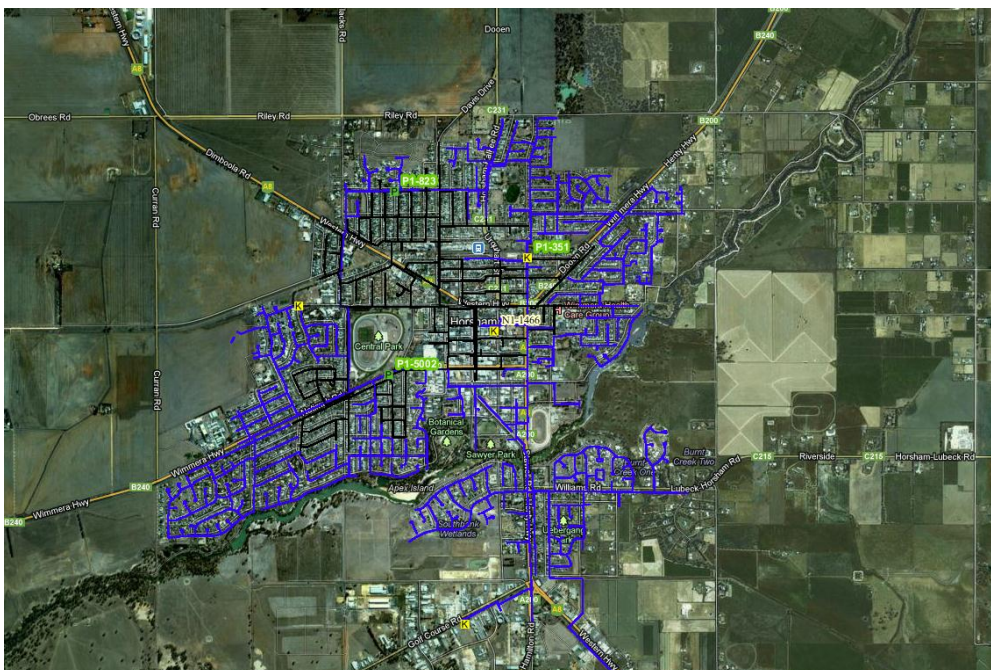
Energy

Powercor advises that it is expecting low (natural) load growth in Horsham. To account for this medium term growth forecast (10 to 15 years), improvements to the local infrastructure would be gradually undertaken in the short term (5+ years) to upgrade the supply quality and reliability.

SP AusNet (Gas)

SP Ausnet has both low and high pressure gas infrastructure within the municipality, with the low pressure systems planned to be upgraded to high pressure over the next 10 year period. SP AusNet has also advised that the current system has adequate capacity to meet the anticipated future demands. In the event of substantial load increase, SP AusNet will ensure adequate capacity will be available to meet the requirements.

The current gas infrastructure map is below: low pressure system in black and high pressure network shown in blue.



Telecommunications

NBN Co is the responsible authority for providing telecommunication services in the Horsham Rural City Council. The NBN rollout is planned to commence in December 2013.

5.3.3 Summary – constraints to growth

Constraints mapping has been used to identify land which is either constrained or partially constrained. The presence of a constraint does not equate to “no development”. A constraint is an existing characteristic or condition which needs to be overcome before development can occur.

The purpose of mapping constraints was to provide a broad picture as to where land which is least affected by environmental and infrastructure factors. The mapping has been considered when establishing broad directions for future growth and is not intended to provide a detailed site or precinct specific level focus. It would be expected that more detailed investigation of individual site constraints would occur at a precinct or individual site planning phase.

Based on the constraints mapping, it can be concluded that:

- **Constraints to urban growth are generally found to the east and south of the Horsham urban area.** The presence of watercourses, drainage lines, and channels in particular form the major constraint to development. These constraints are often in parts of Horsham with relatively high landscape amenity (ie: land adjacent to the Wimmera River). This poses a challenge and pressure for the future in that the best available land which is likely to be in high demand is required to be protected for environmental or conservation reasons.

Another significant constraint identified in the mapping is the absence of sewer to areas south of Horsham, and the presence of reticulated water to only some lots within Haven. A key issue to resolve in future is whether Council (and by extension service authorities and landholders) deliver infrastructure services to the Haven area.

Haven contains undeveloped land which could potentially be developed more intensively (given the presence of large lot LDRZ and Rural Living lots). If infrastructure were to be provided to Haven (in addition to resolving other constraints), then further intensification could be considered. Intensification should not be supported without these issues being resolved. In this regard, more detailed land capability and servicing investigations are required to determine Haven’s ability to grow in a sustainable manner.

- **The most likely opportunities for outward growth are likely to be realised to the north and west of Horsham.** These areas are least constrained by environmental and infrastructure factors and are likely to provide more sustainable opportunities for outward growth, should this be required in future.

6 Themes, Objectives, and Strategies

The Framework for Growth will be developed around the following key themes.

- *Settlement and Housing*
- *Infrastructure*
- *Natural Environment and Open Space*
- *Economic Development and Employment*
- *Access and Movement*
- *Community services and facilities*
- *Sustainability*

Objectives, Strategies relate to each theme.

6.1 Settlement and Housing

6.1.1 Context

Horsham Rural Council's existing population in 2011 was estimated at 20,375 people Department of Planning and Community Development (2012) "Victoria in future". Approximately one quarter of this population reside outside of the Horsham urban area in townships and settlements.

Horsham's population is projected to grow, however it must be recognised that Horsham is situated in a region experiencing population decline. Over the next 20-30 years, Horsham is likely to see a significant increase in population of residents 60 years and over, and population decline of residents aged 50 or less. The Framework for Growth recognises these possible futures and plans for possible future impacts.

A growth scenario identified in Victoria In Future of 0.5% would result in an additional 110 people per year, and the need for an additional 71 households per year. A higher growth scenario has been developed that is based on recent (2005/06 – 2010/11) building approval activity and ABS data. When projected, this results in an average annual dwelling requirement of 125 households per year.

A review of Horsham's residential market suggests that the current supply of residential land is estimated at approximately 1,879 lots, comprising:

- 1,213 zoned broadhectare lots (65% of supply).
- 357 vacant non-urban residential lots (19% of supply) and
- 309 designated future residential lots (16% of supply).

Under a low growth scenario, there will be demand for an additional **1,413 dwellings in Horsham over the next 20 years**. This amount could be accommodated through an existing supply of residential land, and infill opportunities.

Under a high growth scenario (based on Council building records, and further supported by ABS data), there would be a requirement for an additional **2,500 dwellings over the next 20 years**. This is likely to include a mixture of greenfield development opportunities, as well as infill development of key sites and the provision of higher density housing formats.

NOTE: This does not include existing Low Density Residential or Rural Living lots of which there is significant supply to serve current and future needs. If supply is maintained or increased, it has the potential to reduce the demand for residential land in future.

6.1.2 Objectives

- To ensure adequate supply of housing to meet current and future housing needs.
- To encourage increased densities of development in areas that can capitalise on existing physical and social infrastructure.
- To encourage development which celebrates and capitalises on Horsham’s location, unique character, and “sense of place”.
- To ensure that new development, including subdivision, delivers improved sight lines; local legibility; and connection to, and extension of, Horsham’s established grid based road network.
- To maximise opportunities for growth within Horsham CAD and Horsham urban area.
- To identify opportunities for sustainable future growth outside of the Horsham urban area.
- To improve the diversity of housing options available within Horsham.
- To promote a high standard of Ecologically Sustainable Development (ESD).
- To promote housing affordability.
- To ensure that new development is located to avoid bushfire and flooding risks.
- To protect areas of environmental, cultural and agricultural significance from urban development.

6.1.3 Strategies

- Priority should be given to:
 - Urban development connected to reticulated services.
 - Smaller households with good access to services and facilities.
 - Retirement Living / Aged Care.
 - Short term accommodation for workers.
 - Affordable housing.

In recognition of the different characteristics, and settlement objectives for various parts of Horsham, strategies specific to the Settlement and Housing are structured as follows:

No.	Settlement Area
1	Town Centre (Horsham CAD)
2	Existing Urban Area (Outside of CAD)
3	Strategic Infill Sites
4	Growth Areas
5	Low Density Residential Zone (LDRZ)
6	Rural Living Zone (RLZ) areas (including Haven)
7	Farming Zone

1. Town Centre (Horsham CAD)

The Horsham Central Activities District (CAD) provides shopping, entertainment, business, civic and community services to Horsham and the wider Wimmera region. This region contains a resident population of approximately 51,000 residents in Horsham Rural City and the shires of Northern Grampians, West Wimmera, Hindmarsh and Yarriambiack.

The Horsham CAD has an important role in providing services (including social and cultural) and jobs for the regional population, and this is reflected in the strategic policy commitments contained in the Horsham Planning Scheme. While the CAD appears to be performing a strong regional role at present, a number of key development sites are located in the centre which, if developed appropriately, could contribute to the further vibrancy of the CAD.

The Horsham CAD is likely to continue to serve the primary retail functions for Horsham and the region. Population growth rates and additional dwellings do not indicate the need for significant new retail to be added outside of the CAD. A separate project - the *Horsham CAD Strategy* is being undertaken specifically in relation to the requirements of the Horsham CAD, including future retail requirements.

Strategies

- Encourage retail and business activities within the Horsham CAD.
- Encourage compact urban forms and infrastructure.
- Encourage the development of strategic infill sites identified in the Horsham CAD Strategy and existing residential land which is yet to be developed.
- Improve connectivity between the Horsham CAD and surrounding urban area.
- Protect sites of cultural significance.
- Identify long term growth opportunity.

2. Existing Urban Area [outside of Horsham CAD]

The existing urban settlement area can be defined by residential zoned land. This land is critical to Horsham's sustainable future growth in that it is serviced, and (in general) well located to services and amenities contained within the Horsham CAD. It is important that Horsham's residential stock adapts over time to meet future needs.

At present, there is lack of large, easily developable sites with good access to services. It is possible that over the lifetime of the Framework, strategic infill sites within the existing urban area will become available and provide opportunities to meet a number of current and future housing needs.

A lack of housing diversity (limited medium density housing stock) must be addressed in order to provide suitable housing to meet future needs.

Strategies

- Encourage medium density residential development within a 400 metre radius of the Horsham CAD.
- Improve connectivity between the Horsham CAD and surrounding urban area.
- Encourage connect to and extension of Horsham's grid based road network.
- Encourage compact urban forms and infrastructure.

- Ensure that the staging of residential development occurs in a logical and efficient fashion with concurrent staged augmentation of infrastructure.
- Encourage the development of strategic infill sites.
- Encourage the development of retirement living and aged care uses within the Horsham urban area.
- Encourage opportunities to increase the supply of affordable housing, both within private sector and in the form of social housing, to cater for lower income households, older people and young people who wish to remain within the local area.
- Encourage the integrated planning of new development to incorporate access to community facilities, open space, and recreation opportunities.
- Provide infrastructure to support sustainable transport modes within the established urban area, including public transport facilities, end of trip facilities, and infrastructure to support walking and cycling.
- Avoid the clustering of social housing.
- Ensure that the development of land in the floodplain of the Wimmera River and Burnt Creek is designed and constructed to respond to the risks associated with flooding and inundation.
- Protect sites of cultural significance.

3. Strategic Infill Sites

A number of strategic infill sites have been identified. Infill sites have been selected as they demonstrate the following attributes:

- Land is of a size that would allow significant growth and change.
- The land may provide opportunities for additional housing.
- The land may support the development of smaller household types to meet current and projected future needs.
- The land could be expected to be developed over a 30 year time horizon.
- The land is strategically located within the existing Horsham urban area with access to services and amenities.
- Change is supported by either an existing plan or policy, or has been identified in consultation with key stakeholders in preparing the FFG.

The identification of strategic infill sites would be subject to further detailed investigation with Council, Stakeholders, and the community through the implementation of the FFG project and other Council initiatives.

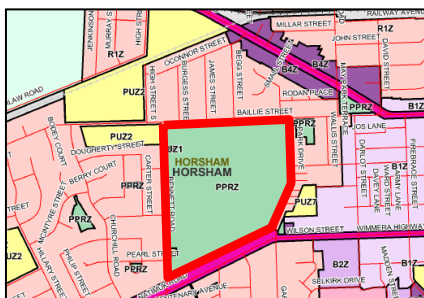
Strategies:

- Ensure that appropriate remediation investigations and procedures are undertaken as part the development of strategic infill sites for residential purposes, where the potential for contamination exists.
- Ensure that the staging of residential development occurs in a logical and efficient fashion, with concurrent augmentation of infrastructure.
- Ensure a range of lots sizes within new subdivisions to provide for dwellings of a variety of sizes.
- Encourage new subdivisions to adopt best practice in relation to walkable neighbourhoods, water sensitive urban design, energy efficiency and sustainability.

- Encourage opportunities for mixed use development.
- Encourage urban design that promotes safety, healthy lifestyle, physical activity, social interaction and accessibility to open space and recreation opportunities.
- Encourage the integrated planning of new development to incorporate access to public art, community facilities, open space, and recreation opportunities.
- Provide infrastructure to support safe and convenient sustainable transport modes within the established urban area, including public transport facilities, end of trip facilities, and infrastructure to support walking and cycling.
- Encourage the development of aged care facilities, including affordable and accessible housing.
- Encourage and attract young families through the provision of appropriate education, child care, community facilities, entertainment, culture, sporting and open space opportunities.
- Encourage compact urban forms and infrastructure.
- Encourage further investigation of the following strategic redevelopment sites:



Aerial View of Racecourse Site



Zone Map of Racecourse Site

Horsham Racecourse

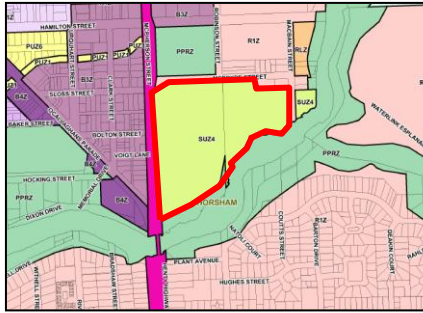
- The racecourse site is ideally situated adjacent to established residential areas (to the north, west, east and south beyond Natimuk Road).
- The site has good access via Natimuk Road.
- The site is ideally situated within close proximity to the Town Centre.
- The site is still currently used, however over the life of the Framework, could become available either through re-location or partial/whole re-development. The Framework should allow for this outcome over a medium – long term time horizon.
- The site may provide opportunities for uses including open space, residential, and future expansion of the CAD when required.
- Development of the site would be required to consider environmental, heritage and planning investigations, open space and linkages through to the other neighboring residential estates.
- Development of this site would also be required to consider the economic implications if the racecourse is not re-located.
- Development of the site will need to incorporate the area required for storm water harvesting. This area should be landscaped so as to add value to the open space.



Aerial View of Showgrounds Site

Showgrounds

- The showgrounds site is ideally located south of an existing residential area.
- The site has good access from Western Highway (McPherson Street).
- The site is within close proximity to the Town Centre.
- The site has a large frontage to the Wimmera River.
- The site is still used, but over the life of the Framework, some of the land may become available for redevelopment (partially / all).



Zone Map of Showgrounds Site

The Framework should allow for this outcome over a medium – long term horizon.

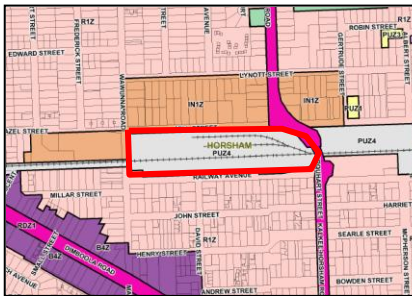
- The site may provide opportunities for a variety of uses including residential given the surroundings.
- Development of the site would be required to consider flood mitigation measures given the close proximity to the Wimmera River and previous flooding history to the southeast, in addition to any potential archaeological heritage and environmental investigation.
- The site provides the opportunity to enhance the entrance into Horsham.
- The site would also require to consider interface treatments with the adjoining business uses beyond Western Highway to the west.



Connections through Rail Corridor/Horsham North Site

Rail Corridor

- Council has resolved that an options and cost benefit study to be undertaken to determine the advantages or otherwise of a realignment of the Melbourne-Adelaide national rail corridor to redirect railway traffic out of the city centre to a “northern shortcut” which would save approximately 7kms of interstate freight travel distance.
- This area provides the opportunity to re-integrate Horsham North with wider Horsham and breakdown the barrier effect created by the railway line.
- The rail corridor is ideally situated north of an established residential area (beyond Railway Avenue).
- The site is within close proximity to the Town Centre.
- The site may provide opportunities for uses including residential given the surroundings, in addition to potential educational, recreational, open space, and community activity along the length of the railway line if this was to be diverted to by pass the town.
- The site also provides opportunities to improve pedestrian and cycle connections across the railway corridor.
- Future development would be subject to detailed environmental and planning investigation/approvals.



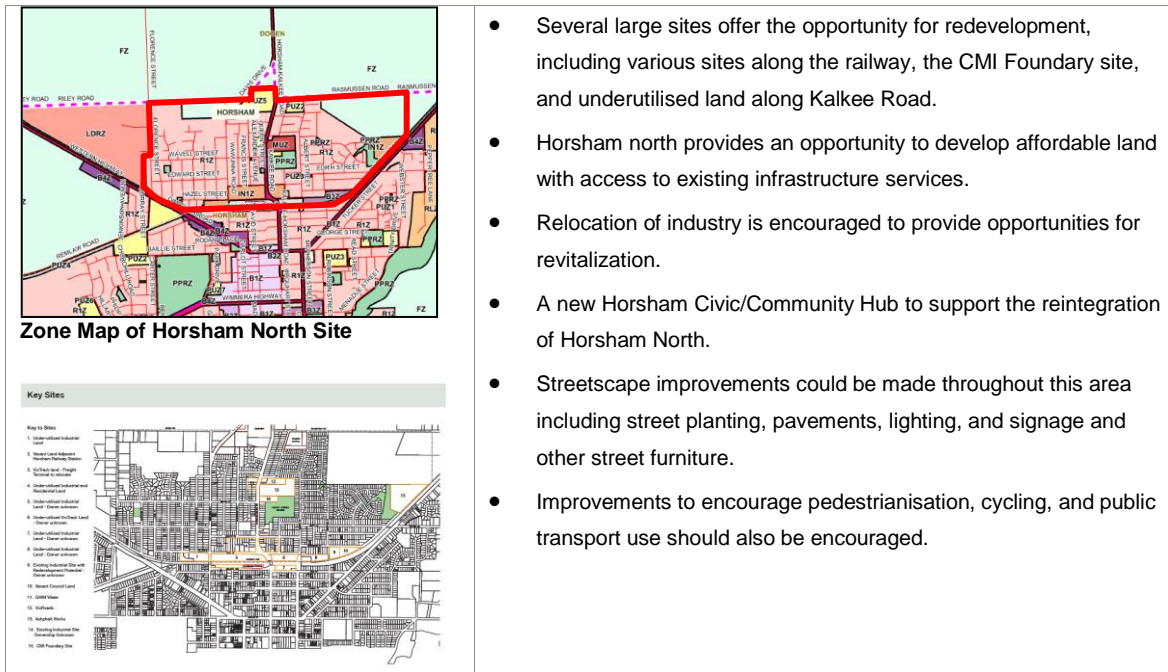
Zone Map of Rail Corridor/Horsham North Site

Horsham North



Aerial View of Horsham North Site

- Horsham North can be better utilised, and is identified as an urban regeneration area.
- Relocation of the railway (as discussed above) presents opportunities to better connect Horsham north to the existing Horsham urban area. An Urban Design Framework (UDF) has been prepared by Council contemplating this outcome. The UDF should be used to guide future growth and change of the Horsham North area.
- Horsham North presents opportunities for a variety of uses, including residential, health, educational, recreational and community facilities.



4. Growth Areas

Growth Areas have been identified as they demonstrate the most likely direction for outward growth of Horsham. The purpose of identifying Growth Areas is to:

- Identify land for future residential use.
- Assist authorities to co-ordinate and plan for future infrastructure upgrades.
- Assist in ensuring that the subject land (and adjoining land) is not used for a purpose which may compromise future residential use.
- Provide certainty for investors and landholders as to where future growth and change is likely to occur

Growth Areas have been selected as they display the following attributes:

- Relatively few constraints, when compared with other undeveloped land.
- A reasonable level of connectedness to the existing Horsham area.
- Can be serviced with connections to existing infrastructure.
- The land could be developed over a 30 year time horizon.
- The land can provide opportunities for additional housing.
- Would provide an amenity suitable for housing.
- Reasonable proximity to services and amenities within the existing Horsham urban area.

Strategies:

- Ensure that future urban development occurs within a logical sequence determined by: demonstrated demand, infrastructure connectivity and availability of supporting services.
- Ensure that the staging of residential development occurs in a logical and efficient fashion, with concurrent augmentation of infrastructure.
- Ensure a range of lots sizes within new subdivisions to provide for dwellings of a variety of sizes.

- Encourage new subdivisions to adopt best practice in relation to walkable neighbourhoods, water sensitive urban design, energy efficiency and sustainability.
- Ensure that the use, development, or subdivision is avoided where it may prejudice the conversion of land for residential purposes.
- Encourage urban design that promotes safety, healthy lifestyle, physical activity, social interaction, and accessibility to open space and recreation opportunities.
- Encourage the integrated planning of new development to incorporate access to public art, community facilities, open space, and recreation opportunities.
- Provide infrastructure to support safe and convenient sustainable transport modes within the established urban area, including public transport facilities, end of trip facilities, and infrastructure to support walking and cycling.
- Avoid the use of panel fencing interfacing residential and rural land.
- Encourage the use of perimeter roads and open space as interface treatments between urban and non-urban land.
- Encourage the development of aged care facilities, including affordable and accessible housing.
- Encourage and attract young families and individuals to Horsham through the provision of appropriate education, child care, community facilities, entertainment, culture, sporting and open space opportunities.
- Encourage compact urban forms and infrastructure.
- Ensure subdivision for residential development contributes to the inter-connectedness of Horsham's street network, and links with Horsham's pedestrian and cycle path network.
- Identify the following growth areas:
 - Horsham West (Jenkinson Estate)
 - Horsham West (land north of Jenkinson Estate)
 - Horsham North



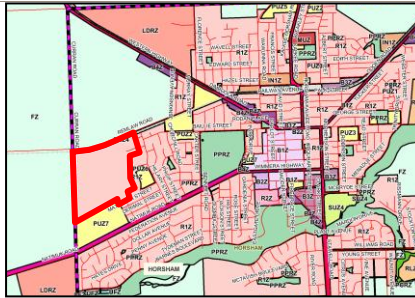
Aerial View of Horsham West Site



Approved Development Plan for Horsham West Site

Horsham West

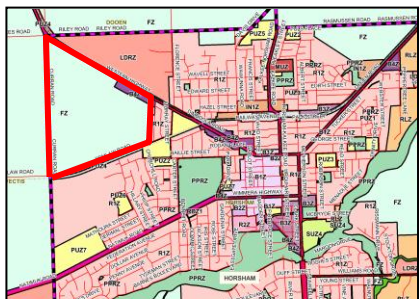
- The land forms a logical growth area to the west of Horsham. The land is already zoned for residential and has a Development Plan approved for residential subdivision (also known as Jenkinson Estate).
- The land has good proximity to access to the surrounding urban area and urban infrastructure to area so the east
- The site has good proximity to town centre services and amenities.
- The site can benefit from potentially utilising the old rail corridor, which runs parallel to Remlaw Road to the north. The corridor may provide a strategic / major pedestrian and cycle path connection to schools and the rest of the city.
- Development of the site would be required to consider environmental, heritage, planning and infrastructure investigations, in addition to open space and linkages through to the other neighbouring residential estates (this may have been undertaken as part of the approved Development Plan).
- Future development would also be required to consider upgrades to social infrastructure such as schools based on capacity.



Zone Map for Horsham West Site



Aerial View of Land North of Jenkinson Estate Site



Zone Map of Land North of Jenkinson Estate Site

Land north Of Jenkinson Estate

- This land is situated to the west of an established residential estate and to the north of Jenkinson Estate (beyond the railway line and Remlaw Road) which has a Development Plan approved for residential subdivision.
- The site is currently farmland, however over the life of the FMG, the land could be required for long term growth. It is not intended that the land be rezoned or developed in the short-medium term. Curran Road would then provide a logical and distinctive definition between urban and non-urban land.
- The land may provide opportunities for residential and recreational uses.
- The land may benefit from utilising the old rail corridor, which runs parallel to Remlaw Road to the north. The corridor may provide a strategic / major pedestrian and cycle path connection to schools and the rest of the city.
- The land has access to town centre services and amenities.
- The land can be accessed via Remlaw Road (from the south), Western Highway (from the north), Curran Road (from the west) and Jenkinson Avenue (from the east).
- Development of the site would be required to consider environmental, heritage, planning and infrastructure investigations, in addition to open space and linkages through to the neighbouring residential estate to the east.
- Future development would also need to consider managing the interface between urban and non-urban land.



Aerial View of Horsham North

North of Horsham

- This area has the potential to be a long term growth area for the city. It is currently zoned Farming Zone and would require further investigation of potential rezoning particular sites if required for further growth.
- This area ideally forms a natural growth area to the north of the City.
- This area is ideally located north of established residential properties.
- Development of this area would be required to consider environmental, heritage, planning and other infrastructure



Zone Map of Horsham North

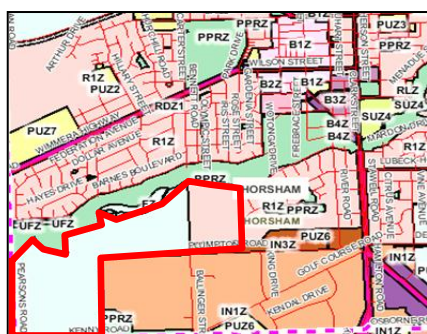
investigations, in addition to linkages through to other existing neighbouring residential estates.

- Development of this area requires consideration of the effects of the proposed highway bypass and the relocated rail line.
- Development of this area may also be limited by any potential plans to extend the airport runway, although this will require further environmental investigation.
- Future development would also need to consider managing the interface between urban and non-urban land.
- Considering the long term development nature of this area, along with the potential impacts of a number of strategic macro-city planning projects, further consideration of this area will be deferred to the first 5 yearly review of the Framework for Managing Growth.

Aerial View of Southbank Site



Zone Map for Southbank Site



Southbank

- The site ideally forms a growth area to the south west of the City.
- The site is currently zoned partially for residential and partially zoned for farm land.
- The site is within good proximity to access via Pearsons Road to the west, Kenny Road to the south and Plumpton Road to the east.
- The site is ideally located west of an emerging residential estate.
- The site has good proximity to town centre services and amenities.
- The site is within close proximity to the Wimmera River to the north which will provide wider recreational benefits.
- Development of the site would be required to consider environmental, heritage, planning and infrastructure investigations, in addition to open space and linkages through to the other neighbouring residential estates.
- Future development would also be required to consider upgrades to social infrastructure such as schools based on capacity.

1) Zone Map of land east of the Wimmera River

Other

- Strategic direction is also provided for two other parcels of land:
 - 1) Land shown on the first the map to the left east of the Wimmera River is contained within two zones. A planning scheme amendment could be undertaken in future to include the residual Farming Zone component within a residential zone. This would form the western most extent



2) Zone Map of LDRZ land west of Curran Road



- of the Horsham urban area.
- 2) Future development will need to respond to risks associated with flooding.

- 3) LDRZ land west of Curran Road - Land shown on the second map to the left has been zoned LDRZ, but has poor connectivity to surrounding areas. Curran Road forms a logical western extent to Horsham. If used for Rural living or large lot LDRZ, then the land may serve benefit as a transition between the Farming Zone and residential areas. Give its poor connectivity, the land should not be intensively developed.

5. Low Density Residential Zone (LDRZ)

Horsham contains sufficient Low Density Residential land to meet current and future needs. If supply is increased, it has the potential to reduce the demand for other residential land in future. It is not intended that further LDRZ land be created.

Strategies



Zone Map of Horsham LDRZ Areas

- Avoid the further rezoning of isolated land for LDRZ purposes in proximity to the City of Horsham.
- Ensure that the staging of residential development occurs in a logical and efficient fashion.
- Ensure potential future residential development in these areas does not disrupt or restrict existing or future viable agricultural or rural activities.
- Ensure LDRZ land is supplied with necessary infrastructure.
- Ensure that LDRZ land that cannot be supplied with infrastructure (e.g. drainage, water supply, sewer, and stormwater management) is not subdivided into lots that are too small to accommodate on site systems.

6. Rural Living Zone (RLZ) Areas (Haven)

While the Framework for Growth is primarily targeted at providing strategic direction for urban growth, it also recognises the role that existing Rural Living areas play in Horsham’s overall

settlement pattern and lifestyle appeal. Approximately one quarter of this population reside outside of the Horsham urban area in townships and settlements. *Source HRCC Health and Wellbeing Plan 2010 – 2013).*

These areas are widespread (particularly to the south of Horsham in Haven). The FFG proposes to maintain the settlement extent of the Rural Living Zone, with an assumption that undeveloped land may be developed in future. It can therefore be expected that some further growth in Horsham’s Rural Living zones will occur over the next 30 years. This growth however should remain in line with the purpose of the Rural Living Zone and be responsive to any constraint on the subject land (BMO, ESO, LSIO, active sand extraction work authority, etc).

The FFG supports current role of the Rural Living Zone which is *“to provide for residential use in a rural environment.”* It must be recognised that the RLZ is not a residential zone, and not intended for intensive development. The zone seeks to *“encourage use and development of land based on comprehensive and sustainable land management practices and infrastructure provision.”*

In Haven, environmental and servicing constraints do not support further intensification for uses other than those associated with Rural Living. Within this context, priority should be given to intensification within the Horsham urban area which is already serviced and provides greater opportunities for housing to be located in close proximity to services and facilities which support residential use. Haven should remain in the Rural Living Zone as a non-urban area to provide lifestyle opportunities on larger lots in line with its current zoning. Land that cannot be supplied with infrastructure (e.g. drainage, water supply, sewer, and stormwater management) should not be subdivided into lots that are too small to accommodate on site systems.

Strategies



Zone Map of Horsham RLZ Areas

- Avoid the further rezoning of isolated land for Rural Living purposes.
- Ensure that the staging of residential development occurs in a logical and efficient fashion.
- Only consider adjustments to the Schedule to the Rural Living Zone to reduce lot sizes where: Land is located within reasonable proximity to the Horsham CAD, does not encumber long term residential growth, does not compromise rural or agricultural land use, is not encumbered by exiting subdivision patterns, is not encumbered by industry or environment.

7. Farming Zone (FZ)

Land within the Farming Zone continues to serve the primary purpose of supporting rural and agricultural uses. Settlement within the Farming Zone needs to consider the suitability of the land for agriculture.



Zone Map of Farming Zone (FZ) Land

- Ensure that new uses and buildings protect environmental features including large stands of trees, native revegetation, native animal habitat and movement corridors, watercourses, and drainage lines.
- Ensure that further subdivision and development does not detrimentally impact upon water or agricultural land production.
- Ensure that further subdivision and development does not reduce the capacity of agricultural production.

Limits to urbanisation

At present, there is no consistent approach in Horsham for deciding where urban growth can occur and where no-urban values should prevail. Through the course of the project, it has been established that clear, consistent direction is needed to provide greater certainty for decision makers, investors, and the community to reduce land speculation.

There are long term limits to urban development where non-urban values and land uses should prevail. The distinction between urban and non urban land in Horsham is defined as:

- 1) Existing urban areas and possible future urban areas.
- 2) Rural balance.

Existing urban areas and possible future urban areas can be seen on the Settlement and Housing Map overleaf. Existing urban areas are reflective of the urban zones contained within the Horsham Planning Scheme. Proposed future urban areas include land that needs to be set aside for possible future urban development to meet future housing needs. The Framework for Growth seeks to priorities existing urban areas and possible future urban areas as the target of future settlement and infrastructure investment for the City of Horsham.

The Rural balance can be identified as Rural Living Zone and Farming Zone land located outside of the urban area. Non-urban land is to be used for activities such as agriculture, rural living, conservation, resource development, water supply, and sewage treatment that require large areas of open land.

The Framework for Growth does not seek to draw or apply a boundary between urban and non urban land in the form of an Urban Growth Boundary or Settlement Boundary. Given Horsham's fragmented settlement pattern, a boundary is problematic to define and would achieve little in providing future strategic direction. To provide the necessary direction sought by Council, stakeholders, industry, and the community, the Framework for Growth instead establishes directions for growth, and criteria which must be satisfied in order for non-urban land to be considered for urban purposes.

This approach is intended to support the orderly development of land, discourage the unnecessary extension of infrastructure and help preserve important qualities of Horsham's rural areas.

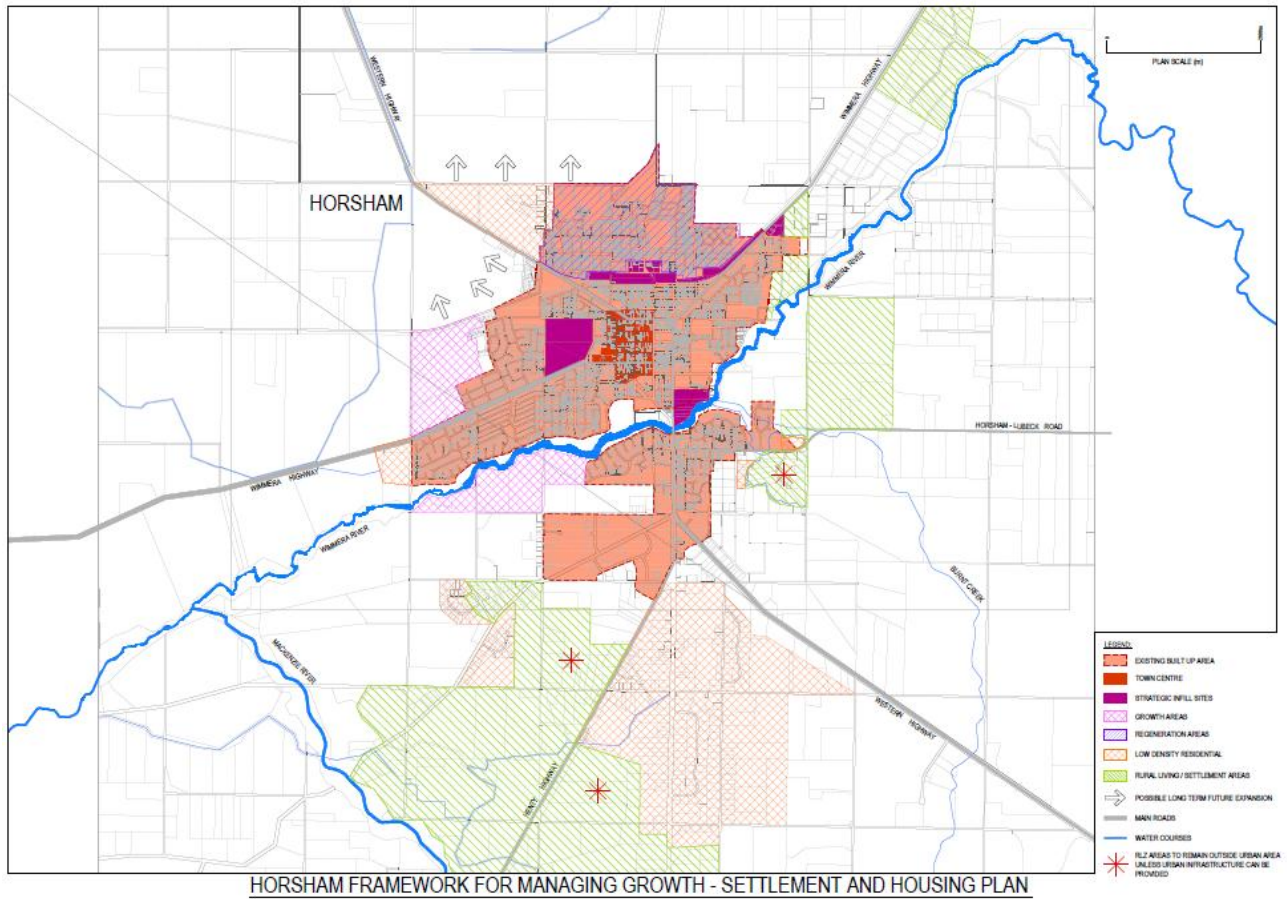
Criteria for considering proposals to rezone of non urban land:

Council will consider all of the following criteria for proposals to rezone non-urban land:

- 1) The land has been identified in a designated growth area or long term expansion area, as defined in the Horsham Framework for Managing Growth.
- 2) The proposal includes a strategic assessment of needs.
- 3) The proposal demonstrates a net community benefit.

- 4) The proposal demonstrates that the land:
 - Can be supplied with necessary urban infrastructure.
 - Can be connected to existing urban areas in a logical and efficient fashion.
 - Is not encumbered by exiting subdivision patterns.
 - Is not encumbered by industrial or environmental priorities.
 - Is located in reasonable proximity and connectivity to the Horsham CAD.
 - Does not disrupt or restrict existing or future viable agricultural or rural activities.
 - Can be developed without compromising other growth areas or long term expansion areas.
- 5) The proposal satisfactorily addresses any relevant Ministerial Guideline or Practice Note.

6.1.4 Settlement and Housing Map



6.2 Infrastructure

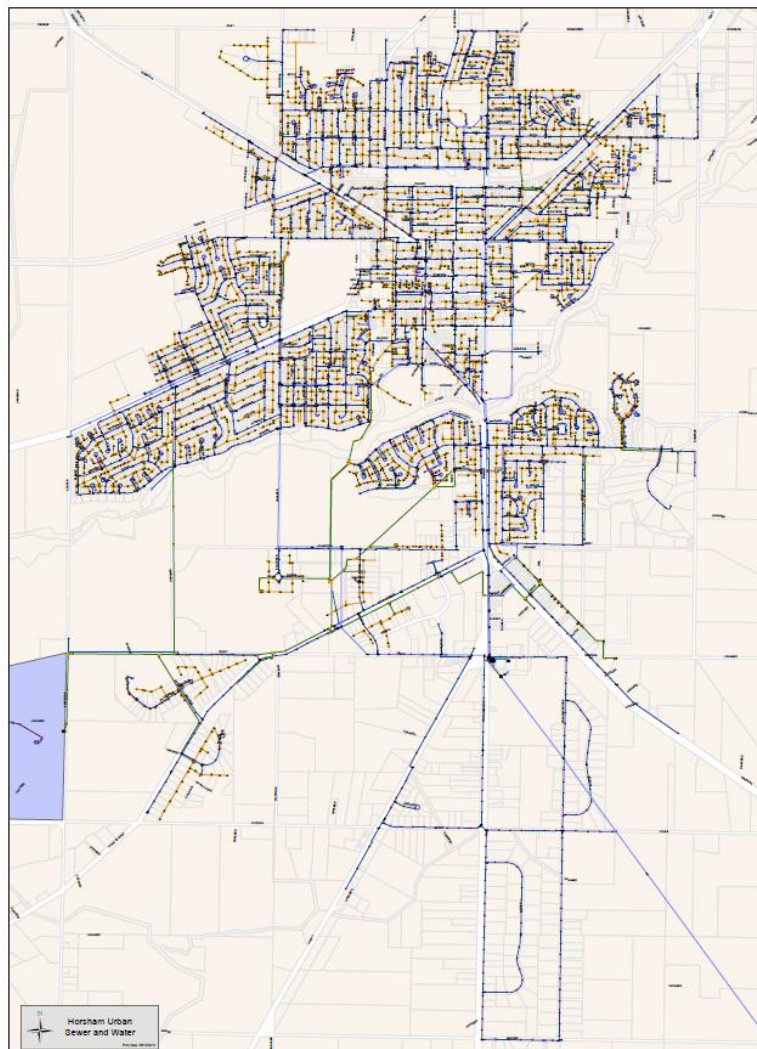
6.2.1 Context

Horsham, like many regional cities faces a number of challenges in providing and maintaining high quality, safe, and reliable infrastructure for its community. The Framework for Growth seeks to focus infrastructure priorities to meet current and future needs.

A key focus of the Framework for Growth is to prioritise the future delivery and upkeep of infrastructure. It is not intended that urban infrastructure will be provided to isolated rural residential land.

The absence of sewer in Haven (and reticulated water in some areas) is a key constraint to growth. In this regard, it is not intended to intensify Rural Living zoned land in Haven and land south of Horsham which is not provided with urban services. Proposals to subdivide land will only be supported where infrastructure can be provided, or where the land can satisfactorily treat waste through on-site systems.

The importance of housing affordability is a key issue for Horsham. Infrastructure design standards must be flexible in order not to prohibit development from occurring. It will be important for new urban areas to be designed with the sequential provision of infrastructure to ensure that the costs associated with the delivery of infrastructure are met.



6.2.2 Objectives

- To ensure the provision of infrastructure to meet current and future needs.
- To align future infrastructure priorities with the directions of the HFMG.
- To ensure that urban development is connected to reticulated services.
- To ensure that non-urban development can treat and retain all wastewater on site (in the absence of reticulated sewerage).
- To encourage the use of sustainable infrastructure technologies.
- To consider a broader spread of natural gas infrastructure.
- To maximise the benefits of broadband network roll out.

6.2.3 Strategies

- Ensure the sequential provision of sewerage, water, and electricity infrastructure is carefully considered in connection with new urban areas.
- Encourage the use of sustainable technologies in future infrastructure.
- Provide clear focus and delivery of priority areas requiring future infrastructure. In this regard:
 - Future extensions to the infrastructure network should be focused to the north and west of Horsham where future growth is anticipated,
 - Future extensions to the infrastructure network should also be focused at the strategic infill areas identified in this study.
- There is a critical need to investigate the environmental, social, and economic benefits and limitations of providing reticulated services to Haven. Future opportunities for urban growth should only be considered where infrastructure constraints can be fully resolved.
- Specify information requirements to accompany applications for new subdivision and development, including the provision and connection to existing infrastructure and the effects on agricultural production.
- Undertake investigations for the provision of drainage, sewer, water and electricity supply infrastructure in connection with land that is to be rezoned for further development.

6.3 Natural Environment and Open Space

6.3.1 Context

Horsham contains a number of recreation areas and open spaces. The Wimmera River is a significant landscape and recreation asset and influence over Horsham's settlement pattern.

Horsham is surrounded by outstanding natural landscapes and river systems, including the Grampians National Park, Little Desert National Park, Lake Hindmarsh, Mt Arapiles, Lake Albacutya, Natimuk - Douglas (Chain of Lakes) and Wimmera River. These are integral to Horsham's sense of identity.

Horsham benefits from recreational facilities including the golf course and equestrian centre. In addition, Horsham's river systems, lakes, national parks and parklands provide access to a wide range of cycling, bushwalking, world renowned rock climbing, recreational boating, rowing, and fishing opportunities.

Improvements can be made over time to reinvigorate these public spaces to promote ongoing prosperity within the town.

It is evident that some areas within Horsham (both existing and planned) are poorly served by their access to open space.

Significant biodiversity assets are present south of Horsham, including native vegetation of high or very high significance. This poses a development constraint to new development on in this area, in that significant biodiversity would need to be identified and protected prior to development.



Wimmera River

6.3.2 Objectives

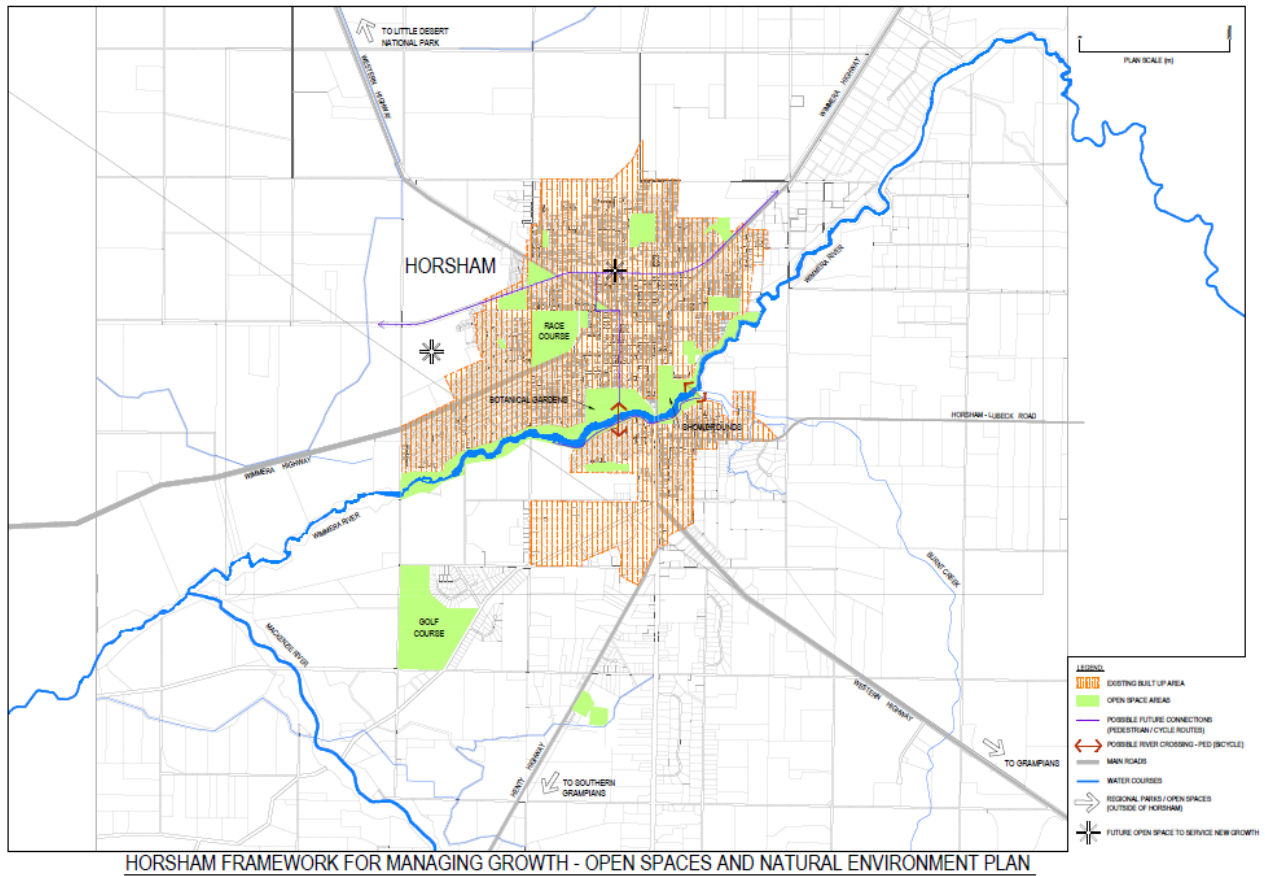
- To protect areas of environmental, cultural and agricultural significance from urban development.
- To maintain and enhance the natural environmental assets including waterways, wildlife corridors, and native vegetation.
- To better utilise and connect existing open space assets.
- To encourage opportunities for walking and social interaction.
- To promote ESD principles through the design of new open space infrastructure.
- To consider the level of developer contributions and other funding sources for open space improvements.

6.3.3 Strategies

- Ensure that development standards reduce environmental impacts associated with stormwater run-off and habitat loss and destruction.
- Restrict development in flood and fire prone areas.
- Ensure the retention of native animal habitat areas.
- Encourage new development areas to connect with existing movement corridors and networks, unless it is demonstrated that this cannot be achieved.
- Prepare an Open Space Strategy to determine current and future needs for open space.
- Identify and address existing gaps through the provision of improved linkages and new open space.
- Investigate the establishment of new walking and cycling linkages, including:
 - A connection between Firebrace Street and the southern bank of the Wimmera River.
 - Showgrounds and land to the south east of the Wimmera River.
 - Firebrace Street and current and disused railway alignments north of the Horsham CAD.
- Encourage the master planning of new development in infill and growth areas open space in areas where population growth could likely to occur in future, including:
 - Showgrounds
 - Horsham Racecourse
 - Horsham West
 - Southbank
- Encourage recreation opportunities along the Wimmera River corridor.
- Consider small scale restaurant/café uses in the Wimmera River corridor that are subordinate to the dominant use of the corridor as passive open space. Uses that are by, or on behalf of, the public land manager may be permitted. Interested parties should approach council to commence discussion of proposals.
- Prepare a Masterplan for the Wimmera River trail to examine ways to accommodate uses such as:
 - Additional recreation opportunities.
 - Walking and Cycling.

- Small scale business that supports the recreational aspects of the corridor.

6.3.4 Natural Environment and Open Space Map



LEGEND:

-  EXISTING BUILT UP AREA
-  OPEN SPACE AREAS
-  POSSIBLE FUTURE CONNECTIONS (PEDESTRIAN / CYCLE ROUTES)
-  POSSIBLE RIVER CROSSING - PED (BICYCLE)
-  MAIN ROADS
-  WATER COURSES
-  REGIONAL PARKS / OPEN SPACES (OUTSIDE OF HORSHAM)
-  FUTURE OPEN SPACE TO SERVICE NEW GROWTH

6.4 Economic Development and Employment

6.4.1 Context

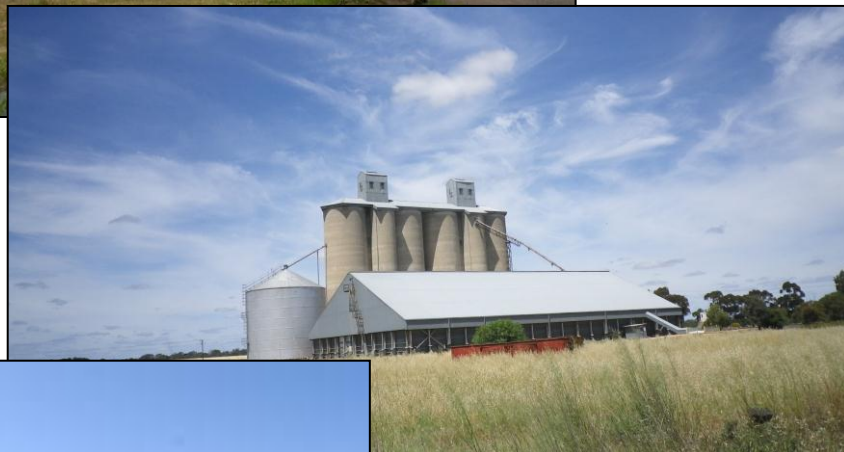
Horsham’s primacy as a regional centre in the State’s west, its position on the Melbourne to Adelaide freight route, and access to other main highways and roads is of strategic advantage. The development of the Wimmera Intermodal Freight Terminal (WIFT), and the potential for significant further development of the surrounding precinct, at Dooen is expected to further Horsham’s importance within the region in future.

Horsham remains an important service centre for agricultural industry. Horsham’s industrial land however needs restructuring to consider its purpose, location, and serviceability. A proportion of Horsham’s existing industrial land remains unserved, and undeveloped for industrial purposes.

Horsham’s productive agricultural lands generate local produce for both the region and for export. Horsham has a “food advantage” which could be strengthened with the improvements to transport, logistics and the possible introduction of food processing industries, value adding for export.



Existing Industries within Horsham



Grains Innovation Park

6.4.2 Objectives

- To maximise opportunities for employment which capitalise on Horsham’s regional position and access to key infrastructure.
- To encourage a sustainable business environment for retail, commercial, industrial, agricultural and tourism based businesses.
- To support the on-going growth and development of the retail and commercial sectors within Horsham CAD.
- To maintain a compact and integrated CAD.
- To provide for long term growth to strengthen the role and vibrancy of the Horsham CAD as a regional centre serving the Wimmera.
- To improve the safety and attractiveness of the public realm.
- To enhance the image and identity of Horsham.
- To develop strategic linkages between tertiary education and business.
- To encourage light industrial businesses to continue to locate outside of the Horsham CAD.
- To encourage the location of State Government Departments within Horsham.
- Encourage opportunities for home-based businesses and enterprises.
- To encourage and support the agricultural and agronomy services including associated research and development.
- To ensure that highly productive agricultural land remains under agricultural production.
- To encourage small scale local neighbourhood centres that offer convenience shopping services to their immediate local area to become established in residential areas.

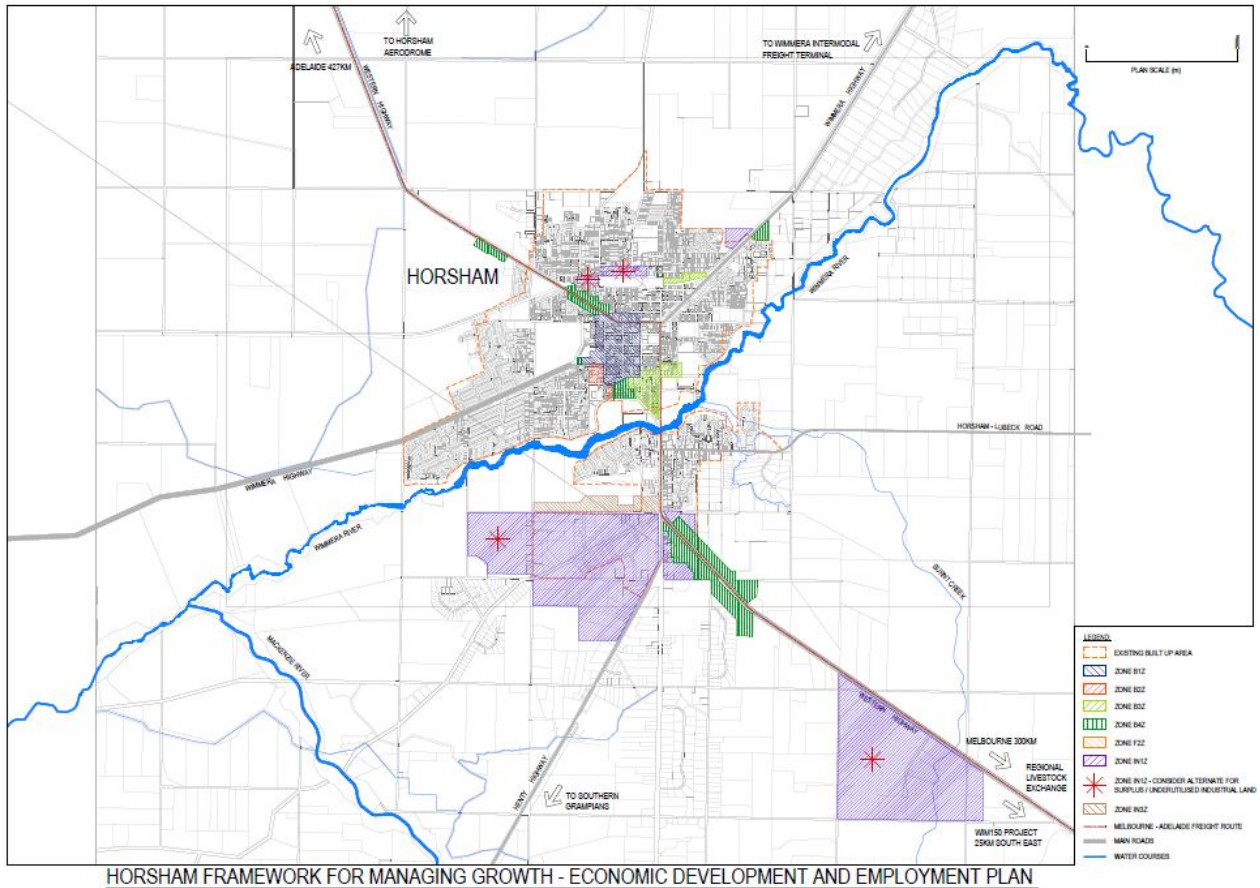
6.4.3 Strategies

Location	Strategies
Town Centre	<ul style="list-style-type: none"> • Implement key findings from the Horsham CAD Strategy, including: <ul style="list-style-type: none"> ○ Locate core retail activity at the ground level of buildings on within the CAD. Encourage office, residential at upper levels. ○ Encourage the redevelopment of underused land, (such as Coles, 54 -56 McLachlan Street), to ensure greater efficiency of land use and improved urban design outcomes. ○ Encourage greater intensity of development, where possible, in the central CAD area bounded by Baillie Street to the north, Firebrace Street to the east, Darlot Street to the west, and Wilson Street to the south. ○ Encourage mixed use development (including office, commercial accommodation, education or health-related uses) on land located south-west of the intersection of Wilson Street and Darlot Street. ○ Retain, where possible, older buildings that contribute to the character of the centre.

Location	Strategies
	<ul style="list-style-type: none"> ○ Design buildings to enhance the street life and appearance of the centre. ○ Provide weather protection for pedestrians through the design of new buildings by ensuring that verandas are incorporated into the design of new developments. ○ Develop a signage strategy for the centre that will provide a suite of co-ordinated signs for information, direction and promotion. ○ Encourage businesses in these areas to engage with the activity on the street, and encourage refurbishment, where appropriate to improve performance and create a vibrant pedestrian environment. ○ Investigate a 'main street' traders association to promote markets and organise events within the CAD. ○ Encourage the attraction of businesses and developments that serve the Wimmera region and beyond. ○ Encourage highway based retailing and restricted retailing to locate outside of the Horsham CAD, along Dimboola Road. ● Encourage high quality accommodation options that are available to cater for short to medium stays for visiting workers, as well as providing tourism accomodation.
Horsham Urban Areas	<ul style="list-style-type: none"> ● Facilitate the establishment of local neighbourhood centres that offer local convenience within Horsham's residential areas.
Industry	<ul style="list-style-type: none"> ● Encourage industrial development in established industrial zones. ● Encourage the provision of additional small scale service and light industrial activity in existing undeveloped Industrial 1 zoned land. ● Encourage the use of land in proximity to the Wimmera Intermodal Freight Terminal for uses which benefit from Intermodal transport connectivity. ● Encourage the use of land in proximity to the Horsham Aerodrome for uses which benefit from location to aviation services. ● Prepare an Industrial Land Supply Strategy to consider the restructuring of undeveloped industrial land south of Horsham could be given to rezoning underutilised Industrial 1 Zone land to: <ul style="list-style-type: none"> ● Farming Zone (FZ) ● Industrial 3 Zone (IN3) ● Residential 1 Zone/General Residential (R1Z/GRZ) ● Public Park and Recreation Zone (PPRZ)
Tourism	<ul style="list-style-type: none"> ● Encourage appropriate economic development and tourism opportunities. ● Develop a signage strategy for the purposes of information, direction and

Location	Strategies
	<p>promotion.</p> <ul style="list-style-type: none"> • Improve signage and town entry treatments. • Encourage the development of high quality short term accommodation options aimed at workers. • Celebrate Horsham's location, unique character, and sense of place through: <ul style="list-style-type: none"> ○ Improved entry treatments, including strengthened streetscapes on major tourist routes. ○ Identifying places of heritage significance. ○ Through the promotion of Horsham as: <ul style="list-style-type: none"> ▪ A destination with stunning natural landscape and access to numerous recreation opportunities. ▪ A stop off between Melbourne and Adelaide.
Agricultural / Rural	<ul style="list-style-type: none"> • Identify and protect high quality agricultural land for sustainable agricultural use. • Encourage the diversification of agricultural activities, including value adding industries. • Encourage new and emerging business opportunities, including home based businesses which provide additional employment opportunities. • Protect viable agricultural areas from the incursion of urban development by managing growth in a logical and consolidated manner and by utilising clear policy direction for determining land use and development. • Encourage the retention and expansion of agricultural industries. • Provide and maintain appropriate buffer treatments to land identified for future growth. • Encourage new and intensified use and development which leverages the Wimmera Southern Mallee Pipeline. • Encourage new development to incorporate sustainable energy technology. • Encourage the development of agricultural based activities at the Regional Livestock Exchange. • Encourage the development of the alternative and renewable energy sector. • Encourage development of the WIFT precinct in accordance with the WIFT Precinct Structure Plan.

6.4.4 Economic Development and Employment Map



LEGEND:

-  EXISTING BUILT UP AREA
-  ZONE B1Z
-  ZONE B2Z
-  ZONE B3Z
-  ZONE B4Z
-  ZONE IN1Z
-  ZONE IN1Z - CONSIDER ALTERNATE FOR SURPLUS / UNDERUTILISED INDUSTRIAL LAND
-  ZONE IN3Z
-  MELBOURNE - ADELAIDE FREIGHT ROUTE
-  MAIN ROADS
-  WATER COURSES

6.5 Access and Movement

6.5.1 Context

Horsham provides a gateway between Melbourne and Adelaide along major freight and tourist routes. A number of projects are currently underway which are considering changes to major road and rail routes.

Like many urban and regional centres, Horsham remains highly dependent on private vehicle usage for transport. A number of current and future environmental challenges require the diversification of current dependencies, including transport. Measures are required to minimise trips and provide transport choice for current and future communities.

Horsham has a number of strategic advantages which can be utilised to encourage more sustainable forms of travel (in particular walking and cycling). This includes a relatively flat topography, and an urban area which is located within 3km of Firebrace Street (the central spine to the Horsham CAD). These attributes can be leveraged to encourage changes in travel behaviour. Future investments in transport should seek to implement the objectives of the *Transport Integration Act 2010*.

6.5.2 Objectives

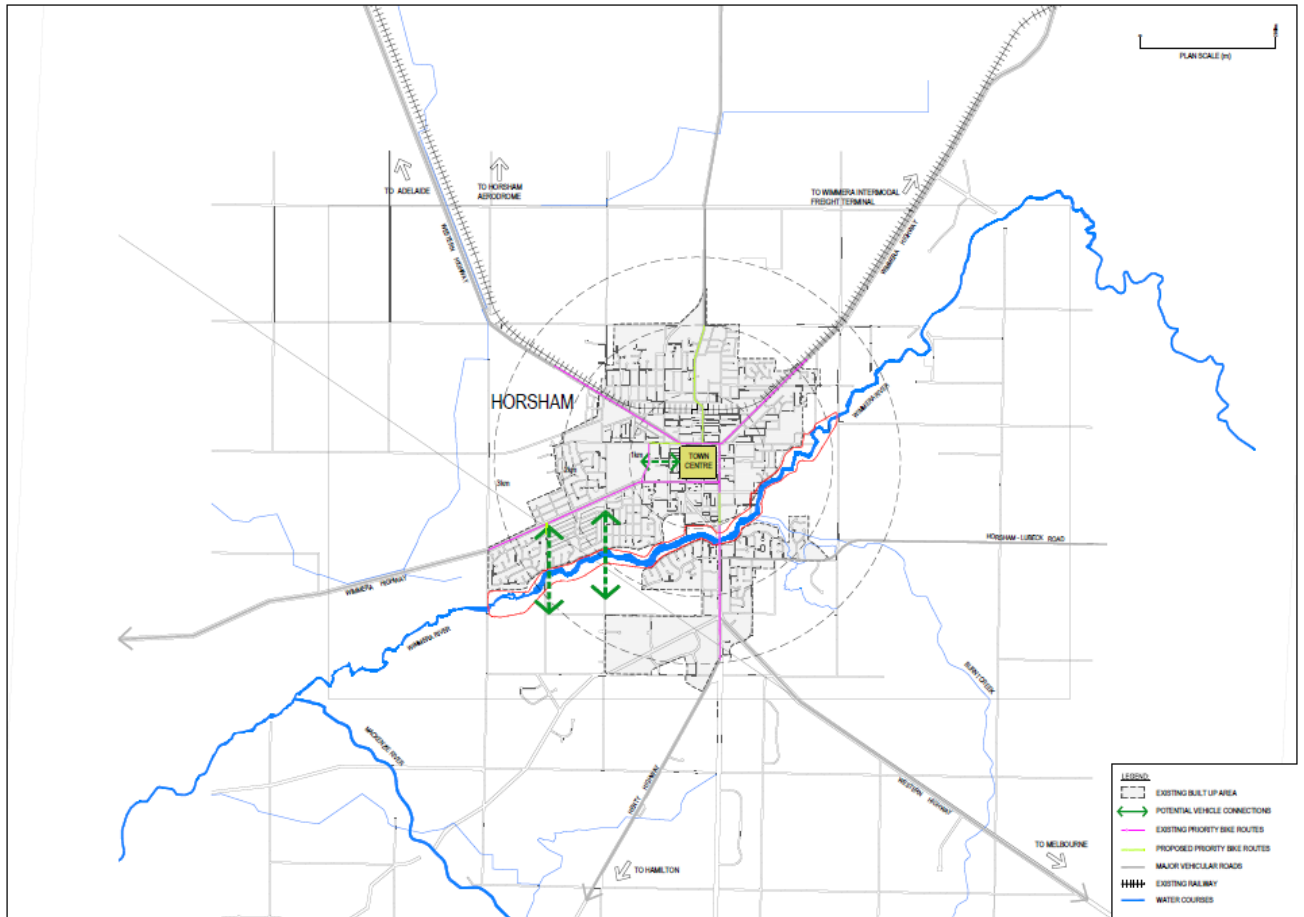
- To provide an efficient movement network for vehicles, pedestrians and cyclists.
- To cater for potential future public transport improvements and new services.
- To improve the legibility of the Horsham CAD for visitors (way-finding, signage, ease of movement).
- To provide appropriate connections to rural communities and town centres.
- To promote walking through improved amenity and appropriate infrastructure provision (i.e: shade structures and verandahs).
- Promote alternative forms of travel.
- To improve connectivity for pedestrians, cyclists and vehicles across the Wimmera River.
- Encourage opportunities for greater utilisation of major infrastructure including Horsham airport, railway line.

6.5.3 Strategies

- Identify future on-road and off-road cycle networks and pedestrian infrastructure requirements.
- Maintain the safe and efficient operation of the Horsham Aerodrome through appropriate buffers and height restrictions on nearby land, and encourage the development of adjacent land for complimentary industrial and business uses associated with airport use.
- Ensure that future roads and accessways are compliant with the requirements of the *Disability Discrimination Act*.
- Ensure that all future subdivisions are designed to provide for future public transport access in accordance with the Public Transport Guidelines for Land Use and Development (Department of Transport).
- Ensure safe vehicle speeds at the entrance to Horsham.
- Resolve the effects on the local road network resulting from the recently announced alignment of the Horsham Bypass.








- In conjunction with the resolution of the Horsham bypass issues, consider the location for a second vehicular crossing of the Wimmera River to service existing and emerging communities and improve access to existing services and amenities.
- Improve signage and town entry treatments.
- Prepare a Sustainable Transport Plan for Horsham.
- Encourage alternative forms of travel through:
 - Improved taxi services.
 - Improved bus services, in particular improved connections with the nearby regional centres.
 - The promotion of cycling and cycling road safety, and the provision of bicycle parking facilities and drinking fountains within the town centre, and adjacent to activity nodes and public transport.
 - Development of a “Walking School Bus” program.
 - Provision of a community bus service.
 - Car pooling.
 - Provide a pedestrian and cycle only bridge across the Wimmera River connecting eastern development fronts to the centre of town.

6.5.4 Access and Movement Map

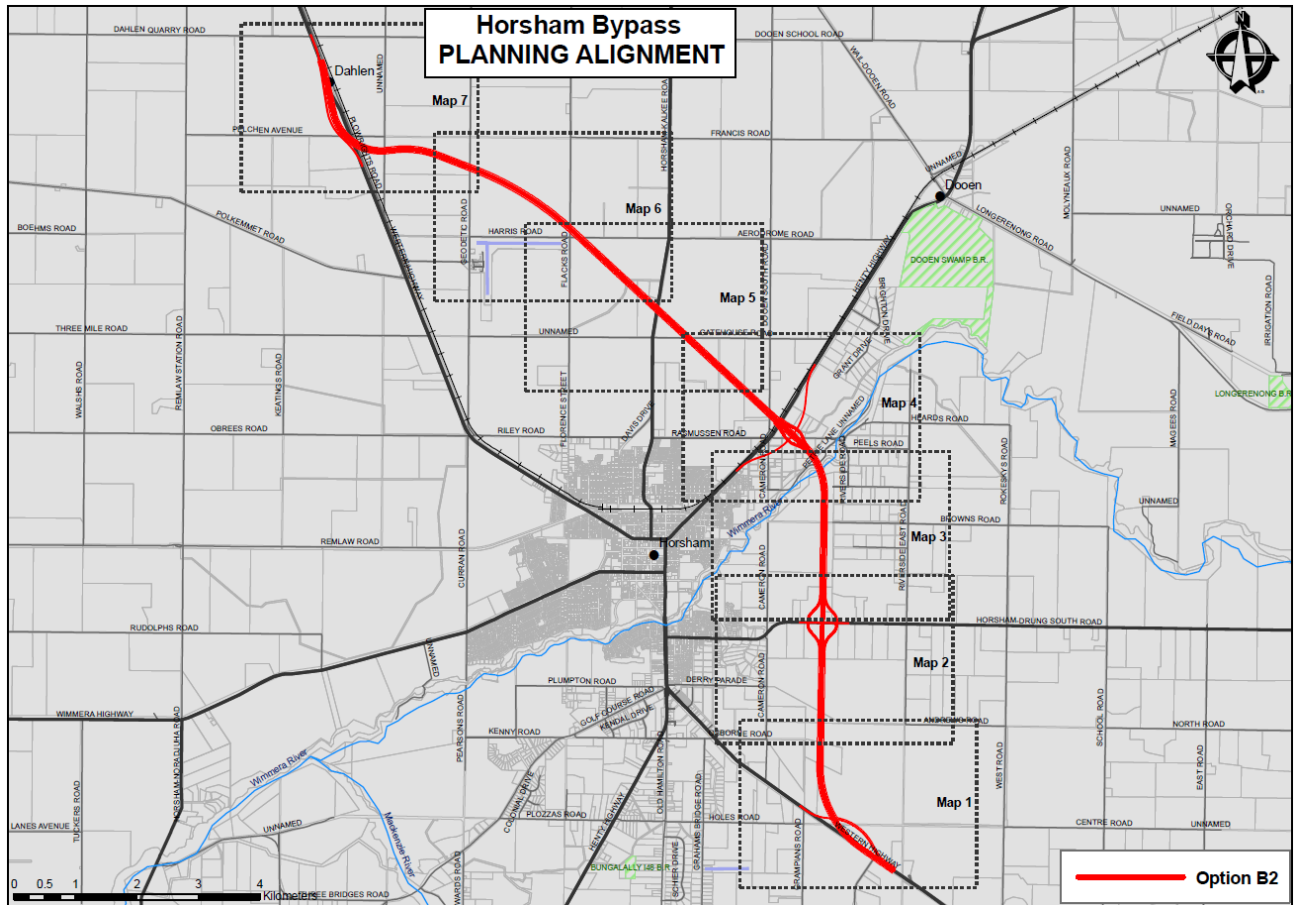


HORSHAM FRAMEWORK FOR MANAGING GROWTH - ACCESS AND MOVEMENT PLAN

LEGEND:

-  EXISTING BUILT UP AREA
-  POTENTIAL VEHICLE CONNECTIONS
-  EXISTING PRIORITY BIKE ROUTES
-  PROPOSED PRIORITY BIKE ROUTES
-  MAJOR VEHICULAR ROADS
-  EXISTING RAILWAY
-  WATER COURSES

6.5.5 Horsham Bypass Alignment Map



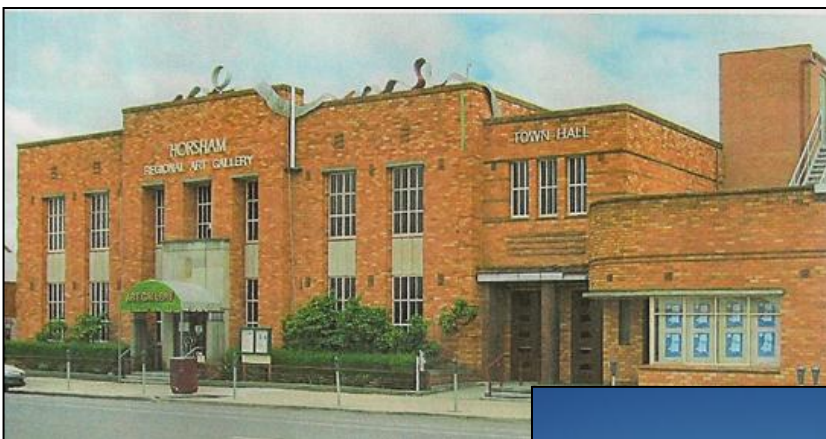
6.6 Community Services and Facilities

6.6.1 Context

Horsham's population is projected to grow, however it must be recognised that Horsham is situated in a region experiencing population decline. Over the next 20-30 years, Horsham is likely to see a significant increase in population of residents 60 years and over, and population decline of residents aged 50 or less. These possible futures have a number of impacts on the demand for community services and facilities.

Horsham has a number of social and community attributes which support future growth and change. Cultural activities and events, art, public spaces, and various sporting and leisure activities contribute to the vibrancy of the City. Each contributes to the overall wellbeing of the Horsham community, and points of interest to visitors.

There is little available data on current demand on projected future social and community infrastructure needs. A number of recent projects have increased social infrastructure provision within Horsham, including a review of the outdoor pool at the aquatic centre, expansion of the Wimmera United Care Centre to include community meeting rooms, expansion of the existing skate park and creation of an art gallery within the existing town hall. Further changes will be required to meet future needs.



Horsham Town Hall



Horsham Regional Art Gallery

6.6.2 Objectives

- To ensure that Horsham is provided with an appropriate level of social and community infrastructure to meet current and future needs.
- To provide community and cultural facilities that are well connected and easily accessed by all members of the community.
- To adapt social infrastructure to meet changing community needs and expectations.
- To enhance opportunities for 'aging in place' (ensuring that communities are designed to accommodate residents across an entire life cycle).
- To encourage co-location, multiple access, and flexibility of use of facilities.

6.6.3 Strategies

- Encourage the development of retirement and aged care housing within walkable access to the Horsham Town Centre.
- Encourage hospital and associated medical facilities to establish in the vicinity of the Horsham Base Hospital.
- Investigate opportunities for the co-location of services.
- Provide greater opportunities throughout the study area for informal social interaction and casual, low cost meeting places. This should include both internal and external spaces.
- Investigate the provision of new and upgraded meeting facilities to better meet contemporary community standards.
- Explore opportunities for public toilet facilities, including baby change facilities within, or within immediate proximity of the Horsham Town Centre.
- Undertake detailed investigation of social and community infrastructure needs.

6.7 Sustainability

6.7.1 Context

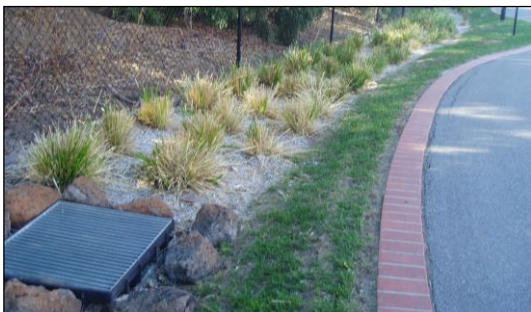
Managing land use and development in order to provide a ‘quality of life’ for the present community, without comprising the opportunities for future populations is, and will continue to be a huge challenge for Horsham. Horsham faces a number of challenges, including:

- Climate change
- Peak Oil and pressure on energy resources
- Changes in population size, age structure and diversity
- Changes in agricultural practices

The impacts of these broad issues may not manifest or be seen over the short-term. The Framework for Growth acknowledges the wide range of challenges with a view to providing strategic direction to assist with future decision making and adaptation.



Images: Alternative energy



Images: Water Sensitive Urban Design (WSUD)

6.7.2 Objectives

- To improve the community's capacity to manage and adapt to the impacts of climate change, including extreme weather events.
- To ensure that Horsham remains viable in an energy constrained future environment.
- To promote an energy efficient urban structure and buildings.
- To ensure Horsham is sustainable.
- To protect the quality of land and water resources of the municipality through appropriate environmental management.
- To encourage sustainable modes of transport.
- To encourage Water Sensitive Urban Design (WSUD) in new development.

6.7.3 Strategies

- Incorporate the use of ESD measures into new buildings or retrofitting of existing buildings to improve energy efficiency and solar passive design. This could incorporate measures including:
 - Water Sensitive Urban Design (WSUD)
 - Sustainable building materials
 - Waste Management practices
 - Lot / Building orientation
- Prepare a Sustainable Transport Plan for Horsham.
- Prepare a climate change adaptation strategy.
- Encourage medium density residential development within a 400 metre radius of the Horsham CAD.
- Encourage compact urban forms and infrastructure.
- Provide infrastructure to support sustainable transport modes within the established urban area, including public transport facilities, end of trip facilities, and infrastructure to support walking and cycling.
- Encourage new subdivisions to adopt best practice in relation to walkable neighbourhoods, water sensitive urban design, and energy efficiency.
- Encourage urban design that promotes healthy lifestyle, physical activity, and accessibility to open space and recreation opportunities.
- Encourage the integrated planning of new development to incorporate access to community facilities, open space, and recreation opportunities.
- Encourage the use of sustainable technologies in future infrastructure.
- Ensure that development standards reduce environmental impacts associated with stormwater run-off and habitat loss and destruction.
- Restrict development in flood and fire prone areas.
- Ensure the retention of native animal habitat areas.
- Identify and protect high quality agricultural land for sustainable agricultural use.
- Encourage alternative forms of travel through:
 - Improved taxi services.

-
- Improved bus services, in particular improved connections with the nearby regional centres.
 - The provision of bicycle parking facilities and drinking fountains within the town centre, and adjacent to activity nodes and public transport.
 - Development of a “Walking School Bus” program.
 - Provision of a community bus service.
 - Car pooling.

7 Implementation

Implementation is confined to the Study Area referred to in Section 2. The strategies contained within the Framework for Growth will be implemented by the actions outlined below. In some circumstances, it may be necessary to complete further strategic work (identified in Section 7 of this report) prior to proceeding.

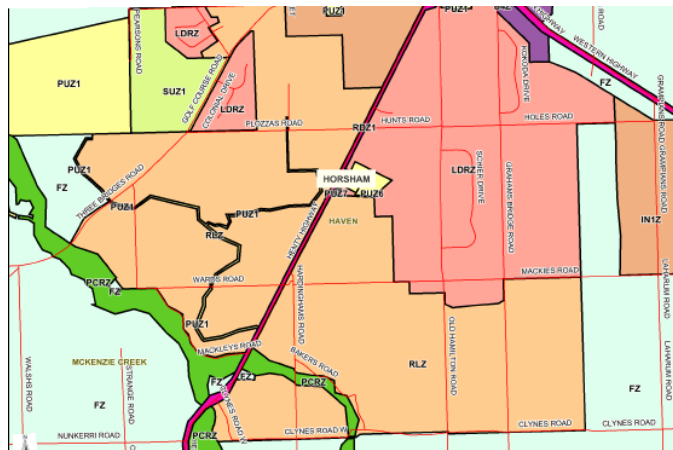
Origin / Theme	Key Actions
<i>Settlement and Housing</i>	<ul style="list-style-type: none"> • Update MSS and LPPF to identify the key directions arising from this report. • Develop a methodology for determining the need for expansion of the urban area of Horsham. • Apply the Development Plan Overlay to Strategic Infill sites, and Growth Areas. • Continue to apply the Rural Living Zone to all other land currently contained within this zone. Utilise the schedule to the Rural Living Zone to ensure that lot sizes reflect the ability of the land to be serviced and connections to infrastructure (services, transport, and social). • Apply the Development Plan Overlay to land within the LDRZ and RLZ which is not connected to reticulated services. • Maintain the Farming Zone for the majority of rural land. • Implement the Horsham North UDF.
<i>Infrastructure</i>	<ul style="list-style-type: none"> • Monitor and implement the findings of the Ministerial Advisory Committee Standardised Infrastructure Contributions review to improve Council's capacity to fund local infrastructure. • Ensure that Local Policy reflects the critical need to investigate the environmental, social, and economic benefits and limitations of providing reticulated services to Haven. • Develop a sequential approach to infrastructure provision and augmentation.
<i>Natural Environment and Open Space</i>	<ul style="list-style-type: none"> • In conjunction with relevant authorities and agencies continue to refine, update and apply the suite of Environmental Overlays, as appropriate (Environmental Significance Overlay, Land Subject to inundation Overlay, Floodway Overlay, Significant Landscape Overlay, Bushfire Management Overlay, Vegetation Protection Overlay). • Apply the Development Plan Overlay to Strategic Infill sites which are currently used for open space and recreation purposes. This is to ensure that there future use and development is clearly defined and does not adversely impact upon the overall provision of open space within the City of Horsham. • Facilitate the masterplanning of new development in infill and growth areas to ensure that future open space needs are met, in particular: Showgrounds, Horsham Racecourse, Horsham North, Horsham West, Southbank, Horsham East. • Prepare a Masterplan for the Wimmera River trail to examine ways to accommodate uses such as: Additional recreation opportunities, and Walking and Cycling, and new linkages.

Origin / Theme	Key Actions
<i>Economic Development and Employment</i>	<ul style="list-style-type: none"> • Implement the findings of the Horsham CAD strategy. • Implement the reformed residential zones for the municipality. Review for possible impacts on the Horsham CAD and tourism activities in rural areas (in particular). • Identify activities which may benefit from the application of the Rural Activity Zone to encourage tourism development. • Implement the WIFT Precinct Structure Plan.
<i>Access and Movement</i>	<ul style="list-style-type: none"> • Following the resolution of key strategic projects currently underway relating to the Western Highway and Melbourne –Adelaide railway, apply the Public Acquisition Overlay to land required for these key transport infrastructure projects to ensure that land is set aside for these purposes. • Prepare a Sustainable Transport Plan to include the development of an on-road, off-road cycle network plan for Horsham, as well as including taxi services, community buses, and bus services.
<i>Community services and facilities</i>	-
<i>Sustainability</i>	-

8 Further Strategic Work

The Framework for Growth provides a high level strategic investigation of the future directions for Horsham’s sustainable growth. Further strategic work will be required in a number of areas to assist in implementing the strategies contained within this report. A table summarising these initiatives is provided below. It is possible that some of the projects below could be combined in order to make the best use of available resources.

Theme/Origin	Project	Purpose
<i>Settlement and Housing</i>	Settlement Strategy	Establish a hierarchy of settlements to determine where growth and change should occur. This should include settlements areas outside of the Horsham urban area and provide an assessment of servicing and community infrastructure.
<i>Settlement and Housing</i>	Housing Strategy	To identify current and future supply of residential land. The Strategy would draw upon investigations carried out as part of the Urban Development Program, and Horsham Framework for Managing Growth to provide a detailed assessment of residential needs, constraints, and opportunities. In an effort to provide land to market which can be serviced. The project may also include urban design guidelines to manage growth and change.
<i>Settlement and Housing</i>	Horsham South Structure Plan (including Haven). Study area shown below.	A significant proportion of land south of the Wimmera River has been developed in an ad-hoc manner. A Structure Plan is required to provide strategic direction for the future use of land south of the Horsham urban area. The project should include a detailed investigation of: <ul style="list-style-type: none"> • Land Use • Infrastructure • Land capability • Connectivity • Interfaces • Restructuring and rezoning of land
<i>Settlement and Housing,</i>	Development Plans	For key infill redevelopment sites and new growth areas. Development plans can be

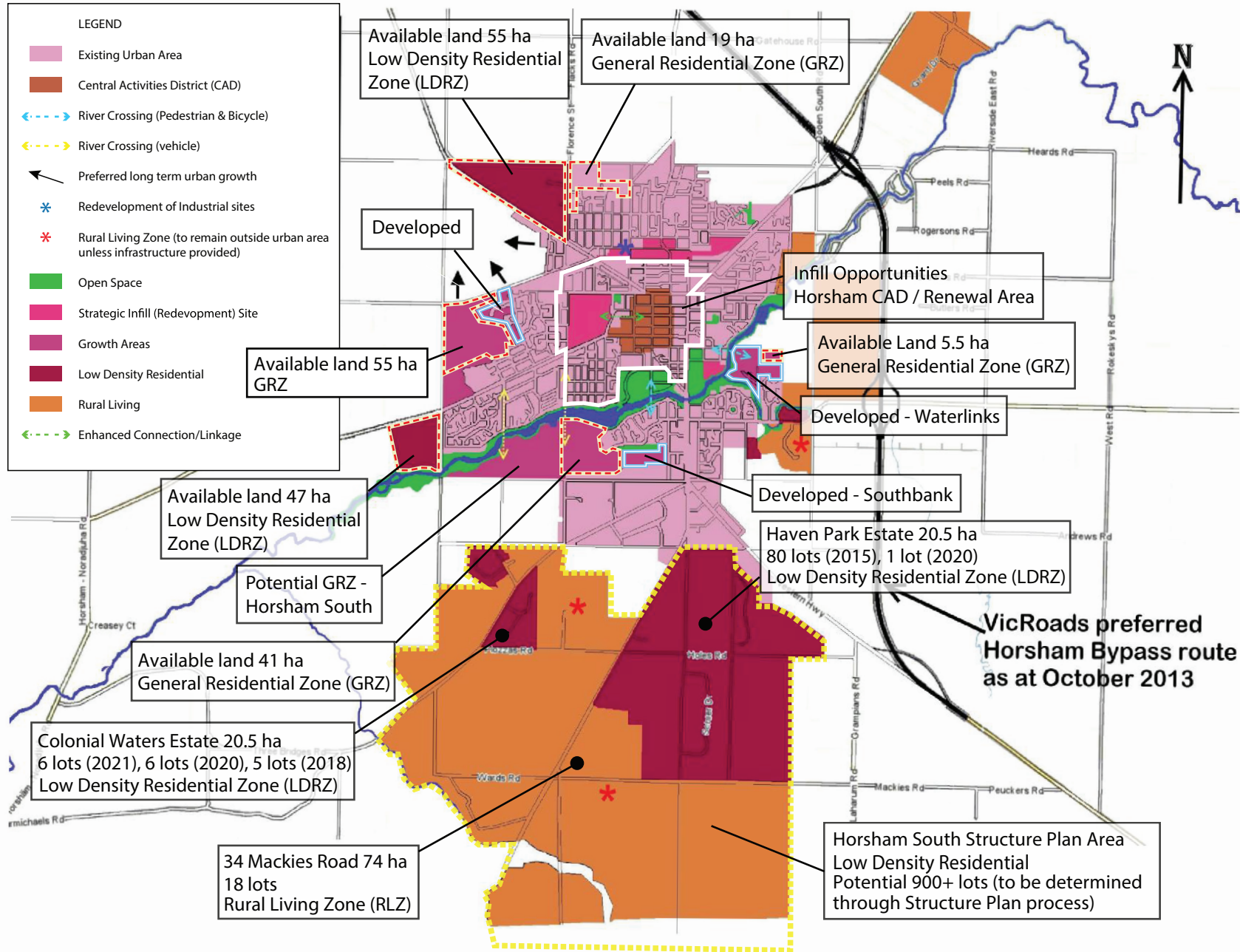


Theme/Origin	Project	Purpose
		<p>prepared in conjunction with the preparation of a Schedule to the Development Plan Overlay (with the involvement of a developer/developers), or in response to the prescribed requirements of a Development Plan Overlay Schedule.</p>
<p><i>Settlement and Housing,</i></p>	<p>Subdivision design guidelines</p>	<p>Establish clear guidelines to accompany applications for new subdivision and development (i.e. the provision and connection to existing infrastructure).</p>
<p><i>Settlement and Housing</i></p>	<p>North of Horsham</p>	<p>This area has the potential to be a long term growth area for the city. Considering the long term development nature of this area, along with the potential impacts of a number of long term strategic macro-city planning projects (E.g. Rail Line relocation, Horsham Highway Bypass, Horsham airport runway extension), further consideration of this area will be deferred to the first 5 yearly review of the Framework for Managing Growth</p>
<p><i>Natural Environment and Open Space, Settlement and Housing.</i></p>	<p>Open Space Strategy</p>	<p>There is little available data on the supply of open space within Horsham. Anecdotally, it would appear that Horsham has an undersupply of open space, Some parts of Horsham are underserved by open space and recreation opportunities. Planned growth areas will need to provide open space to meet their future needs. Opportunities exist to review existing conditions and future requirements to ensure that Horsham grows in a sustainable (healthy and liveable) manner. Opportunities also exist to</p>

Theme/Origin	Project	Purpose
		examine ways of improving access to existing open spaces.
<i>Natural Environment and Open Space,</i>	Masterplans	<p>Prepare a Masterplan for the Wimmera River trail to examine ways to accommodate uses including Additional recreation opportunities, Walking and Cycling.</p> <p>Encourage the masterplanning of new development in infill and growth areas open space in areas where population growth could likely to occur in future, including: Showgrounds, Horsham Racecourse, Horsham North, Horsham West</p>
<i>Economic Development and Employment,</i>	Industrial Land Supply Strategy	<p>The project would mirror a number of similar investigations currently underway across the State to identify current and future supply of industrial land. The Strategy would draw upon investigations carried out as part of the Urban Development Program, and Horsham Framework for Managing Growth to provide a detailed assessment of industrial needs, constraints, and opportunities. In an effort to provide land to market which can be serviced. The project may also include infrastructure costing and civil investigation and design to provide land which can confidently be rezoned and delivered to market.</p>
<i>Access and Movement</i>	Sustainable Transport Plan	<p>This would include the development of an on-road, off-road cycle network plan for Horsham, as well as including taxi services, community buses, and bus services.</p>
<i>Community services and</i>	Social and Community Infrastructure Assessment	<p>There is little available data on current demand on</p>

Theme/Origin	Project	Purpose
<i>facilities</i>		projected future social and community infrastructure needs. An assessment is required against the strategic directions outlined in the Horsham Framework for Managing Growth, and Wimmera Southern Mallee Regional Growth Plan to ensure that future social and community infrastructure needs are met. This work is important to ensure that Horsham pre-empts and adapts to a future challenges such as projected growth, an increased demand for urban living (migration from surrounding settlements and rural areas), and population ageing.
<i>Sustainability</i>	Climate Change Adaptation Strategy	Horsham's vulnerability to the impacts of climate change will have a significant affect on the way that planing for future growth and change will occur. It is likely that a climate change adaptation strategy will be prepared for the Wimmera Southern Mallee Region (mirroring similar projects currently underway across the State). It will be important to understand the impacts on Horsham and make necessary adjustments to future plans for growth.
<i>All</i>	Advocacy positions	Continue to develop advocacy positions to major state and strategic reviews which reinforce Horsham's desired future role.

Attachment 1 – Reproduction of maps in A3 format



Risk Appetite Statement

1. OVERVIEW

Risk appetite applies to the management of existing activities, as well as seeking out new opportunities. It is the responsibility of Council, management and staff to continually review what HRCC does, to investigate new opportunities, and to take account of individual risks in decision-making.

The Risk Appetite Statement summarises Council’s tolerance for risk in each of a whole range of activities undertaken. For example, Council’s tolerance for risk in health and safety matters is very low; hence a low risk appetite for that category. On the other hand, tolerance for risk in maintaining and improving levels of services to the community is moderate. All of the activities undertaken by Council can be so classified in terms of risk appetite.

The Risk Appetite Statement is a written articulation of Council’s risk appetite to guide Council staff in their daily roles.


It serves to:

- establish a consistent view of the risk parameters Council operates in;
- establish boundaries for risk management activities to determine whether further risk mitigation strategies are required.

HRCC believes that some residual risk may be acceptable, having first sought to identify and treat the risks across the organisation, and giving consideration to the objectives in the Council Plan and other organisational strategies. (Residual risk, is risk exposure not controlled by the internal control framework).

The appetite for risk is broken down into different levels, as below:

- Nil – zero tolerance for this risk or areas within this risk.
- Low – a limited amount of tolerance, e.g. a one off occurrence may be acceptable, but repeated practice would not be tolerated.
- Moderate – this allows some risk to be taken when decisions are made e.g. a restructure to improve business efficiencies.
- High – this allows high reward for high risk e.g. investing in new technology to build better road infrastructure.

	Low Appetite	Moderate Appetite	High Appetite
Risk Appetite Range			
Approach to Risk	Accepts as little risk as possible and takes a cautious approach towards taking risk	A balanced and informed approach to risk taking	A more aggressive approach to taking risk for increased benefit or to achieve University strategy

Risk Appetite Statement

2. RISK APPETITE BY KEY ACTIVITY

Through careful consideration of the current strategic and operational environment, HRCC's attitude to risk and risk parameters are:

Key Activities	Risk Appetite Statements
Overall – Strategy	<p>In order to achieve its objectives, Council must be willing to take and accept risk. Council is willing to take or accept a moderate to high level of risk in pursuit of its strategic priorities and for the municipalities good.</p> <p>There is low willingness to accept risks which have no alignment with our strategic direction or tarnish council's credibility, role in the community and its values.</p>
Community	Ensuring that quality services are provided to the community and municipality is one of Council's highest priorities. Council has a moderate appetite for risks that maintain and improve levels of service to the community.
Operations	Ensuring that Council operates in the most cost efficient and effective way is of the up most importance for Council. Council has a moderate appetite for risks that improve efficiency, reduce costs and/or generate additional sources of income.
Health and Safety	The willingness to accept risks to the health, safety and wellbeing of staff, contractors and others in our workplace is nil. It is not our intention to avoid inherently risky activities which are part of running Council; however, a strong culture of health and safety awareness and risk management is expected of all staff. This includes identifying and managing health and safety risks to the best extent possible.
Environment	Council has a strong interest in protecting and preserving the environment, hence, has a low risk appetite for activities which will significantly degrade the environment.
Financial	Council has nil appetite for risks which may have a significant negative impact on Council's long-term financial sustainability. Council needs to remain financially sustainable to continue to serve its purpose and achieve its aspirations. Council has a low risk appetite for irresponsible use of Council resources and unnecessary liabilities.
Organisation Culture and Compliance	As a good corporate citizen, Council seeks to comply with relevant statutory requirements to the best of its endeavours. Council will achieve this through strong institutional governance and management which will shape the culture for compliance, ethical conduct and living our values. Council has a low risk appetite for misconduct, fraud, harassment or discrimination and non-compliance behaviour that undermines the integrity of the council. Council has a low to moderate risk appetite for compliance with external regulation which is informed using a risk-based approach (including management of risk).
Delivery of Service & Capabilities	Council has a low risk appetite for business interruptions at critical periods of operations impacting staff. Whilst the ability to support operations on a day-to-day basis is important, the Council has a high risk appetite for change to ensure that the council has the right resources, staff capabilities and organisation structure to optimise performance.

Risk Appetite Statement

3. REPORTING AND REVIEW

All risks with a residual risk level of extreme and high must be escalated to the CEO for review and monitoring, (residual risk is the risk remaining after risk treatment).

These risk appetite parameters are important because they determine how risk will be managed across the organisation. The risk appetite parameters will be measured against the strategic risk register quarterly (or more regularly if an extreme risk is highlighted) and reported to the Risk Management Committee. Additionally all high and extreme risks will be reported on, to the Audit and Risk Committee.

The environment in which we operate is constantly changing, the risks that might have once been tolerable may no longer be acceptable, so it is important that the risk appetite and parameters are reviewed on an annual basis, in accordance with the review of the Risk Management Strategy.

4. SUPPORTING DOCUMENTS

Document	Location
HRCC Risk Management Framework	Intranet
Occupational Health & Safety Act 2004	Internet
Local Government Act 2020	Internet
Victorian Managed Insurance Authority Act 1996	Internet
Public Administration Act 2004	Internet
AS/NZS ISO 31000:2018 – Risk Management - Principles and Guidelines	Internet

5. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
01		Council	This statement replaces the statement that was previously incorporated in to the HRCC Risk Management Framework.	1 June 2024

HORSHAM RURAL CITY COUNCIL

RISK FRAMEWORK

JUNE 2021

Risk Management Framework



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2. FRAMEWORK OVERVIEW

The purpose of the Strategic Risk Management Framework is to build on the Risk Management Policy by providing guidance as to how Council will implement and embed a strategic risk management culture, and to help Council develop an organisational culture which integrates systematic risk management processes into all management activities, at both the strategic and operational level.

This framework also provides the foundation and organisational tools for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organisation. A Risk Management Framework is defined by the Australian Standard (AS ISO 31000:2018) as: “Set of components that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organisation.”

This Risk Management Framework consists of 3 separate components:

- the Risk Appetite Statement,
- the Risk Management Strategy and
- the Risk Management Plan.

These are supported by a risk management culture that is driven through the organisation and exemplified by the Chief Executive Officer, the Executive Management Team and the Business Partner, Risk and HR.

Managing risk is an important aspect of local government, and one that requires commitment across the whole organisation. Risk management is the responsibility of all employees, with specific responsibilities allocated to appropriate employees within the organisation.

The objective of this framework is to ensure that key risks are effectively identified and responded to in a manner that is appropriate to:

- The nature of the risks faced
- The ability to accept and/or manage risk/s
- The resources available to manage risks
- The organisation’s culture and risk appetite (the level of risk that is acceptable to our organisation)

Risk is an inherent part of service delivery. While it is impossible to operate in an environment devoid of risk, risks can be managed. Risk is something that needs to be considered and addressed by everyone.

A traditional approach to addressing risks as individual hazards is no longer appropriate – risks need to be managed in the context of organisational goals. Ultimately, risk needs to be managed so that the organisation maximises its ability to meet its strategic objectives as well as operational targets and goals.

2.1 SCOPE

This framework applies to all staff and Councillors within Horsham Rural City Council.

3. RISK APPETITE STATEMENT

The Risk Appetite statement has been incorporated in to a separate standalone document as it is a key component requiring authorisation and endorsement by the Councillors.

4. RISK MANAGEMENT STRATEGY

4.1 Ongoing review

The key risk management strategies that Horsham Rural City Council has agreed to an ongoing review of are:

- Refresh and renew the Risk Management Framework
- Establish a separate and more detailed Risk Appetite Statement
- Refresh the Strategic Risk Register
- Review operational level risks, and to actively report on these as appropriate for their ratings.

4.2 Principles

One of Council's organisational Goals within the Council Plan is Governance and Business Excellence, which includes a key direction to "manage risk to the organisation".

Council believes that some residual risk may be acceptable, having first sought to identify and treat it and given consideration to the objectives and priorities in the Council Plan and other organisational strategies. Actions are only to be undertaken having either first eliminated any risks, or with an appropriate level of residual risk following proper consideration and based on the best available information.

Council has mandated and is committed to risk management and in doing so agrees that risk management is an integral part of all organisational processes and that it will be embedded into the policy development, operational and project planning, business and strategic planning and review and change management processes.

4.3 Review & Reporting

The above strategy described in 3.1 will be reviewed on an annual basis as part of the Corporate and Business Planning process and endorsed by the Risk Management Committee. The outcomes of the strategy will be reported on by the Business Partner, Risk and HR, on a quarterly basis to the Risk Management Committee and then Council via the Audit Committee.

5. RISK MANAGEMENT PLAN

This Risk Management Plan specifies Council's approach and the processes involved in implementing and embedding risk management across the organisation, and should be used by all departments in conducting relevant risk assessments. It provides tools and a matrix for analysing, evaluating, treating and monitoring risks. The Risk Management Plan provides practical advice on assessing risk and establishing a risk register. Ultimately, risk needs to be managed so that the organisation efficiently maximises its ability to meet its strategic objectives as well as operational targets and goals.

Risk Management Framework

5.1 What is Risk?

“Risk is the chance of something happening that will have an impact upon objectives. It is measured in terms of consequences and likelihood.”

5.2 Risk Assessment Process

An organisation-wide approach to risk management is an integral part of good management practice. Risk management is a continual process and should involve proactive risk identification, assessment and actioning, with input from all members of staff.

Risk Identification	Risks can be identified using a variety of methods including business unit meetings, internal audits, checklists or focus groups.
Analyse the Risks	<p>Identify the likelihood of the risk occurring.</p> <p>Identify the potential consequence or impact that would result if the risk was to occur.</p> <p>Identify controls currently in place to manage the risk, by either reducing the consequence or likelihood of the risk.</p> <p>Assess the effectiveness of current control/s.</p>
Evaluate the Risk	Consider the risk’s overall risk level, then make a decision whether or not further risk treatment actions are required to bring the risk within an acceptable level.
Treat Risks	<p>Treatment actions are required where any current controls are not managing the risk within the defined tolerance levels.</p> <p>Possible risk treatment options include:</p> <p>Avoid the risk.</p> <p>Transfer the risk.</p> <p>Tolerate the risk.</p> <p>Change the likelihood – Undertake actions to reduce the cause of the risk.</p> <p>Change the consequence – Undertake actions to reduce the impact of the risk.</p>
Monitor and Review	Risk matters require regular monitoring and review to ensure currency, as the environment in which Council operates is constantly changing, and so therefore do its risks.

Extreme and High Level Risks	All extreme and high level risks should be reported to the Business Partner Risk & HR for inclusion on the risk register as well as notification to the CEO and relevant Director.
Reporting on Risks	Risk 'Owners' should report back on their identified risks within the established timeframes and also identify any new and emerging risks.

Risk Assessment Process Flowchart



5.3 Risk Management Model

The risk assessment process assists management and staff in assessing the nature and extent of risk, including:

Risk Management Framework

1. Identifying Council risks.
2. Assessing the impact that these risks could have on operational objectives.
3. Determining the adequacy of the current level of control of the risks.
4. Developing strategies for dealing with those risks that are considered to need a greater level of control.

The model seeks ongoing identification and grading of risks, development of corrective actions and preventative measures, and the allocation of individuals responsible for ensuring that corrective actions are implemented.

The model also assumes that for risk exposures to be managed appropriately, it is necessary for management to:

- adequately define and communicate its objectives;
- identify the inherent 'corporate' risks that may impact on the achievement of these objectives (not all risks can be eliminated due to uncontrollable internal and external factors, the cost of control frameworks, error and the availability of resources);
- put in place a control framework to manage inherent risks; and
- accept a reasonable level of residual risk (as defined in Council's Risk Appetite Statement).

Risk exposure not controlled by the internal control framework is "Residual Risk"

Each business unit should identify and evaluate their top ten (10) risks, then analyse those risks, evaluate the risks, treat the risks and finally monitor and review the risks

All risks with a 'High' or 'Extreme' risk rating should be forwarded to the Business Partner Risk and HR, CEO and relevant Director for discussion at the risk management committee meetings to determine if they need escalation to Council

5.3.1 Risk Matrix

Likelihood /	Insignificant	Minor	Moderate	Major	Catastrophic
Almost Certain	L	M	H	E	E
Likely	L	M	H	E	E
Possible	L	L	M	H	E

Risk Management Framework

Unlikely	L	L	M	M	H
Rare	L	L	M	M	H

5.3.2 Risk Rating Type and Descriptions

QUALITATIVE RATING	LIKELY RESPONSE
(E) EXTREME	<ul style="list-style-type: none"> Immediate Action is required and must be reported to the CEO, relevant Director and the Business Partner, Risk & HR. If possible, choose an alternative less risky means of action. Assign responsibility of risk to individual responsible for overseeing risk treatment/s.
(H) HIGH	<ul style="list-style-type: none"> Develop risk response strategies as part of the HRCC risk management processes. Ongoing monitoring of risk and progress of risk response of treatment plans. Must be reported to the Business Partner Risk & HR. Assign responsibility of risk to individual responsible for overseeing risk treatment/s.
(M) MEDIUM	<ul style="list-style-type: none"> Regular monitoring and re-evaluation of potential risk and any factors that may increase the consequence or likelihood.
(L) LOW	<ul style="list-style-type: none"> Manage risk through existing processes and procedures.

5.3.3 Likelihood of occurrence

DESCRIPTION	LIKELIHOOD OF OCCURRENCE
RARE	May occur in exceptional circumstances <ul style="list-style-type: none"> <i>Not likely to occur in the next 5 years</i>
UNLIKELY	Could occur at some time <ul style="list-style-type: none"> <i>Risk has less than a 25% chance of occurring</i>

	<ul style="list-style-type: none"> • <i>Could occur within 3 years</i>
POSSIBLE	May occur at some time <ul style="list-style-type: none"> • <i>Risk has a 25% to 49% chance of occurring</i> • <i>Could occur within 2 years</i>
LIKELY	Will probably occur in most cases <ul style="list-style-type: none"> • <i>Risk has a 50% to 75% chance of occurring</i> • <i>Could occur within the next year</i>
ALMOST CERTAIN	Is expected in most cases <ul style="list-style-type: none"> • <i>Risk has a greater than 75% chance of occurring</i> • <i>Could occur within the next 6 months</i>

5.3.4 Risk Sections

There are three specific risks sections with the model:

1. Strategic
2. Operational
3. Project

5.3.5 Risk Categories

They are then split into the following categories

1. Contract Management
2. Environmental
3. Financial Loss
4. Information Technology
5. Injury (Staff or Public)
6. Regulatory
7. Reputation

5.3.6 Consequence Impact Ratings

DESCRIPTION	INJURY (STAFF OR PUBLIC)	FINANCIAL LOSS	REPUTATION	REGULATORY	STRATEGIC
CATASTROPHIC	Death/s	> 50% of revenue	Very high customer sensitivity and irreparable damage to Council name.	Dismissal of Council.	Selection of a strategic direction that negatively impacts on the future of Council.
MAJOR	Serious injury to one or more persons	20% – 50% of revenue	Significant customer sensitivity and damage to Council name	Material fines, penalties and restrictions on Council operations due to regulatory non-compliance. Senior employees charged for breaches/fraud.	Selection of a strategic direction which requires significant resources, both monitoring and time to correct, impacting a part of Council
MODERATE	Injury requiring hospitalisation to one or more persons	10% – 20% of revenue	Moderate customer sensitivity and damage to Council name impacting noticeably on business activities	Fines due to regulatory non-compliance	Selection of a strategic direction which impacts on smaller parts of Council and will require considerable resources to correct
MINOR	Minor injury requiring first aid only	2% – 10% of revenue	Minimal customer sensitivity and damage to Council name	Censure due to regulatory non-compliance	Minimal impact on strategic / operational objectives
INSIGNIFICANT	Injury requiring no medical treatment	Less than 2% of revenue	No impact on reputation of Council	No regulatory impact	Consequences are dealt with by routine operations

6. GLOSSARY / DEFINITIONS

Consequence – Outcome of an event impacting objectives

- An event can lead to a range of consequences
- A consequence can be certain or uncertain and can have positive or negative effects on objectives
- Consequences can be expressed qualitatively or quantitatively
- Initial consequences can escalate through knock-on effects

Control – Measure that is modifying risk

- Controls include any policy, process, device practice or other actions which modify risk
- Controls may not always exert the intended or assumed modifying effect

Enterprise Risk Management (ERM) – An integrated approach to assessing and addressing all risks that threaten achievements of the organisations strategic objectives.

- The purpose of ERM is to understand, priorities, and develop action plans to maximize benefits and mitigate top risks.

Inherent Risk – The risk that exists when no controls have been put in place

Likelihood – Chance of something happening

- In risk management the word ‘likelihood’ is used to refer to the chance of something happening, whether defined, measured or determined objectively or subjectively, qualitatively or quantitatively, and described using general terms or mathematically (such as probability or frequency over a given time period)

Mitigation – Measures taken in advance of, or after, a disaster aimed at decreasing or eliminating its impact on society and the environment

Probability – Measure of the chance of occurrence expressed as a number between 0 and 1, where 0 is impossibility and 1 is absolute certainty

Residual risk – Risk remaining after risk treatment

- Residual risk can contain unidentified risk

Risk – Effect of uncertainty on objectives

Risk Acceptance – Informed decision to take a particular risk

- Risk acceptance can occur without risk treatment or during the process of risk treatment
- Accepted risks are subject to monitoring and review

Risk Analysis – Process to comprehend the nature of risk and to determine the level of risk

- Risk analysis provides the basis for risk evaluation and decisions about risk treatment
- Risk analysis includes risk estimation

Risk Appetite – Amount and type of risk identification, risk analysis and risk evaluation

Risk Assessment – Overall process of risk identification, risk analysis and risk evaluation

Risk Attitude – Organisation’s approach to assess and eventually pursue, retain, take or turn away from risk

Risk Aversion – Attitude to run away from risk

Risk Avoidance – Informed decision not to be involved in, or to withdraw from, and activity in order not to be exposed to a particular risk

Risk Criteria – Terms of reference against which the significance of risk is evaluated

- Risk criteria are based on organisational objectives and internal and external context
- Risk criteria can be derived from standards, laws, policies and other requirements

Risk Culture - A risk management culture specifically refers to the accepted way of doing things with regards to risk and risk management

Risk Description – Structured statement of risk usually containing four elements: sources, events, causes and consequences

Risk Evaluation – Process of comparing the results of risk analysis with risk criteria to determine whether the risk and/or its magnitude is acceptable or tolerable

- Risk evaluation Process of comparing the results of risk analysis with risk criteria to determine whether the risk and/or its magnitude is acceptable or tolerable
- Risk evaluation assists the decision about risk treatment

Risk Identification – Process of finding, recognizing and describing risks

- Risk identification involves the identification of risk sources, events their causes and their potential consequences
- Risk identification can involve historical data, theoretical analysis, informed and expert opinions, and stakeholders’ needs

Risk Management – Co-ordinated activities to direct and control an organisation with regard to risk

Risk Management Framework – Set of components that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organisation

- The foundations include the policy, objectives, mandate and commitment to manage risk
- The organisational arrangements include plans, relationships, accountabilities, resources, processes and activities
- The risk management framework is embedded within the organisation’s overall strategic and operational policies and practices

Risk Management Policy – Statement of the overall intentions and direction of an organisation related to risk management

Risk Management Process – Systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context, and identifying, analyzing, evaluation, treating, monitoring and reviewing risk

Risk Management Reports – A regular report made available to EMG and Audit Committee that inform how key risks are being managed

Risk Matrix – Tool for ranking and displaying risks by defining ranges for consequence and likelihood

Risk Mitigation – Measures taken to reduce an undesired and authority to manage a risk

Risk Owner – Person or entity with the accountability and authority to manage a risk

Risk Perception – Stakeholder’s view on risk

- Risk perception reflects the stakeholder’s needs, issues, knowledge, belief and values

Risk Profile – Description of any set of risks

- The set of risks can contain those that relate to the whole organisation, part of the organisation, or as otherwise defined

Risk Reduction – Actions taken to lessen the likelihood, negative consequences, or both, associated with a risk

Risk Register – Record of information about identified risks

Risk Retention – Acceptance of the potential benefit of gain, or burden of loss, from a particular risk

- Risk retention includes the acceptance of residual risks
- The level of risk retained can depend on risk criteria

Risk Severity – A measure of the magnitude of a risk, based on a combination of the likelihood and consequence of a risk

Risk Sharing – Form of risk treatment involving the agreed distribution of risk with other parties

Risk Source – Element, which alone or in combination has the intrinsic potential to give rise to risk

Risk Tolerance – Organisation’s or stakeholder’s readiness to bear the risk, after treatment in order to achieve its objectives

- Risk tolerance can be influenced by legal or regulatory requirements

(Source: VMIA, Risk Management, Developing & Implementing a Risk Management Framework, March 2010)
 References

- AS ISO 31000:2018 Risk Management – Principles and Guidelines
- ISO Guide 73:2009 – Risk Management Vocabulary
- Victorian Managed Insurance Authority (VMIA) Risk Management, Developing & Implementing a Risk Management Framework (2010)
- Horsham Rural City Council Risk Management Policy

7. REVIEW OF DOCUMENTATION

The overall Strategic Risk Management Framework document will be reviewed every three years or as required by legislation changes or changes to the culture of the organisation.

In addition, the following review timeframes have been determined by the Risk Management Committee:

- | | |
|--|--|
| 1. Risk Management Policy | - Every three years |
| 2. Definition of Risk Appetite Statement | - Annually (within three months of the start of a calendar year) |
| 3. Risk Management Plan | - Every three years |
| 4. Risk Management Strategy | - Annually (within three months of the start of a calendar year) |

8. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
1	1 June 2021	EMT	Consolidation	1 June 2024

i.e.

Horsham Rural City Talks - Our Future engagement findings

Horsham Rural City Council

20 June 2021



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Who we heard from 6

What do people love about living in the Horsham region? 8

What are things that people are less happy about? 14

What is one thing people would change to make the municipality better? 20

What gives people a sense of belonging, or makes them feel connected to the community? 26

What do people want life in the Horsham region to look or feel like in 2041? 30

What are three things people would highlight when telling someone that the Horsham Rural City municipality is a great place to live? 36



Introduction

Running from February to May 2021, i.e. community and the Horsham Rural City Council conducted Horsham Talks - Our Future 2041 community consultation, hearing from the community their aspirations for the future of the Horsham region.

The outcomes of this broader community engagement process are important inputs into the Horsham Talks deliberative community panel, tasked with developing the Community's Vision for the Horsham region in 2041.

We had a total of 937 responses from 926 people and 11 groups through the engagement process. We heard from people of all ages, from all areas of the Horsham region, including those who come for work or to visit. There were opportunities to have a say through a variety of channels, including: an online survey on Council's 'Have Your Say' platform, through Council's randomised community satisfaction survey, by hosting a community conversation, by filling out a postcard posted in public areas, or at listening posts held at Jung Market and the Horsham Plaza.

Engagement activities

We heard from 926 people and 11 groups (a total of 937 responses) through five different engagement activities. The online survey was the primary channel for the community to have their say, with six questions provided for community members to respond to. The questions were consistent across the five different engagement activities, however a sub-set of the questions were asked at some engagement activities. The five different engagement activities and the questions asked at each, are reflected in the table below, along with the total number of responses received per engagement activity.

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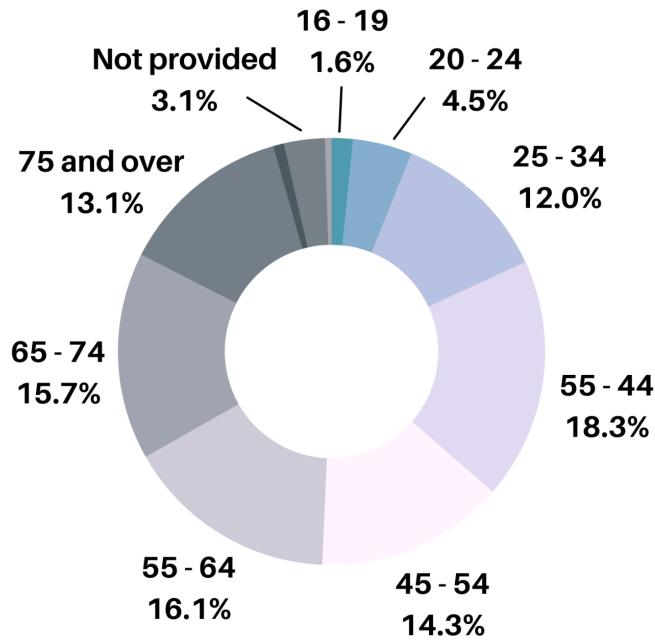
	Online survey (346)	Community conversations (11)	Community satisfaction survey (400)	Listening posts (62)	Postcards (118)
What do you love about living in the Horsham region? Why is this important to you?	✓	✓	✓	✓	✓
What are some things that you are less happy about?	✓	✓		✓	
If there was one thing you could change to make our municipality better, what would it be?	✓	✓		✓	✓
What gives you a sense of belonging or makes you feel most connected to your community?	✓	✓		✓	
Thinking ahead to 2041, what would you like life in the Horsham region to look or feel like?	✓	✓	✓	✓	✓
If you were to tell someone that the Horsham Rural City municipality is a great place to live, what are three things you would highlight?	✓			✓	

The consistency of questions allowed the results from each engagement activity to be combined and analysed together. The results were coded by themes emerging from the data and key themes reported on. The key themes were identified as those mentioned by around 10% of respondents. Other themes that emerged from the data are also reported to reflect the broad range of opinions from the community.

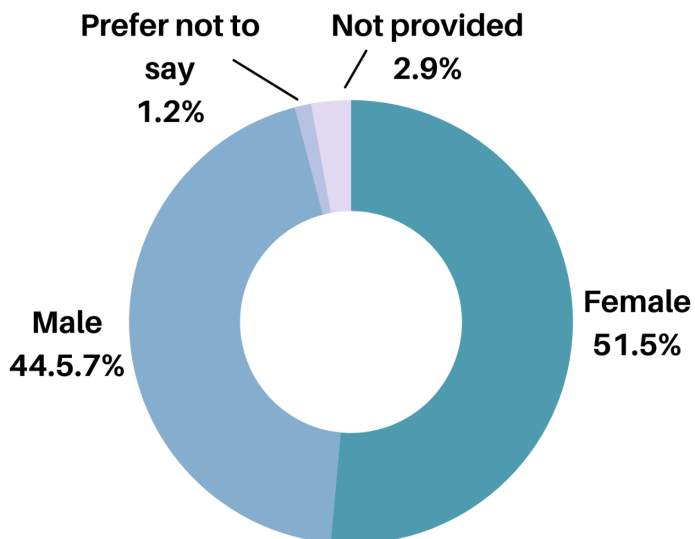
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Who we heard from

Age of respondents

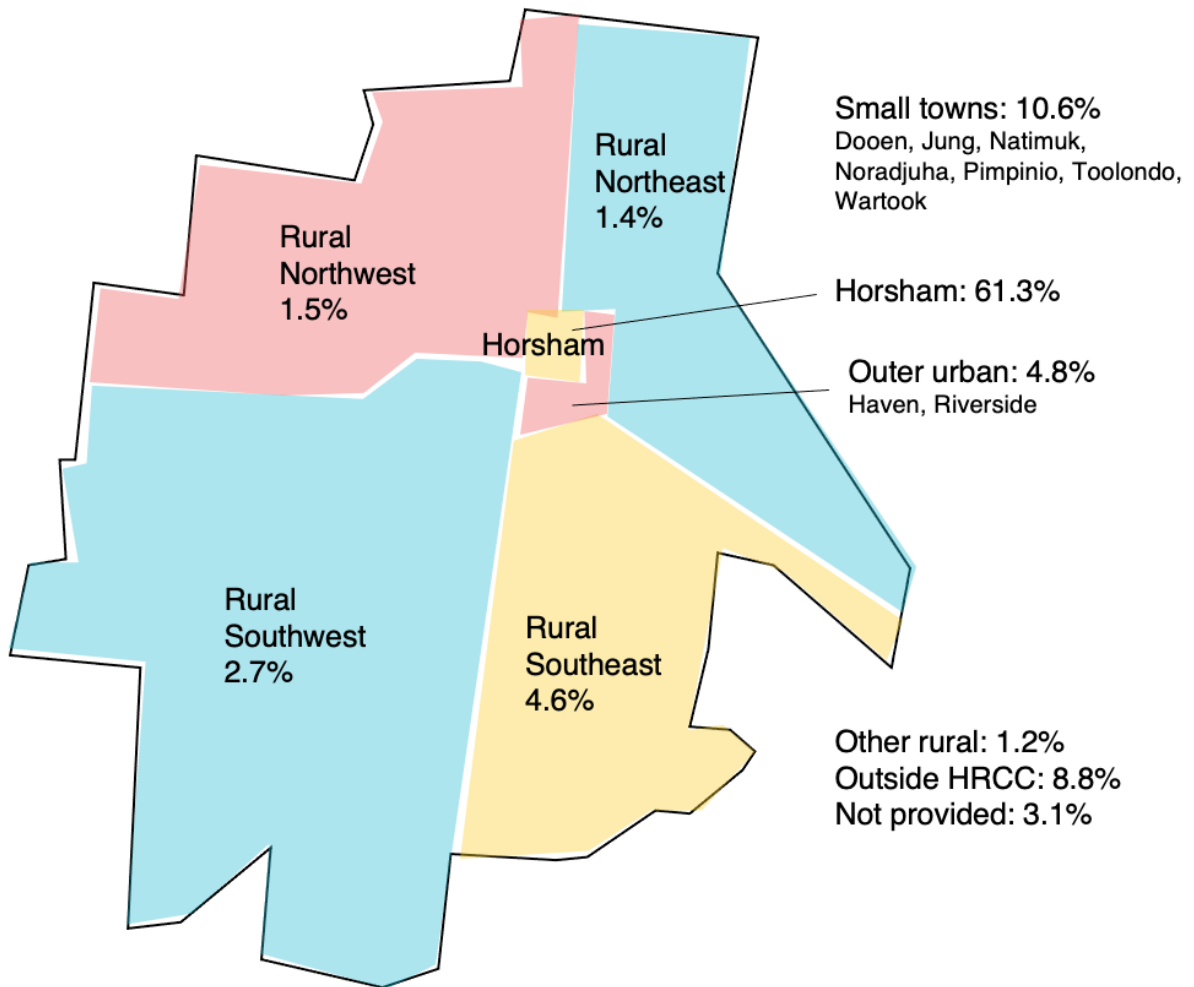


Gender of respondents



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Residential location of respondents

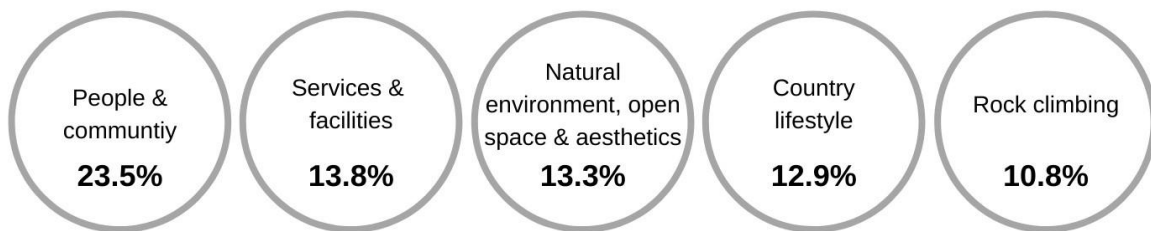


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What do people love about living in the Horsham region?

937 responses

Key themes:



People and community

(23.5% of comments)

The friendly people and community feel was the most common reason people love living in the Horsham region. Respondents also highlighted the sense of camaraderie and close-knit friendships as reasons behind their love for their local community. Whether this was farming, climbing, arts, sports, creative, LGBTQIA+ and other communities, or the Horsham community as a whole, there was a strong sense of belonging felt by respondents.

Horsham's welcoming and vibrant atmosphere was also given particular mention. Adjectives such as 'passionate', 'active', 'inclusive', 'engaged', 'resilient' and 'patriotic' were used to celebrate the region. The familiarity of the community (where everyone knows one another) was also highlighted, along with the great family-feel, safety and positivity within the community.

Major aspects of this theme, as highlighted by respondents:

The 'vibe'

"I moved to Horsham almost 20 years ago, as soon as I first entered town I knew it was a place I wanted to stay. There is a 'vibe' in Horsham that is progressively evolving. There is a sense of community and I enjoy being a part of it."

Sense of belonging

"I love how I feel connected to my community. It gives me a sense of belonging."

"The high community pride and commitment to make Horsham a beautiful place to live (tidy town history)."

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Community support

“The vibrant creative community, the art gallery and its events and well curated exhibits, the fantastic shows that are brought to the town hall, the myriad of passionate community organisations that do great work and also create engaging events through the year (eg: HUL, Nati Frinj, Haven markets, Ag society, film society, welfare groups), the brilliant local businesses that bring delicious food and dining and tempting retail options. I could go on!”

The people

“There are diverse and creative people to connect and work with. This gives meaning to my life.”

“The community is amazing. Everyone rallies around everyone and is so supportive.”

Services and facilities

(13.8% of comments)

Participants expressed their love for the ease of living in Horsham - that it is a small town that has everything you need. Notably, comments from the community emphasised the excellent schooling provided in the region, affording the families the luxury of choice. Along with great schooling, respondents highlighted Horsham’s medical services, performing arts centre, aquatic centre, library and Town Hall as things they love or are grateful for in the region.

Though it was noted that Horsham does not necessarily excel in all of its amenities, facilities and services, there was a definite recognition and appreciation of what is provided. A recognition of sporting opportunities in particular was evident, along with parks and playground, the current river walk, the proximity of everything and Horsham’s wide streets.

Major aspects of this theme, as highlighted by respondents:

Convenience

“Convenient, everything you need is relatively close.”

“Horsham is well serviced with health, education, retail and service industries.”

“Horsham has everything we need in terms of retail and shopping precincts but without the hustle and bustle of a main city.”

Entertainment and education

“The numerous sporting opportunities and facilities in town and the great education centres for our students.”

“Football and netball clubs are the fabric of the town and provide purpose for people.”

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Natural environment, open space and aesthetics

(13.3% of comments)

Many participants were in agreement that the beautiful natural environment and wide open spaces were a reason to love living in the Horsham region. Special mention was given to the beauty and tranquility of the Wimmera River, Grampians, Mount Arapiles, the Botanical Gardens, weir, surrounding lakes and Little Desert National Park.

Comments also mentioned the importance of protecting these natural environments, along with their significance in facilitating outdoor recreation and exercise. Many participants indicated they love the wide open spaces that are common to the Horsham region, but often not afforded to people in larger cities, and that this was a major factor which drew them to the region.

Major aspects of this theme, as highlighted by respondents:

Open space and tranquility

“Open spaces and the Wimmera River provide some tranquility.”

“I love the wide open spaces and beautiful natural environment. It’s so peaceful and beautiful there.”

Healthy lifestyle

“The best part [is] the natural landmarks that surround us - the Grampians, Mount Arapiles and the Wimmera River draw me to a healthy and beautiful lifestyle.”

“The river, mount arapiles and open spaces. Important for getting fresh air, letting the dogs have a swim and exercise.”

“The beautiful natural environment including the river. I love being able to access beautiful bike trails and walking paths near where I live. And we can go on walks and bike rides as a family.”

Country lifestyle

(12.9% of comments)

The lifestyle that is provided by living in the Horsham region was a notable reason respondents love living in the region. Comments frequently referenced this ‘lifestyle’ in various ways, they noted the: rural lifestyle, country life/feel, the ease of lifestyle, rural atmosphere, country town charm and the laid-back/slow nature of Horsham.

Participants also noted the town's balance between rural and city as a feature that made it lovable. These comments referenced an admiration for Horsham due to its seclusion and small population while still maintaining a large city feel. There were multiple comparisons made by people who had previously experienced ‘city-life’, indicating their preference for the calmer and slower pace of life the region affords.

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Major aspects of this theme, as highlighted by respondents:

County lifestyle

"I love that it is unpretentious."

"Horsham has a lovely country town feel. A slower paced lifestyle than the city."

Slow Pace

"I love the slower pace and that people are genuinely friendly. I love having the opportunity to live on large parcels of land e.g. 10 acres. I love that large parcels of land are available."

"The pace of life is as amazing as the landscape!!"

"We love living in a small community where the pace of life is slower than the cities."

Location

"Horsham is a great balance between city and country life. It's also halfway between Melbourne and Adelaide with easy access to both major cities."

Rock climbing

(10.8% of comments)

Rock climbing is one of the region's most notable tourist attractions. Respondents highlighted their love for the Horsham region was due to the natural climbing landscape provided by Mount Arapiles and the Grampians. Recognised as world-class climbing venues, respondents also gave praise to the Natimuk community for being inclusive and welcoming to all climbers.

Major aspects of this theme, as highlighted by respondents:

The climbing community

"I love Mt Arapiles and the community of Natimuk."

"The rock climbing here and at the nearby Grampians / Gariwerd is world class and the Wimmera weather and laid back lifestyle make it high on the list for places to visit for keen rock climbers."

Mount Arapiles and the Grampians

"As a rock climber and lover of nature, living near Mt Arapiles and Grampians has been a lifelong dream."

"I am an avid rock climber having moved to the area 5 years ago. The climbing is world class with both the Grampians and Arapiles on your doorstep."

"I moved myself and my business to the Horsham region specifically due to the rock-climbing at Mt Arapiles and in the Grampians National Park. These locations contain world class climbing that is unlike other places I have traveled to across the world."



Other themes that emerged

Good size and easy to navigate (9.2%)	<p><i>"Living close to work so I don't spend hours commuting... having a community that is small enough that I know many people, but large enough that I can still have privacy."</i></p> <p><i>"Everything is easily accessible and easy to get to."</i></p>
Peaceful, quiet and relaxed (8.1%)	<p><i>"It's quiet living, a slower, more peaceful way of life as compared to the city... a simple and quiet life."</i></p> <p><i>"Relaxing and easy lifestyle."</i></p>
River and lakes (7.6%)	<p><i>"I love the river region. I love walking my dogs along the river."</i></p> <p><i>"[The] natural beauty of the rivers and lakes."</i></p>
Family and friends (7.1%)	<p><i>"Living in a country town where generations of your family have made Horsham their home and have contributed to the growth and community spirit."</i></p> <p><i>"It's where I have a lot of friends and family so that makes it important to me."</i></p>
Proximity to Grampians (6.6%)	<p><i>"[I love] how close we are to the Grampians and that we have a river right through town."</i></p> <p><i>"The proximity to the Grampians and Arapiles national parks bring so many opportunities that can't be found anywhere else in Australia, perhaps even the world."</i></p>
Safety (5.2%)	<p><i>"Safe community to raise children / grandchildren."</i></p> <p><i>"I love the safety of being able to walk down the street and not being afraid of being hassled... and that my grandchildren can freely ride their bikes and walk without being mugged."</i></p>
Weather and climate (3.8%)	<p><i>"I like the climate [and] the landscape."</i></p> <p><i>"The climate is great."</i></p>
Central location (3.8%)	<p><i>"Horsham is so central. You can go to Adelaide, Bendigo, Warrnambool, Ballarat. Hub of the Wimmera."</i></p> <p><i>"We are living in the part of the state where we are only a few hours from two major cities. On the major highway between Melbourne and Adelaide."</i></p>
Home town (3.6%)	<p><i>"Born and bred here, it's home."</i></p> <p><i>"It was where I was born and want to stay."</i></p>

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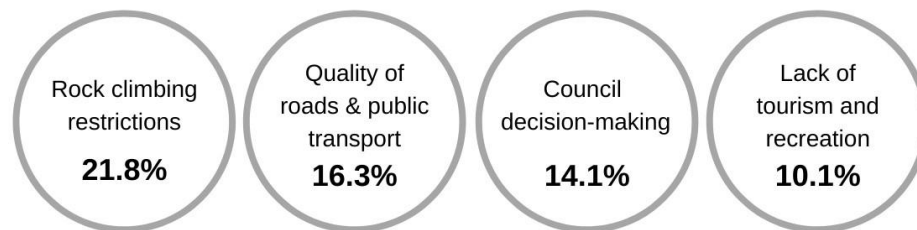
Rural, regional, remote or far from city (3.4%)	<p><i>"It's isolated from the cities, making it a strong individual community and gives you a great sense of belonging."</i></p> <p><i>"We are the major city in far west Victoria, [this] means we have the services of a much larger town but with the benefits of still being a country town."</i></p>
Clean air (2.0%)	<p><i>"I love the wide open spaces, clean air and it's safe."</i></p> <p><i>"Quiet, healthy environment (good air)."</i></p>
Jobs, employment opportunities and farming (1.0%)	<p><i>"Living in the farming country with [a] reliable farming zone to farm in."</i></p> <p><i>"The vast amount of work, unskilled labor, for people that want to work is plentiful. Great job opportunities also for the right candidates with the right certificates."</i></p>
Affordability (0.8%)	<p><i>"The ability to own my own home."</i></p> <p><i>"A better chance to purchase my own house that I actually like."</i></p>

i.e.

What are things that people are less happy about?

418 responses

Key themes:



Rock climbing restrictions

(21.8% of comments)

The most prominent issue the respondents were less happy about, were the climbing restrictions, specifically within Grampians National Park and Mount Arapiles. Concerns about a potential decrease in climbing tourism and its ripple effect for local businesses and the economy were noted. Some comments also acknowledge the cultural significance of the landscape and are compassionate about the rationale driving these climbing bans. Suggestions were then offered on how to maintain a healthy climbing community while respecting the significance of the land to indigenous people.

Major aspects of this theme, as highlighted by respondents:

Grampians & Mt Arapiles

"The sweeping [climbing] bans in the Grampians and the start of bans at Mt Arapiles...Many climbers including doctors and teachers have specifically moved to Horsham [for climbing] and are considering moving interstate to areas like the Blue mountains where climbing isn't banned."

Climbing tourism

"Now that Parks Victoria have severely restricted rock-climbing there is no reason I, or other international climbers, will visit."

"Sadly, I won't be visiting from now on as many of the climbing areas are closing."

Acknowledgment of cultural significance

"It seems that this [climbing bans] is a huge loss for rock climbers and the local tourist economy through a very blunt Vic parks strategy to protect cultural heritage. I believe that this [celebration of cultural heritage] could be achieved with selective closures and education, while still allowing a wonderful Grampians/Gariwerd experience for visiting and local rock climbers."

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Quality of roads and public transport

(16.3% of comments)

Another issue raised by the participants was the quality of roads and public transport within the municipality. More specifically, the connectivity between Horsham and larger cities like Melbourne, Adelaide and Ballarat was a common issue raised. The consistency and quality of passenger train services into major cities was a persistent topic of concern throughout.

The movement of heavy freight vehicles through the city centre was also a common issue. Many responses expressed their support for the construction of the proposed Western Highway bypass route, but held concerns over the progress of this project. Many saw this bypass as a viable solution to direct large trucks away from the city centre while reducing congestion. A specific location highlighted regarding congestion was at the traffic bridge across the Wimmera river (Western Highway bridge). The general consensus of the participants was that a second vehicle crossing was a workable solution to alleviate congestion across the Western Highway bridge.

Maintenance of roads in Horsham was another concern raised. Overall, these complaints were not regarding a specific location, instead, the concern over the quality and upkeep of roads was more general and encompassed both rural and urban streets.

Major aspects of this theme, as highlighted by respondents:

Trucks in the city

“Heavy transport travelling through the heart of our city. Very dangerous and noisy... A disgrace - and blight on our beautiful city and CUB.”

“Lack of progress regarding a transport bypass and a second bridge across the Wimmera River to get the heavy transport away from our beautiful city centre.”

Public transport to major cities

“I am unhappy about the lack of a passenger train service and the current state of the Railway Station Precinct.”

“Access to Melbourne, especially around public transport. We are about 30 years behind where we should be.”

Maintenance of roads

“Need better roads, they're shocking. Western Highway, country roads are poor during harvest time.”

“[The] state of the roads, they're rough and full of potholes.”

Western Highway bridge congestion

“Only one traffic [bridge] crossing of the river.”

“The congestion problems at the Western Hwy bridge.”

i.e.

Council decision-making

(14.1% of comments)

Council rates in Horsham were a common issue raised. While many respondents complained the rates were unnecessarily high, more were concerned with the distribution of Council spending in the municipality. Of these respondents, many flagged frustrations surrounding projects that are funded despite being perceived as unwanted by the majority of Horsham residents. For example, respondents thought that spending on housing development should not be a priority over the development of more recreational facilities like shopping centres.

The distribution of development and improvement was also seen to be skewed towards Horsham city, with little-to-no development in the surrounding, more rural, townships. Many comments indicated they thought there was a 'Horsham-centric' approach to development of services and amenities, with a perceived biased spending that is unfair to locals residing outside Horsham city, who pay similarly high rates, without the benefit of improved services.

Concern was raised over the planning process and decision making of the Horsham Rural City Council in recent projects. Mainly, the frustration surrounding the planning of a second pedestrian bridge over the Wimmera River in lieu of another much needed vehicle crossing to alleviate congestion. Overall, these concerns were largely seen as a result of lack of transparency and/or deliberation with the broader community of the Horsham region.

Major aspects of this theme, as highlighted by respondents:

High rates

"Council rates are too high, there is no value for money."

Lack of community deliberation

"...councillors who have no idea of the community's feelings, they don't talk to the community regarding big changes, they would rather push an approval through as fast as possible."

"The previous lack of consultation between community groups and Horsham Rural City Council in regards to strategic planning."

'Horsham-centric' spending

"Lack of funds spent on farming areas as opposed to town areas when farmers pay so much in rates per person. Our road sides are a disgrace with trees growing impeding transportation."

"Council forgets the smaller town it is meant to serve. Horsham centric."

Proposal to build another footbridge

"The stupidity of trying to build another walking bridge instead of a vehicle bridge."

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Lack of tourism and recreation

(10.1% of comments)

The lack of recreation and/or tourism was another aspect respondents were less happy about in the Horsham region. Respondents felt as though Horsham was not best capitalising on its tourism opportunities, recognising the beauty of the region and all it has to offer. It was noted there were insufficient entertainment options in the region, such as dining and shopping, and that this does not help attract tourists. Comments also highlighted the lack of entertainment for young people.

Concern was also raised about the limited business hours for many outlets on the weekends and also the limited number of events hosted by Horsham. Comments settled that both these issues had adverse effects on the local population's welfare and the town's ability to attract tourists to the region.

Major aspects of this theme, as highlighted by respondents:

Entertainment and events

"Lacking in entertainment venues, shops, restaurants and everything relating to young families."

"[There are] not enough events like live music, foodie events etc..."

"More social activities - especially that don't involve alcohol, that aren't focused on sport. More community events"

Empty shops

"The feeling of Horsham being a dying town with shops becoming empty and drug culture rising."

Outdoor recreation

"I don't think we take advantage of the natural landscapes that would attract tourists such as the mountains and the river"

"The outdoor recreation opportunities have become less accessible in recent years to those on lower incomes or those looking for specific activities...negative impacts on the tourism industry."

More tourism

"More tourism - not just the Grampians. More development in the main street, more industry"

"Lack of shopping and tourist attractions to entice people to stay in Horsham."



Other themes that emerged

Healthcare services - availability and quality (8.6%)	<p><i>"Access to medical services is severely lacking across the board. Horsham is lacking good quality GP's and access to specialists. Furthermore, modern health infrastructure seems to be severely lacking i.e. medical imagine etc."</i></p> <p><i>"Mental health services in our area are extremely poor."</i></p>
Lack of businesses and employment opportunities (7.9%)	<p><i>"Shops close very early and mostly are closed on weekends / holidays."</i></p> <p><i>"Empty shops in the main street. Nothing worse. Covid, of course, has not helped this but seems to be a growing trend."</i></p>
River not being utilised (7.2%)	<p><i>"The Wimmera River is our greatest asset and yet we don't have at least one cafe or restaurant on the river, not even somewhere to buy a coffee."</i></p> <p><i>"The river isn't used to it's potential. Like a cafe, or skiing, or watered and maintained lawn along the river to beautify it. To bring people there and get them wanting to come back."</i></p>
Community pessimism (6.0%)	<p><i>"Old community values of not liking change, and negative attitudes about almost all new suggestions for town development."</i></p> <p><i>"Community attitude on social media, it absolutely kills this place."</i></p>
Lack of care for the natural environment (5.5%)	<p><i>"The rubbish along our beautiful river with no rubbish bins... damaged fences and bollards along the river... the rubbish is everywhere."</i></p> <p><i>"I don't like that we are encroaching more onto our bush with increased small parcels and dwellings. We need more and larger green spaces, both in and out of town."</i></p>
Lack of incentives for young people to stay (4.8%)	<p><i>"There aren't any options for young adults to do things, hence they are all leaving. Something like a bar along the river or cafe similar to Melbourne would help activate the area and attract younger people."</i></p> <p><i>"I don't believe there is anything that motivates or encourages young people to stay in this town."</i></p>
Facilities (4.6%)	<p><i>"It would be good to have a better shopping centre."</i></p> <p><i>"The library - it needs upgrading - the cafe / food scene - more variety and options would be good."</i></p>
Quality of walking or bike paths (3.1%)	<p><i>"We need pedestrian bridges over the river - will improve the livability and community."</i></p> <p><i>"We need more bike infrastructure - paths, lanes, tracks."</i></p>
Lack of community	<p><i>"The disconnect between the larger towns and the smaller towns in our wider</i></p>

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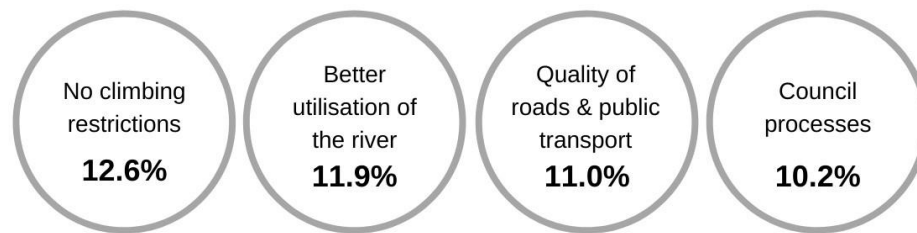
cohesion (2.9%)	<p><i>region.”</i></p> <p><i>“The division between communities and different socioeconomic areas. There doesn’t appear to be an acceptance of people for who they are and many experience a great deal of stigma.”</i></p>
Town aesthetics - welcome signs, heritage sites, etc. (2.6%)	<p><i>“Lack of attention to beautifying areas seen by [passing] traffic. Ugly showgrounds views... outdated mural on fence near the bridge, lack of care to garden areas on southern entrance etc.!”</i></p> <p><i>“The lack of architectural beauty in town - beautiful old buildings are demolished and replaced, not with architectural beauty but with cheap and nasty (and ugly) buildings.”</i></p>
Not sustainable enough (2.2%)	<p><i>“That our region is lagging behind with meaningful action on climate change, especially now we are seeing the effects.”</i></p> <p><i>“How Horsham is approaching livability in the face of climate change. We seem to continue to cut down all the trees and facilitate extensive housing estates with no thought about green spaces that will be critical to making Horsham a livable city as temperatures increase.”</i></p>
Lack of cultural awareness (1.7%)	<p><i>“Lack of acknowledgement and partnerships with Indigenous community.”</i></p> <p><i>“Culturally, the town is limited. People can be very close minded, racist and exclusionary.”</i></p>
City to River Masterplan - don’t like it (1.2%)	<p><i>“Not happy about the river development... lots of people had objections to it, but were ignored. I would rather see improvements to things already established or that are really practical, and enhance what we already have.”</i></p> <p><i>“Wild ideas, really against City to River, it’s a waste of money, spend it on roads.”</i></p>
Lack of safety (1.0%)	<p><i>“High youth crime.”</i></p> <p><i>Will be great when the bridge is built to connect the estates, such as waterlinks, with schools. Safer for children to get to school.”</i></p>

i.e.

What is one thing people would change to make the municipality better?

539 responses

Key themes:



No climbing restrictions

(12.6% of comments)

Respondents expressed their desire for rock climbing restrictions to be removed at Mt Arapiles Djurite and Grampians Gariwerd. More specifically, they highlighted the economic benefits that climbers bring to the region through jobs, accommodation, food, and tourism. Respondents also emphasised they would like Council to be more supportive of the climbing community by working with Parks Victoria to end the bans.

In this response, many participants also indicated their interest in cooperating with traditional land owners to re-open climbing sites, and not dismissing Indigenous values and the cultural significance of the landscape. While many people were eager for the climbing bans to be lifted, this focus on respecting traditional owners was apparent.

Major aspects of this theme, as highlighted by respondents:

Cultural recognition

“Un-fettered access to national parks for rock climbers, with localised protections of traditional sites, providing opportunities for this intimate user group to collaboratively develop an understanding of and relationship with these sites from a traditional owner point of view; rather than simply banning these respectful users.”

Valuing rock climbers

“Recognise the importance and value of rock climbing and rock climbers to the region.”

“More support for local people and businesses who are struggling mentally or financially due to the climbing bans at Mt Arapiles Djurite and Grampians Gariwerd.”

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Economy

“Each year climbers bring many millions of dollars into the Wimmera community and this is now at risk as the bans become more widespread and climbers and their families leave the region. The Horsham Rural City council needs to address this important issue before it is too late. Rock climbers (residents and visitors) are an important part of the fabric of the Wimmera community bringing much needed professional jobs and economic input.”

Better utilisation of the river

(11.9% of comments)

Participants demonstrated a keen interest in seeing the Wimmera River better utilised and making it a feature of the town, with suggestions for a waterfront venue/restaurant, a nature water play park, a boardwalk and cafes.

It was clear that community members love the Wimmera River and want to see it ‘shown off’, appealing to both tourists and locals. There was also a focus on young people, with a desire to give them a beautiful, natural environment providing opportunities for recreation and entertainment. Some comments also highlighted an interest in improving and developing riverside facilities to promote recreational activity and exercise. Participants also suggested the introduction of water sports and a rail trail could unlock the full potential of the river.

NB: While the overwhelming sentiment (99.8% of responses within this theme) was positive and based around aspirations for more development and greater utilisation of the Wimmera River, one respondent (0.2%) expressed a distaste for introducing man-made structures along the river.

Major aspects of this theme, as highlighted by respondents:

Food and drink venues

“A nice boardwalk along the river from Stawell road to the view. With a cafe along the way that overstretches the water.”

“Reap more benefits from the Wimmera river and really shape the development of the region around it. E.g. nightlife opportunities on the river such as restaurants. Cafe’s for morning walkers etc.”

Entertainment

“Increase the use of the area around the river and soundshell and make it a precinct where people want to go to enjoy the view, live music and food.”

“Connect the river to the town, have live music and a cafe/bar down there to attract people. Utilise the soundshell for actual concerts not just carols.”

Physical activity

i.e.

“Let’s capitalise on our lovely river and build a rail trail which follows the river, links to Natimuk and Mt Arapilies etc. ... Also I’d love to see more nature play and water parks for kids close to our lovely river. Could capitalise on Adventure Island and why not go the pop up cafe in a shipping container like Mildura’s riverfront.”

“Allow use of water sports on the river to attract more people to Horsham and be more appealing as well as maintain the river precinct.”

Quality of roads or public transport

(11.0% of comments)

Participants indicated a desire for improvements to congestion by reducing the movement of trucks through the City centre. Specifically, there was overwhelming support for the development of a bypass to alleviate this problem. The need to improve the quality of roads within the municipality was evident. A second car bridge was also emphasised as a necessity in order to reduce traffic congestion.

In regards to public transport, there was evident support for the extension of the railway line to afford citizens a direct train service through to Melbourne. There was also a desire to improve public transport access between Horsham and surrounding small towns, such as Jung. Few respondents felt the Horsham Airport could be better utilised, and better parking at the Wimmera Base Hospital was noted as something that needed attention.

Major aspects of this theme, as highlighted by respondents:

Development of the proposed bypass

“One item which concerns me greatly is that the Council does not seem to realise the importance of a detour road especially for the hundreds of trucks which are polluting the air especially for homes and businesses on the main routes.”

“Traffic flow. The Melbourne to Adelaide highway passing through Horsham is a concern to me.”

Public transport

“Community transport from small towns to Horsham.”

Another car bridge

“A well thought out second river crossing that would give locals and visitors another option away from the highway traffic.”

Rail transport

“Push the rail corridor North of the city with the bypass.”

i.e.

“Connectivity to the City. Business travel, leisure, school and university. And in return, having Horsham as a place to want to come to (from the city) for business, leisure and education due to the ease of travel (train!) and bringing outside people into our region.”

Maintenance of roads

“Road quality, it’s a running joke we know how close to Horsham we are by how rough the road is.”

Council processes

(10.2% of comments)

Most responses gave suggestions for how they would like to see Council improve, though some respondents would like to see a complete overhaul of Council. Recycling processes was a key issue, noting an interest in both public recycling bins and recycling services for all ratepayers. Respondents also had concerns with Council rates, with most wanting a rate reduction. Some disliked the perceived lack of communication between Council and the community, deeming that projects undesired by the broader community had been funded as a result.

The community indicated an interest for Council to be more progressive, proactive, involved, young and diverse. Quicker decision-making was a common desire, as was the inclination for Council to recognise, acknowledge and improve the smaller townships surrounding Horsham. There was a suggestion for there to be Councillor representatives from the different suburbs within the municipality.

Major aspects of this theme, as highlighted by respondents:

Communication with the community

“Forming a panel including community representative from each suburb. A point of contact with municipality from each community.”

“More communication, more open Council meetings with the public. More question time and opportunities for input.”

Attitude to progress

“A council that is not wanting to keep things the same or the ways things were in the past. Lets make it a better place to live in the future - not what it was before.”



Other themes that emerged

Business support - greater opening hours, more jobs, etc. (8.9%)	<p><i>“Further support for small businesses to ensure their continuation... without small business, we don’t have a town.”</i></p> <p><i>“Encourage more small businesses with incentives to create a larger shopping precinct.”</i></p>
Improved facilities and infrastructure (6.9%)	<p><i>“Regional sports hub in Horsham to encourage young athletes to stay here.”</i></p> <p><i>“A well-resourced Arts Precinct... this would encourage a live music culture and be a place to foster artistic and creative endeavours, investing in Horsham’s creative livability future.”</i></p>
Improved education and healthcare (6.7%)	<p><i>“More specialised health services so people from outlying regions don’t have to travel to Ballarat & Melbourne for treatments.”</i></p> <p><i>“A hospital for everyone with mental health issues to use, separate from Wimmera Base Hospital.”</i></p>
More greenspaces / outdoor recreation / natural environment (6.3%)	<p><i>“Enhance the natural atmosphere and beautify the landscapes of the cities and towns.”</i></p> <p><i>“More focus on the natural areas of the town, making the CBD more walkable.”</i></p>
Greater focus on youth (5.4%)	<p><i>“Attract younger people, and find ways to develop more opportunities to encourage young people to stay / come back to the area.”</i></p> <p><i>“Focus more on the youth and younger adults to make Horsham a more appealing place to live / stay.”</i></p>
Better town design - parking, aesthetics, etc. (5.2%)	<p><i>“Having all-day parking costs for those who work where there are only meters. Or free parking available within an appropriate walking distance.”</i></p> <p><i>“Entrances to the town, at the moment they are unappealing and symptomatic of our ‘don’t worry about it’ culture.”</i></p>
More sustainable / focused on climate change / environment protection (5.2%)	<p><i>“Be more progressive... be leaders in sustainability. Be leaders in greenscaping.”</i></p> <p><i>“A council commitment to carbon neutrality by 2050 and efforts to revegetate large areas with biodiverse plantings.”</i></p>
Greater community events, engagement and focus (4.6%)	<p><i>“Increased options for new people in the region to gather and get to know the community. Often hear about events after they’ve happened.”</i></p> <p><i>“More focus on the community that lives in the Council or surrounding Wimmera towns, rather than focusing on attracting tourists.”</i></p>
Increased tourism focus (4.1%)	<p><i>“Improve our tourism by presenting Horsham as a positive and welcoming community... we have the enviable position of being the primary town between</i></p>

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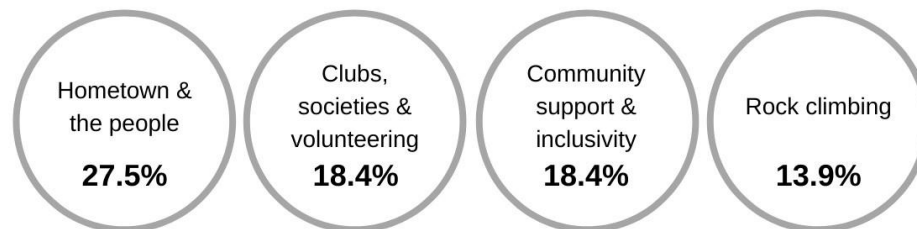
	<p><i>Adelaide and Melbourne but do not appear to take advantage of this.</i></p> <p><i>“Push tourism more. There are some amazing areas that are under-sold at the moment. Attracting more people... to bring in money to Horsham and small towns will help the area thrive.”</i></p>
<p>Greater cultural awareness (2.8%)</p>	<p><i>“Better relationships with the Wotjobaluk peoples.”</i></p> <p><i>“Close engagement with aboriginal traditional owners to preserve recreational access to our beautiful wilderness.”</i></p>
<p>Quality of non-motorised transport - pedestrians, bikes, etc. (2.2%)</p>	<p><i>“More bike friendly, encourages people to ride to work, ride for fun, or ride to get to places such as parks.”</i></p> <p><i>“I would make Horsham a bike and walking friendly town, and make that the normal.”</i></p>

i.e.

What gives people a sense of belonging, or makes them feel connected to the community?

418 responses

Key themes:



Hometown and the people

(27.5% of comments)

Overwhelmingly, participants thought that the people in Horsham were the thing that most gave them a sense of belonging and a connection to the community. A large majority attributed this feeling of belonging to their family, and friendships with other locals. A familiarity between locals not possible in large cities was noted as creating a sense of belonging, evidenced by recognising familiar faces around town, and getting to know your neighbours.

The friendliness of the people within the Horsham region also gives people a sense of belonging. Many respondents stated that while they weren't born in Horsham, the welcoming community makes them feel connected and comfortable. For some respondents, being born in Horsham gave them a sense of place within the region and community. The generational retention was also praised as being a unique trait of Horsham that is not commonly seen in the bigger cities. This, for some participants, gave them a strong sense of belonging.

Major aspects of this theme, as highlighted by respondents:

Family and friends

"My family and the people that are so inclusive and make me feel so welcomed."

Place of birth

"Many generations of family history in Horsham, Family Roots that you don't get living in the city."

i.e.

Everyone knows everyone

“Just walking into your cafe and knowing the regulars and having a chat. I love that the most.”

“I love that I can walk around and say hello to so many familiar faces in town.”

Friendliness

“The friendly welcoming nature of people in the Wimmera.”

Clubs, societies and volunteering

18.4% of comments

It was clear from the respondents that involvement in clubs, societies, and volunteering, was key to creating a sense of belonging and connection to the community. Sporting clubs were frequently noted, especially in relation to football and netball, recognised as places which facilitated connections and gave people a strong sense of belonging. Church groups, the Dog Obedience Club, line dancing, and Apex were some other clubs, societies and volunteer-locations noted. Mention was also given to events such as Relay for Life, which bring people together to volunteer and raise money, and also gives them a sense of belonging.

Major aspects of this theme, as highlighted by respondents:

Sports

“Sport has played a huge role in my life in the Wimmera.”

“Having lived here my whole life and being involved in community groups and sporting clubs gives me a sense of pride. But also being involved in volunteer groups where change can be seen.”

Volunteering opportunities

“Being able to work still and being a volunteer on a hall committee.”

“Volunteering in community organisations and attending the many events that used to run in Horsham pre-COVID.”

Church groups

“My local church Harvest Christian Church and Horsham Allied Martial Arts. Both places where I have a sense of belonging and my community within our community.”

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Community support & inclusivity

(18.4% of comments)

The inclusive and welcoming attitude of the local community was noted as something that enabled people to have a greater sense of connection and belonging to other people and the region. Numerous respondents referenced the supportive culture evident within the community, in which everyone ‘looks out for one another’. People noted feeling ‘accepted’, and with associated feelings of belonging and connectivity. In particular, the inclusivity and acceptance of the community towards cultural diversity and minority groups also gave some respondents these feelings of belonging.

Major aspects of this theme, as highlighted by respondents:

Welcoming community

“Over the years, I feel that Horsham has become a more caring and welcoming community.”

Community support

“The passion people have for their community and the feeling of looking out for each other.”

Cultural Diversity

“Groups that make you feel included and accepted... Being accepted to be me no matter my race, religion, background, sexuality.”

Rock climbing

(13.9% of comments)

Rock climbing, through time spent in nature and with the climbing community, was noted as something that makes people feel connected to the community and gives people a sense of belonging. The relationships and friendships formed within the rock climbing community were noted in particular as facilitating a strong sense of belonging through shared experiences. The campsite near climbing sites, along with the township of Natimuk, were commonly referenced as places which facilitated a strong sense of community between climbers.

Major aspects of this theme, as highlighted by respondents:

Climbing community

“Belonging to the climbing community, individuals passionate about conservation and climbing, and are largely respectful and informed.”

“The rock climbing community. It is my family.”

“Natimuk in particular has become a warm welcoming place due to the influx of climbers moving here

i.e.

for the climbing over the years. I had considered buying a house in town but am holding off due to the uncertainty.”

“There is a great community in Natimuk. Used to be great in Mt Arapiles campground as well but this eroded because of rock climbing bans.”

“Evenings at the campsite or local pubs after a day of climbing.”

Other themes that emerged

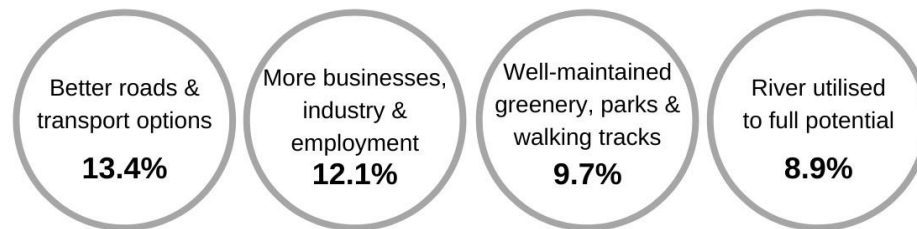
Natural environment (8.1%)	<i>“Being outdoors, out of town and watching a sunrise or sunset.”</i> <i>“Being out in nature, sometimes alone but often with friends, family and other people who enjoy and respect the outdoors.”</i>
Involvement in events and activities (6.2%)	<i>“Events like Kanamaroo, Wimmera Field Days, local markets, facilities such as the Town Hall [and] aquatic centre.”</i> <i>“Cultural events and activities - as a new person to Horsham this has helped me a great deal in developing connections.”</i>
Services and facilities (4.5%)	<i>“Having great sporting and performing arts facilities. Love all the shows at the Horsham Town Hall now that they are running some again.”</i> <i>“Shopping precinct... theatre, town hall, service and sporting clubs.”</i>
Don't feel connected (3.6%)	<i>“As a single woman here, not a lot. Meeting people is difficult and clicky.”</i> <i>“Very little. As a resident of Horsham for ‘only’ 10 years, I have zero emotional attachment to the region, or any sense of belonging to the community. There is nothing here that is unique or unable to be found elsewhere, but that doesn't mean that these elements cannot be created and embraced.”</i>
Outdoor recreation (2.4%)	<i>“Walking along the Wimmera River and seeing so many friendly faces (and happy dogs).”</i> <i>“Football club [and] outdoor activities.”</i>
Safety (0.5%)	<i>“Being able to feel safe in public.”</i> <i>“The fact that the place is safe.”</i>

i.e.

What do people want life in the Horsham region to look or feel like in 2041?

937 responses

Key themes:



Better roads and transport options

(13.4% of comments)

Thinking ahead to 2041, community members would most like life in the Horsham region to include better roads and transport options. Specifically, there is a great desire for a bypass to be constructed, meaning large trucks are diverted away from the CBD. Participants also hoped for another car bridge to reduce traffic congestion, along with another pedestrian bridge to afford even more walking opportunities within the town.

Many participants were eager for an improved railway network to improve the connectivity of Horsham, hoping that by 2041 there will be a fast train service to both Adelaide and Melbourne. Comments also indicated a need for better quality roads (including the re-sealing of Stawell road) along with improved (and free) parking within town.

Major aspects of this theme, as highlighted by respondents:

Development of the bypass

“Not a truck, highway, heavy transport route running through the very heart of our beautiful river town. We desperately need a transport bypass to progress our vibrant city in 2021 and beyond.”

“Serious consideration needs to be given to transport infrastructure. Getting trucks out of the centre of town, bypass. Road trains can’t get around roundabouts. Seems to be no longer term planning. New roundabout between service station and river, not planned well.”

Public transport connectivity

“Vibrant and connected to Melbourne and Adelaide with a very fast passenger rail.”

“More connected: by rail and town bus.”

i.e.

Air travel

“Domestic air transport services would make specialist health professionals more likely to offer services.”

Planning

“Opening up of roads blocked by railway lines. Planning of roads and traffic movement to cater for new residential expansion.”

More businesses, industry and employment

(12.1% of comments)

Participants indicated having an interest in the development of a thriving businesses district in Horsham in the future, with less empty shops, more cafes and other hospitality along the river, greater amounts and variety of shopping, and greater employment opportunities.

Improved employment opportunities were highlighted as giving young people incentive to stay within the region, with concerns about an aging population in Horsham. Following this, respondents highlighted that shops catered to young people and a more thriving nightlife would also help to keep young people here and help the town flourish.

Major aspects of this theme, as highlighted by respondents:

Food and drink venues

“I would love to see a vibrant community with places to go along the river like cafes and even other shops. It would be good to see some urban cafes develop too like you see in suburban Melbourne.”

Shopping

“The main street to be totally overhauled with a mix of residential and shops. The age of a strip shopping centre is over.”

Opportunities for young people

“New industries to keep younger people here and work and earn a decent wage.”

“Jobs and opportunities for our youth to want to stay in the community after school.”

Thriving town

“Vibrant city with strong retention of professionals for multiple sectors, not just agriculture and healthcare.”

i.e.

Well-maintained greenery, parks and walking tracks

(9.7% of comments)

More well-maintained greenspaces, parks and walking tracks were sought after in Horsham for the future. Respondents indicated a desire for more trees to provide shade and afford more comfortable walking conditions. Better public outdoor sitting areas, more parks and gardens (including improvements to the Botanical Gardens) and mountain bike trails were also desired features of the region in 2041. There was also a clear interest in Horsham becoming a greener city, with the mention of a greater tree density and vegetation around the city streets and pedestrianised strips. Increased popularity of active forms of transport was also envisioned by the community, with decreased reliance on motorised vehicles.

Major aspects of this theme, as highlighted by respondents:

Outdoor recreation

“A vibrant hub as a place to live and for visitors to enjoy activities in nature with businesses that support those activities: bicycle trails and mountain bike trails to attract visitors who then use local shops, cafes and accommodation.”

“More re-forested areas, cleaner rivers and environment, more walking/hiking trails.”

Greenery

“A green community with plenty of parks, green spaces and play areas. A place designed for active transport - where it is the norm, not a rarity.”

“Respectful, inclusive, with more trees and green spaces. A place where you can meander and socialise with small children or let your children ride around town meeting their friends and being active and connected. Less cars in the main street and more congregation of people. A clean green and active town.”

River utilised to full potential

(8.9% of comments)

Respondents would like to see the Wimmera River better utilised and showcased in 2041. Not just beautification of the river by ensuring it is always full of water, but also in connecting the river and the CBD more effectively. Many participants wanted to have waterfront venues like cafes and restaurants, community picnic areas, a nature water park, boardwalks with lighting, and an events centre.

The desire for the river to be better utilised also was linked closely with outdoor activities, including the introduction of water sports, a swimming platform, improved adventure playground, and a cycling ‘rail trail’.

i.e.

There is clear support for providing and improving diverse facilities around the Wimmera River and making it a key feature of Horsham.

Major aspects of this theme, as highlighted by respondents:

Food and drink venues

“More community greenery spaces. The river utilised to its fullest potential with a cafe and community picnic area vibe. The nature water park in full swing for all ages & new young families to enjoy.”

“Having a river precinct which people actually use and go to eat, to view and to enjoy.”

Outdoor recreation

“I would love to see our river and lakes reflect that of other successful regions, with greater facilities, beautification, on water activities for the young and families.”

“Needs a 50km+ cycling ‘railtrail’ along the river/Mackenzie Creek that is a loop with bridges etc. Needs a river precinct with [a] restaurant, event centre etc. (amazing that this doesn’t exist). Need a real adventure playground on the river, [and a] swimming platform in the river. Streets shut off to traffic for outside lifestyle.”

Vibrant

“More vibrant through [a] busy waterfront area with cafes and restaurants.”

“I would like to see the Wimmer River precinct buzzing with activity. It’s our greatest asset after all!”

Other themes that emerged

Place for young people and families (8.7%)	<p><i>“A region where kids have the same opportunities in terms of sport and development as a whole as well as career opportunities as their city counterparts.”</i></p> <p><i>“For Horsham to have the growth and development that would see our kids not having to move away to seek greater opportunities.”</i></p>
More community activities, engagement and involvement (8.5%)	<p><i>“I would like the sense of community within Horsham to continue to grow. I would like community groups and Council to work together to secure great facilities and grow participation in sport and other community activities.”</i></p> <p><i>“More engagement with the community and what they would like to happen.”</i></p>
More environmentally sustainable (7.4%)	<p><i>“100% renewable energy production and use, with net zero carbon emissions. Exporting energy and good care for our natural environment.”</i></p> <p><i>“Greener. Electric vehicle charging stations. More solar panels for public infrastructure. Further conservation areas encouraging native regrowth. Supportive of outdoor activities. Encouraging locals and tourists to use outdoor</i></p>

i.e.

	<i>spaces in a sustainable manner.”</i>
Stay as it is now (7.3%)	<i>“Much the same, I love country towns.”</i> <i>“Remain a big friendly town, a great place to live.”</i>
Healthy, good health care (6.9%)	<i>“I would like to see that the Ballarat Health Services haven’t taken over the Wimmera Base Hospital.”</i> <i>“There needs to be more support for people with mental health [problems] and access to healthcare.”</i>
Improved facilities - education, sport, accessibility etc. (6.6%)	<i>“Educational opportunities in the region to be solid. Our tertiary/TAFE sector to be more robust locally.”</i> <i>“Same relaxed vibe but with much better community facilities, whether they be essential services (schools, health care) or for recreation (parks, playgrounds, tourist facilities, streetscapes, performing arts venues).”</i>
Climbing allowed (5.6%)	<i>“A community where everyone is respectful and inclusive...climbing and other sports are accepted and allowed to continue with a focus on conservation, minimal impact, and the historical significance of the region (in regards to climbing as well as traditional ownership).”</i> <i>“I hope [the region] remains to be a quiet place, and I hope rock climbing is permitted. I hope to see local people enjoy the rocks.”</i>
Better cultural awareness & inclusivity (5.1%)	<i>“I would like to have some really strong cultural connections with the area through educational projects that help inform those who use the area on what or how it was used in the past by our Indigenous ancestors.”</i> <i>“A multicultural society that gets along and is thriving.”</i>
Vibrant (4.9%)	<i>“A lovable, peaceful, vibrant city, catering for people.”</i> <i>“Capture the vibrancy and community spirit of some of the smaller towns. To have an identity that is clear to those outside of Horsham, as to what it is all about, and what your experience in Horsham will be [like].”</i>
More tourism (4.5%)	<i>“A region that international tourists want to visit, to experience our parks and the people who connect and use them.”</i> <i>“Very similar to the Murray river towns. People wanting to come holiday here and see the town boom in holiday times.”</i>
Peaceful, relaxed country town (4.5%)	<i>“I think that in 2041, Horsham should have the same country community feel, with a bigger opportunity for growth by including shopping areas, restaurants etc.”</i> <i>“Not too busy [or] the rush of a city environment. Good access to facilities, but not crowded and overdeveloped.”</i>

i.e.

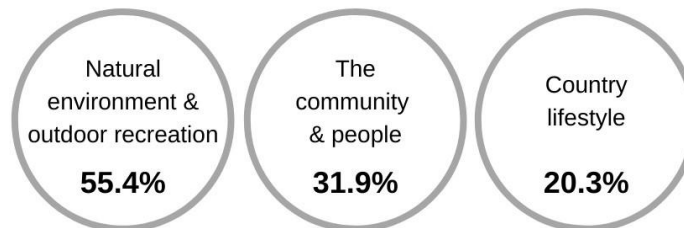
<p>Happy, welcoming & friendly community (4.4%)</p>	<p><i>“No division between different socioeconomic areas, people accepting others for who they are and all feeling their opinions and skills are respected equally.”</i></p> <p><i>“Welcoming small community atmosphere, attracting people from all around the world.”</i></p>
<p>More populated (3.6%)</p>	<p><i>“I would like the population to be double, maybe 30,000 people... I’d still like Horsham to have a small-town appeal even if it is a larger population.”</i></p> <p><i>“30k people but holding onto a rural feel if that’s possible.”</i></p>
<p>Safe (3.6%)</p>	<p><i>“Living in a safe community with good public infrastructure.”</i></p> <p><i>“Happy, safe and growing.”</i></p>
<p>Clean, attractive (2.2%)</p>	<p><i>“Tidy streets, no rubbish. Clean up old used areas i.e. the old rail yards under [the] overpass.”</i></p> <p><i>“Clean, the houses in Horsham North to have their nature strips mowed regularly.”</i></p>
<p>Sufficient aged care (2.0%)</p>	<p><i>“Horsham tends to be an ageing population, [need] more finance for aged care.”</i></p> <p><i>“New nursing homes to be built.”</i></p>
<p>Council processes and decision-making (1.5%)</p>	<p><i>“There has to be more input from the ratepayers to the Council. You have to listen to the people and bend your ways of thinking. Council won’t listen to the people and they need to start. Why do they want to spend money on the water feature on the river?”</i></p> <p><i>“No more uncertainty or worry that rates will continue to climb, not to fund improvements to our lifestyles, but the ongoing subsidisation of incompetence.”</i></p>

i.e.

What are three things people would highlight when telling someone that the Horsham Rural City municipality is a great place to live?

408 responses

Key themes:



Natural environment & outdoor recreation

(56.9% of comments)

The natural environment was stated as a key reason people moved to the Horsham region, with most responses referring to the beauty of the natural surroundings (26%). Many responses in particular referred to the beauty and location of the Wimmera river (16.9%). The quality of walking tracks and recreational activities on the water were both highlighted as positive draws to Horsham. Grampians National Park and Mt Arapiles were mentioned as key features of the local natural environment (19.6%). Respondents like the proximity of these natural landmarks, and also recreation activities like camping, bike riding and climbing (15.2%). Access to open spaces, including the Botanical Gardens (1.5%), and associated recreation activities like walking and bike riding were stated as reasons to move to Horsham (15.7%).

Major aspects of this theme, as highlighted by respondents:

Wimmera river

"Friendly community, great river tracks for walking and biking & multiple Dog parks"

"The river, the relaxed lifestyle and community"

Grampians and Mt Arapiles

"Friendly community of people, abundance of wild, beautiful nature in the Grampians and Mt Arapiles, slower pace lifestyle."

i.e.

Outdoor recreation

“Plenty of outdoors activities, friendly local business, clean and inviting”

“Travel convenience (short times within CBD). Reasonable river for recreation. Many options for outdoor recreation (fishing, boating, water sports, dirt bikes, motorcycles, horse riding, camping, hiking etc).”

The community & people

(31.9% of comments)

The friendliness of the people and the welcoming nature of the community were key things people said they would highlight that is great about the Horsham region. Horsham’s community in particular was celebrated, with adjectives such as: ‘close-knit’, ‘great’, ‘friendly’, ‘welcoming’ and ‘caring’ being used to describe the region. The people who make Horsham the close-knit/great/caring community were also highlighted. The diversity of the region’s people and community, along with the progressive approach of the broader community to inclusivity were also noted.

Major aspects of this theme, as highlighted by respondents:

Community spirit

“The sense of community, including how welcoming people are... the generous nature of people who volunteer their time and skills to grow.”

“The people who live in the area are friendly and welcoming. The public areas in and around Horsham are clean and nice to access. Hospitality venues in the area are great and are of great value.”

“Sense of community and pride, embracing diversity, and keen environmentalists”

Friendliness

“1. The welcoming community 2. the natural landscape 3. The quietness”

i.e.

Country lifestyle

(20.3% of comments)

Respondents commonly referenced the pace and safety of country life as something they would highlight about living in the Horsham region, particularly as a great place to raise kids. Along with the safety and more relaxed pace of life compared to what is found in major cities, respondents also celebrated the quietness and tranquility of living in the region. Descriptions including: ‘peaceful’, ‘ease of living’, ‘easy lifestyle’, and ‘slower pace’, were used to articulate what this ‘country lifestyle’ is like, and to highlight why the region is a great place to live.

Major aspects of this theme, as highlighted by respondents:

Safety

“1. Safe 2. Easy access to all necessary places 3. calm and quiet.”

“Country lifestyle, parks, rivers and reserves”

“A simple and easy place to raise children free from the pressures of commuting. Kids can be independent to some extent. It’s quiet and life is easy. It’s on the doorstep of some truly wonderful natural features”

Quiet

“1. The welcoming community 2. the natural landscape 3. The quietness”

Other themes that emerged

Commercial services (11.3%)	<i>“Big enough town to have everything you need to be happy. Schools to choose from, medical facilities, sports facilities, entertainment etc.”</i> <i>“Healthcare, our town hall and art gallery, and great restaurants.”</i>
Proximity to larger cities and other attractions (10.3%)	<i>“The space, the closeness to Ballarat/Melbourne, and the people.”</i> <i>“Close to great environmental spots such as Mt Arapiles and the Grampians.”</i>
Affordable (6.9%)	<i>“Affordable housing, in between Melbourne and Adelaide, and an abundance of pubs.”</i> <i>“Affordable, friendly, open to possibilities.”</i>
Education and schools (6.4%)	<i>“Ease of living. Great schools.”</i> <i>“A safe place to bring up children, with good education options.”</i>

i.e.

Sports events and facilities (5.4%)	<p><i>"Family, friends, local football competitions."</i></p> <p><i>"The sporting clubs, the hiking and climbing opportunities, and the river."</i></p>
Good jobs, business and other opportunities (5.4%)	<p><i>"The proximity to olive and wine growing has growth potential in gourmet tourism."</i></p> <p><i>"Opportunity to get employment experience beyond your skill set, because adequately qualified and experienced professionals do not want to move here unless driven by external factors."</i></p>
Health services (4.7%)	<p><i>"A very good health service."</i></p> <p><i>"Good hospital."</i></p>
The Arts (4.2%)	<p><i>"Our town hall and art gallery."</i></p> <p><i>"Regular arts and culture events."</i></p>
Clean (4.2%)	<p><i>"Clean and inviting."</i></p> <p><i>"A very clean town."</i></p>
Activities and events (4.2%)	<p><i>"Great festivals in Natimuk."</i></p> <p><i>"Opportunity to involve yourself in the community/activities and make a difference."</i></p>
Family friendly 3.2%)	<p><i>"Balanced family life."</i></p> <p><i>"Cleanliness, river, safe, children can grow up and enjoy nature."</i></p>
Aquatic Centre (1.5%)	<p><i>"Good local pool."</i></p>

i.e.

Community Panel Report

Community Vision

Guidance on Council Plan, Asset Plan and
Financial Plan

For the Horsham Rural City Council

9 July 2021



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Introduction

The Horsham Rural City Council Community Panel met over the course of three days in 2021. Our Panel consisted of 26 people from diverse backgrounds, and we came together with an aim to generate our vision for future Horsham in 2041.

Part 1: Community Vision

In 2041, Horsham region is a vibrant, liveable hub that thrives on strong economic growth and social connectedness. Empowering people to live, work and access opportunities for recreation and culture, now and into the future.

Sustainability

A sustainable community is driven by strong economic growth in a healthy and safe, natural environment.

Liveability

A liveable community is a place where green spaces are prioritised and specialised services are available to promote physical and mental health and wellbeing.

Accessibility

An accessible community is a connected hub supported by an extensive transport network. It is designed to meet the growing demand for services and supports education and wellbeing.

Community

A welcoming community connects the diverse population and enables all people to feel a strong sense of belonging. It is underpinned by a framework of community consultation and accountable and transparent decision making.

i.e.

Part 2: Council Plan recommendations

Trust and governance

Remit: How can Council and the community work together to build trust and a more effective partnership? What can be done locally to build closer connections with the community?

Recommendation: To build trust and closer connections with the community, over the next four years we recommend that Council do the following:

1. Create a working list of community groups within HRCC. Develop purposeful relationships with them by rostering council members to attend community group meetings to introduce council and work together.
2. Individual KPIs for Councillors that are community driven (eg. attending a certain number of community events and meeting with local groups). Community members should have the ability to trace outcomes.
3. Continuation of community panel, real engagement from members of the community.

Other actions developed by the Panel:

- All programs must be community driven with passion and commitment for the services they provide from the planning phase, execution and evaluation
- Reaching out to the region through strategic means of communication to be inclusive to the whole community by using different multimedia (eg. FB, instagram, face to face, forums, meetings, etc)
- Regular (monthly) face to face feedback opportunities for the community to be heard and consulted about local issues. Get to know us, and let us get to know you. Attend community meetings.

i.e.

- Develop a directory of community groups/organisations/stakeholders and it be incumbent on Council to meet with the groups at least once a year to discuss how the Council can support these groups and actively implement that support.
- Continue to hold exhibitions (eg. Jubilee Hall), Information Sessions, Community reference panels, surveys and act on the feedback from the community. Also, engage with stakeholders who will be affected by Council plans during the development stage of plans.
- An easy to access fast-facts progress update “monthly”, on all projects and actions the council is undertaking, through social media, radio, website, etc

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Health and wellbeing

Remit: How can Council build equity through the services and community infrastructure it provides, to best promote social connection, and health and wellbeing in the community?

Health and wellbeing priorities

Recommendation: The areas we would like Council to prioritise to promote health and wellbeing in the community are ***mental health*** and ***economic development***.

Mental health is a priority because having good mental health is vital for social growth, economic development and community well-being. Education and awareness around mental health will help reduce social stigma.

Poor mental health contributes to other social issues and is a significant burden on our limited health care resources.

Economic development is a priority because we need to grow services and industry in our region through employment opportunities, education and increased access to specialised services.

As a region, it is a challenge to attract specialised services and new members to the community which impacts our ability to grow.



Social connection

Recommendation: To best promote social connection, over the next four years we recommend the community do the following:

1. For council and community to support, endorse, and promote community groups and events, including sharing council resources and facilities.
2. Encourage and celebrate cultural diversity (create combined events and focus on different ideals and targeting all demographics).
3. Creating a safe space to encourage social connection, it may be psychologically or physically (e.g meeting places with a purpose).

Other actions developed by the Panel:

- Create a centralised list of all different groups and organizations with key community leaders.
- Volunteering: support and further promote volunteering activities (outside of council groups) within the region and provide opportunities for education and training for volunteers.
- Where possible, join smaller, similar events together to encourage attendance at events.

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Part 3: Asset and Financial Plan recommendations

Renew, upgrade, build infrastructure

Remit: With limited resources it is getting more expensive to provide and maintain infrastructure. All Councils struggle with constantly having to balance the cost of renewing, upgrading and building new infrastructure.

What approach should Council use when making decisions around renewing, upgrading, and building new infrastructure?

Recommendation: To achieve our Community Vision, in the next 10 years we would like Council to focus on building new infrastructure.

The reasons for this recommendation are as follows:

- Building multipurpose facilities to meet the needs of the community, aligns with the community vision, promotes economic growth and builds Horsham into a destination.
- Building new facilities has low impact on the use of current facilities (while the build is occurring). Donating or selling current assets to community groups fosters a positive relationship between them and the council.
- New buildings and infrastructure will be geared towards a digital future, with an ability to manage our new COVID world.

The Panel also provided the following recommendations in relation to specific projects:

- A river for the future, including a new second river precinct (it is a long river). How do we keep the water flowing: secure water for the future Wimmera River, Green Lake, Taylors Lake - for recreational and environmental purposes?
- Car/truck/road bridge/bypass - until it is built, and a decision is made, it hinders other projects.
- New sports complex - for all sports

i.e.

While the recommendation is to focus on building new infrastructure, the Panel provided the following reasons for upgrading infrastructure:

- Retention of historical significance, including retention of decentralized facilities (outlying community assets)
- Upgrading is generally cheaper than building new infrastructure (demolition costs, meeting of all new standards)
- Increased utilisation of infrastructure can open new opportunities for funding e.g community group funding solely available from state and federal grants.
- Better maintenance framework can reduce the need for renewal of some facilities, freeing funding for upgrades or new opportunities.
- Economic - the funds used to build a single new facility can be used to upgrade multiple smaller venues. New assets have a greater depreciation and generally higher user group fees. Funding for certain parts of the building can be obtained in stages, rather than only getting funding for new builds. Building new leaves an older run down venue that often sits unused leaving two facilities to maintain instead of one.
- Current assets are located for a purpose, while new needs more space and would likely be in different locations. Heritage value is retained and often new buildings are harder to access for multiple user groups.

Conclusion

Our Community Panel expects Council will be able to benefit from the knowledge and lived experiences of members of the community, who came together to create this vision and these recommendations. We look forward to seeing Horsham grow and prosper over the course of the next 20 years through the implementation of our recommendations.

INFORMAL MEETINGS OF COUNCILLORS

**CEO PERFORMANCE REVIEW HELD IN THE COUNCIL CHAMBER
ON MONDAY 1 JULY 2021, 11.00AM TO 3.00PM**

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; Joe Carbone, Fisher Leadership

1. CEO PERFORMANCE REVIEW

Councillors discussed the CEO performance review and KPI's with Joe Carbone.

2. CLOSE

Meeting closed at 3.00pm

**COUNCIL BRIEFING HELD IN THE COUNCIL CHAMBER
ON MONDAY 5 JULY 2021 AT 5PM**

Present: Cr R Gulline, Mayor, Cr D Bell, Cr D Bowe (left at 6.15pm), Cr P Flynn, Cr C Haenel, Cr L Power (arrived 5.40pm), Cr I Ross (arrived 5.20pm); Sunil Bhalla, Chief Executive Officer; Graeme Harrison, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure, Murray Wilson, WIM Resource (item 3.1); Michael Davies, WIM Resource (item 3.1); Josh Koenig, Executive Officer, Uniting (item 3.2); Greg Little, CEO Grampians Wimmera (item 3.2); Joanne Bates, Sexual Assault & Family Violence Centre (item 3.2). By zoom: Michael Winternitz, WIM Resource (item 3.1); John Yeates, WIM Resource (item 3.1); Rob Letts, Business Partner, Risk & HR (item 4.2).

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. PRESENTATIONS

3.1 WIM Resource – Project Description

Attending: Michael Winternitz (by zoom), John Yeates (by Zoom), Michael Davies (in person), Murray Wilson (in person)

WIM Resource staff presented to Councillors on their proposed mineral sands project in the Dooen/Longerenong area.

3.2 Community Services

Attending: Josh Koenig, Greg Little and Joanne Bates (in person)

An overview of the services provided by Grampians Health, Uniting Care and the Sexual Assault and Family Violence Centre was provided.

4. COUNCIL REPORTS FOR DISCUSSION

4.1 Supply of Limestone Material

The supply of Limestone Material contract was discussed.

4.2 Risk Management Overview

Attending: Rob Letts (by zoom)

Discussions were had on the Risk Appetite Statement, Risk Management Framework and Strategic Risk Register.

5. GENERAL DISCUSSION

- Councillor face to face engagement with the community was discussed.
- V-line ticketing options were discussed.
- Cr Ross discussed the cenotaph at Pimpinio and access for vehicles
- Feedback received from a community member regarding Mt Arapiles and rock climbing and the idea of a training wall or gym.
- Discussed Pimpinio safety on the highway.

6. CLOSE

Meeting closed at 7.30pm

INFORMAL MEETINGS OF COUNCILLORS**COUNCIL BRIEFING HELD IN THE COUNCIL CHAMBER
ON MONDAY 12 JULY 2021 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 (from 5.10pm); Sunil Bhalla, Chief Executive Officer; Graeme Harrison, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure; Department Managers (item 3.1 only); Susan Surrige, Co-ordinator Community Relations and Advocacy (item 3.2 only); Martin Bride, Community Facilitator (item 3.2 only); Carolynne Hamdorf, Manager Arts Culture and Recreation (item 3.3 only); Michelle Rethus, Community Wellbeing Strategic Projects Officer (item 3.3 only); Fiona Gormann, Manager Investment Attraction and Growth (item 3.4 only); Stephanie Harder, Co-ordinator Strategic Planning (item 3.4 only); Diana McDonald, Acting Manager Governance and Information (item 4.2 only); Michael McCarthy, Project Manager (item 4.2 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. PRESENTATIONS**3.1 Community Satisfaction Survey Presentation**

Attending (zoom): Mark Zuker, JWS Research

Mark Zuker provided an overview of the Community Satisfaction Survey results for 2020.

3.2 Community Engagement Update

Discussed the draft Community Engagement report to inform Council and the community about the engagement undertaken over the last six months and planned engagements for the next six months.

3.3 Health and Wellbeing Plan

Carolynne Hamdorf and Michelle Rethus discussed the outputs from the discussions with the community and health sector re input to the Health and Wellbeing Plan.

3.4 Addressing Housing Supply and Demand Strategically

Discussed the housing demand and supply report provided.

4. COUNCIL REPORTS FOR DISCUSSION

APPENDIX 13.1A

4.1 Community Vision

Attending (zoom): Todd Beavis, ie Community

Discussed the Community Panel evaluation feedback and the Community Panel report provided.

4.2 Community Review Update

Michael McCarthy provided an overview of the proposed committee framework policy.

4.3 Natimuk A & P Society Instalment re \$80,000 Loan

Discussed the request to extend the loan terms for Natimuk A & P Society from five to ten years.

5. REPORTS FOR INFORMATION ONLY

5.1 VCAT / Planning / Building Update

5.2 Investment Attraction and Growth Report

6. GENERAL DISCUSSION

7. CLOSE

Meeting closed at 9.35pm



The Hon Shaun Leane MP

Minister for Local Government
Minister for Suburban Development
Minister for Veterans

121 Exhibition Street
Melbourne, Victoria 3000 Australia
Telephone: +61 3 8392 2240
DX 210074

Ref: CMIN-2-21-9198

Cr Robyn Gulline
Mayor
Horsham Rural City Council
18 Roberts Avenue
PO Box 511
HORSHAM VIC 3402
council@hrcc.vic.gov.au

Dear Cr Gulline

Thank you for your letter of 7 May 2021 providing Horsham Rural City Council's feedback on the local government rating system review and the Government's response to that review.

I thank you for providing the council's comments on the Government's response to the rating system review final report.

The COVID-19 pandemic has focused efforts on supporting Victoria's post-pandemic recovery and as you have noted the Government's response prioritises reforms that support ratepayers in financial hardship, improve the transparency and consistency of decision making and build greater equity and fairness in the rating system.

I am committed to developing a Bill in 2021 that will introduce reforms to the local government rating system to increase transparency and available support to vulnerable ratepayers. This Bill will also be informed by the Ombudsman's investigations into how local councils respond to ratepayers in financial hardship.

The introduction of this Bill provides an opportunity to review the guidance to the sector that supports the rating system, including the Ministerial Guidelines on different rating.

The Victorian Government is also committed to continue to advocate to the Commonwealth government for an increase to the national pool of grants and a change to the Financial Assistance Grants program so that a greater proportion of funding can be directed to rural councils.

What we are advocating for is for each State and Territory Grants Commission to be given the discretion to apply a minimum general purpose grant between 10 per cent and 30 per

cent of the state average grant on a per capita basis. This would enable each Grants Commission to allocate funding based on assessed need.

Thank you for raising these matters with me and I look forward to continuing to work with Horsham Rural City Council.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Shaun Leane', written in a cursive style.

The Hon Shaun Leane MP
Minister for Local Government
Minister for Suburban Development
Minister for Veterans

Date: 06/07/2021

**Wimmera Southern Mallee Regional Transport Group (WSM RTG)
MINUTES**

FRIDAY 28 MAY 2021

Held by Video Conference (Covid Lockdown)

1. Welcome – Chair Cr Kevin Erwin

Present:

Cr Kevin Erwin – Northern Grampians

Alan Getley – Buloke

Claudia Haenel – Horsham

Adam Lorensene DoT

Barry Crewther Centre for Participation

John Martin – Horsham

Angela Hoy – Hindmarsh

Michael Evans – Yarriambiack

Naga Sundararajah – Buloke

Trenton Fithall – Northern Grampians

John Griffiths – West Wimmera

2. Apologies

Cr Jodie Pretlove – West Wimmera

Cr Gersch - Hindmarsh

Angela Daraxoglou - DoT

Colin Kemp – RDV

Motion: Angela Hoy / Cr Getley, That the apologies be accepted. Carried.

3. Minutes of Meeting held 30 April 2021

Motion: Michael Evans / Naga Sundararajah, That the minutes of the meeting of 30 April 2021 be accepted as a true and correct record of that meeting. Carried.

4. Business Arising from Minutes

- Budget provision for WSM RTG – each Council officer to raise in their budget planning
- Letter to ARTC re Maroona Portland line (see correspondence)
- Request for agenda items for NHVR / DoT meeting to forward to Angela Daraxoglou
- List of Agrilinks Program projects – Angela Daraxoglou
 - Will be released shortly
- Community transport – Councils to consider access to screens in their foyers
- Road Safety Parliamentary Inquiry Report – to be circulated with minutes

5. Financial Statement – To be circulated

Previous Balance \$16,434.46

Current Balance \$16,434.46

Motion: John Martin / Naga Sundararajah, That the finance report be received. Carried

6. Correspondence

- In:
 - Sunraysia Highway Corridor Strategy – Engagement Summary
- Out:
 - ARTC re Maroona Portland Line
- Media
 - ALGA – re Betterment / resilience of assets

Motion: Angela Hoy / Cr Haenel, That the correspondence be received. Carried.

7. Reports

7.1. Regional Roads Victoria / Department of Transport – Adam Lorensene

- Report circulated
- State budget released – some highlights
- Federal budget has indicated some significant funding, inc \$1B for road safety
 - DoT will be seeking to get a decent share of this, e.g. for C-class roads.
- ROSI funding – three projects in this region have been successful, Seaby St, Nhill Jeparit Rd intersection, Stawell Rd Horsham roundabout
- \$2 M for planning between Stawell and the SA border
 - Will look at road safety and capacity, e.g. overtaking lanes, intersection improvements
 - Alternative truck route through Horsham.
- Discussion
 - Any further plans for C-class road upgrades?
 - Response to be provided (**Action – DoT**)
 - Discussion about seasonal flexibility in roadside grass cutting
 - There needs to be budget capacity to adjust to different seasonal conditions
 - Acknowledging the amount of funding going in to road shoulders e.g. on the Wimmera Highway and works on some narrower arterial roads, e.g. in NGSC.

7.2. Victorian Farmers Federation – absent

7.3. Centre for Participation – Barry Crewther

- Kaniva – Horsham bus service was re-launched last week, and is running weekly, Covid permitting.
- Engaging with Councils about using displays for testing the community transport app. Keen to talk with other Councils.

7.4. Wimmera Development Association

7.5. Council Representative Reports

- Buloke
 - Draft budget prepared
 - Jetmaster sealer to be purchased
 - Contract for rehabilitation of Nullawil-Birchip Rd – a main grain road to bunkers at Nullawil
 - Renewable energy contract
 - Consultation underway for Council Plan
- Hindmarsh
 - Community meetings were planned for next week re budget – Covid impacted
 - Struggling to complete capex program due to the funds from various sources
- Horsham
 - Welcome announcements in the past 2 weeks
 - Stawell Rd roundabout
 - Alternative truck route investigation
 - Pedestrian bridge to go to tender shortly
 - Rural Road Network Plan and Road Management Plan consultation underway
 - Otta seal pilots put in place
 - Discussion about MAV or other regional procurement approach
 - JM to follow up
 - LRCI funding extensions (Local Roads and Community Infrastructure – Federal funding)
- Northern Grampians
 - Pleased with the Seaby St funding announcement
 - Challenges with LRCI funding timing
 - Community Vision out for public comment
 - Budget advancing
 - Phase 3 of LRCI funding needs some planning

- Rural Road Safety Plan in draft
 - Majority of accidents on local road network are veering off the road on straights and bends
 - Supports the safe system design approach
 - No specific recommendations about speed limits
 - Action – Trenton to share the report when available
- RMP consultation in progress

- West Wimmera
 - LRCI – trying to get through all the projects
 - The road projects are done
 - Building type projects take longer
 - Have applied for extensions but haven't heard back yet
 - New CEO has commenced
 - Significant funds on Wimmera Highway over past 3 months – lots of work in progress which is pleasing
 - RMP consultation underway

- Yarriambiack
 - Draft Council Plan under consideration
 - Budget is out for comment
 - Capex program is on Pozi for comment
 - On track with capex program

Motion: Cr Haenel / Naga Sundararajah, That the reports be received. Carried

8. General Business

8.1 Nil – due to short gap since last meeting

9. Next meeting

- Friday
 - 23 July – face to face and video option
 - 17 September
 - 12 November

10. Close

Cr Kevin Erwin

Chairman

Wimmera Southern Mallee Regional Transport Group



MINUTES

Horsham Tidy Towns Committee Meeting
held on Tuesday, 15 June 2021 at 12:30 pm
Council Chambers

Attendees: Cheryl Linke, David Eltringham (chair), Don Mitchell, Gary Aitken, Jan Morris, Kola Kennedy, Lucy De Wit (Secretary), Mary-Jean Kerr (deputy chair), Neil King

Apologies: John Martin, Tom Magee, Gillian Vanderwaal

1. Welcome

2. Guests- Geraldine Drum, Daryl Dower

3. Minutes of the previous meeting – Tuesday 18 May 2021

Moved: Cheryl Linke **Seconded:** Kola Kennedy that the minutes of the previous meeting were true and correct.

4. Business arising from previous minutes – Review Action list- New format (attached) Ongoing listed together, short term- need to reformat.

- **Railway Station-** Meeting next Wednesday 23 June at 11am at the Railway Station with Kevin O'Brien from Council as well as area manager from ARTC. All available committee members welcome to attend.
- **Highway Cleanup-** In progress, emailed Michael Allen and still on target to help if they get more people part of the Community Work program.
- **RRV Highway/Freeway Rubbish-** letter has been drafted, David to make some minor changes then Lucy will send.
- **Facebook Page-** Mary-Jean wants to rebrand. Lucy to send Mary-Jean Tidy Town logo to use as the Cover photo on the page. Moved: Jan Seconded: Neil.

5. Correspondence

5.1 Inwards

- **2021 KVB Tidy Town Awards Weekend Tickets (Hastings 15 October)-** Possible group of 10 from Committee wanting to attend weekend. May be able to organise mini bus? Costings for weekend to be confirmed.

- **Michael Allen email re-** Community Work Program- still on target to help us.

5.2 Outwards

6. Report from Horsham Rural City Council (John Martin)- Nil, John apology.

7. General Business (discussion items):

- **Response from Council to our letter sent on 30/03/21-** no response.
- **Stawell Road Median-** Elders to Norton Ford needs attention. Removed plantings in the median out the front of Toys down to Caltex.
Committee to write to Council asking to replant some trees that are low maintenance. Moved: Gary, Seconded: Mary- Jean.
- **Aldi Carpark- Litter/Sweeping-** gutters are full of receipts- Send letter to Aldi regarding cleaning of carpark and gutters etc.
- **Council Draft Budget 2021-22-** need a copy.
- **Tidy Town Awards-** Judging- Zoom meeting- Committee person to partner where possible
 - 15/06- 1:40pm- Virtual Show (Andrea Cross)
 - 21/06- 11:40am- Tidy Town Facebook Page (Mary-Jean)-Gillian or Jan
 - 21/06- 12:50pm- Bart Turgoose (Bart)- Jan
 - 23/06- 10:50am- 150km Feast (Andrea Cross)
 - 24/06- 11:40am- HRLE Roof (John Martin)- David
 - 25/06- 1:40pm- Langland's Track (Gary Aitken)- Mary jean, David
 - 25/06- 3:20pm- Public Art and Heritage Trail (Jillian Pearce)- Neil- Don invite
 - 29/06- 12:50pm- Cleanup Australia Day (David)- Neil
 - 30/06- 1:40pm- Botanic Gardens- English Elms (Ryan Johnstone)- David
 - 1/07- 11:40am- Polyrok Soft Plastic Reuse- Coles Carpark (David)- Pauline, Neil.

8. Committee Member Reports (Tidy Town Initiatives)

Cheryl-

- Spoke to V/Line in Melbourne and let them know that it's difficult not having an office to purchase tickets from in Horsham now. Daryl has been speaking to Kevin and has been in contact with V/Line and says that they are negotiating.
Committee to write to Council expressing community concern about the lack of booking arrangements. Moved: Cheryl, Seconded: Kola.
- Spoke to Post office- it is on staff rosters to sweep out the front every day.

Daryl-

- nothing much happened has happened at Railway Station. Meeting next Wednesday at 11am. VicTrack and ARTC are responsible for cleaning up the graffiti. Spoke to Kevin Obrien and he mentioned we may be able to do it and charge ARTC for it.

Mary Jean-

- Facebook page- would like to highlight and promote any businesses in Horsham that are pushing recycling.
- Council net emission target- 100% by 2022. Initiated by a State wide project not by Council. Agenda for next meeting to speak to John about.

Jan-

- Contacted our local paper to do an article on Boomerang bags project.
- Polystyrene- taking out of landfill. Invite Michael from Waste Busters to speak to Committee about collection of polystyrene.

Don-

- Power Boxes- Jillian Pearce is in charge of street art projects. Completed application paper to Powercor however waiting on a formal letter from Rotary saying they will cover the costs of paints. Risk assessment needs to be

completed. Hopefully this time next month will have positive news and will be able to start.

Kola-

- New Terms of Reference- needs action. Kola believes that the Committee should meet with the Mayor.
- Boomerang bags- need more sewers. Needs to be promoted in Council page and on Facebook.

Gary-

- positive thing that is happening is a fire access across the river, putting in major culvert at Walmer Crossing. Need a sign showing that there is fire access crossing.
- Upgrading the picnic facilities at Major Mitchell Drive playground area.

Geraldine-

- Disappointed that she can't be an official member of the Committee while the TOR is being reviewed. Would like to write to CEO or Mayor.

David-

- **Highway cleanup roster-** handed out. David spoke to Greg at VicRoads and they will provide committee with pickup sticks and bags etc. David to speak to Rod Lawson to ask if they can provide committee with a trailer for the collected rubbish. David to put together news item for paper to promote these cleanups.

9. **Next Meeting-** Tuesday 20 July- 12:30pm
10. **Meeting Close** – 2:10pm
11. **Distribution List-** Committee, Mayor and Sunil.

David Eltringham
Chairman
Horsham Tidy Towns Committee

MINUTES

Bicycle Advisory Committee Meeting
Held on Wednesday, 16 June 2021 at 5.00 pm
Council Reception Room

1. Welcome / Apologies

Present:

Ben Holmes (Chair)

Alan Bedggood

Janine Harfield

Ben Consedine

Gary Aitken

John Martin (HRCC)

Carolynne Hamdorf (HRCC)

Mandy Kirsopp (HRCC)

Apologies:

Grant Hollaway

Lisa Ross

2. Disclosure of Conflicts of Interest

Nil

3. Minutes of the previous meeting – 21 April 2021

Accepted by all

4. Business arising from minutes or previous meetings (if not in General Business)

- Youth member and Rudy vacancy to be sought – JM
 - No interest yet
 - Temporary halt on new appointments
 - Potential for interested people to participate as guests until Committee review is resolved
 - Importance of youth membership
 - Discussion about committee review process
- Generic email address for comments from public – JM/LDW – After Council elections
 - Done – is bac@hrcc.vic.gov.au
 - Will arrange publicity with Chair
- Rasmussen Rd campus parking – JM to inspect
 - Lutheran parking is also still an issue
- Liaise with TAC and CV re improving attitudes – DS/MK
 - Ongoing

- Parks Victoria meeting request – JM (/BH)
 - Defer for time being
- Dale to circulate the map of BAC member identified bike paths – with Horsham split into a grid – North / South / East / West / Haven.
 - Circulated – Dale is seeking input on paths in each area.

5. Correspondence

- TAC Grant Funds
 - Closes late July
 - JM to circulate the guidelines
 - Projects discussed below

6. General Business

6.1 Recreation & Open Space Update- CH & MK

- Update on the bike path audit
 - Have been focussed on implementation of the Open Space Strategy
 - A repeated key aspect of that Strategy is cycling and walking tracks and trails
 - Mandy working on linking priorities back to the old 2012 bike strategy
 - That strategy had \$20M of projects, so will take a long time to implement
 - Trying to streamline the prioritisation process – aim for not too many criteria
 - Connectivity – continuous routes a key theme to pursue
 - Separation of bikes from cars is a key principle, particularly where speed is more than 25 km/h
 - Need a review/refresh of the 2012 strategy
 - Aiming to find funding for this
 - Can include TAC grant funds -> \$30,000
 - However Mandy sees a need to start now, these TAC funds won't be available until November.
 - Council will aim to seek alternative funding sooner.
 - Continue with new projects that aren't contrary to the new direction.
 - A new strategy will provide leverage for funding.
 - Also report back on achievements from the 2012 plan.
 - Does the Committee endorse that we proceed with a renewal of the 2012 Strategy?
 - Yes – the Committee endorsed this.

Discussion

- Some inaccuracies with the bike path audit work
 - Some lines weren't clear
 - Some paths are not there
 - These issues acknowledged.
 - Information sent through from BAC members has not been lost and is being incorporated into a single mapping system. But there are still inconsistencies, e.g. due to older HRCC info which is not correct.
- Expo to seek input a range of liveability projects called "Why we live here" Expo.
 - Thurs 24 - Tues 29 June, 11 am- 8 pm at Jubilee Hall
 - Eight themes related to open space planning will be set up around the Hall.
 - Health and wellbeing

- Bike paths and walking tracks
- Skate Park
- Local Laws update
- Sawyer Park / City Oval
- Arts and Culture Plan
- Trees
- Pop-up parks and parklets

6.2 Priorities for 21-22 Budget- JM & CH

- Recognise the intent to adopt best practice / safe systems
- Tends to lead towards off-road track upgrades
- E.g. along the river.
- Some funding for planning to be allocated
- Options discussed - *** are the highest priorities.
- Hamilton St bridge is a gap – when completed, along Hamilton St
 - How do they get into town?
 - McPherson St is a barrier
- Baillie St east end roundabout ***
 - Car detour and pedestrian priority
 - Natimuk Rd off road track
- Natimuk Rd – Hillary to Bennett – as an off-road track
- Burnt Ck to Williams Rd – east of creek
- Plumpton Rd to Weir path ***

6.3 Status of projects – JM

- Hamilton St lane marking – about to start
- Riverfront path – City to River - underway
- Dooen Weir
 - CMA is planning a bridge at this site.

6.4 Other items raised by Members

- Ben enquired about the velodrome
 - Carolynne advised it is DELWP land licensed to the Bicycle Club.
 - Ben considered there may be an opportunity for an active group to assist in reactivating this site.
- We now have 2 bike / pedestrian counters
 - 1 at Anzac Centenary bridge
 - Other to be set up near the Skate Park
- Skate park jumps status?
 - Mandy's team is working on upgrading the whole area
 - A community reference group will be formed to guide the planning of this area. Invitations for participation in this group are advertised at present.
 - Mandy outlined the range of ideas being considered.
 - Some modifications are required to the jumps to make them safe and more suitable. These will be part of that planning. Ben advised that many locations are putting in bitumen surfaces on jump tracks to reduce maintenance.

7. Next Meeting - 18 August 2021

8. Meeting Close



MINUTES

Horsham Regional Livestock Exchange Board of Management Meeting
Held on Thursday, 17 June 2021 at 5.00pm
At HRLE Canteen

1. Welcome / Apologies- Amy Sluggett

Present:

David Grimble
Stephen Kelly
Kevin Pymer
Tim Martin

Paul Christopher
Ray Zippel
John Martin

Apologies:

Gordon Fischer

Brittany Price

2. Disclosure of Conflicts of Interest

Nil

3. Minutes of previous meeting – 15 April 2021

Motion: That the minutes of the meeting of 15 April 2021 be accepted as a true and correct record of that meeting. Moved Ray Zippel / Stephen Kelly. Carried

4. Business arising from previous minutes

- Sale of land in industrial estate (see General Business)
- Status of Asphalt Plant – has been removed
- HRLE Roof financial report (end of project) – attached, discussed below
- Western Highway acceleration lanes – John Martin raised with Acting Regional Director of DoT in a meeting on 10 June 2021. As a result, John forwarded to DoT a copy of the Road Safety Audit conducted for the intersection.
- Signage regarding footwear – to be done
- Shower door being kept open
 - The shower is getting refurbished
 - Has also been converted from gas to electricity to use our own solar power
- Request for Councillor on Board
 - David contacted the Mayor about this yesterday.
 - The Mayor advised David that this process would still take a little while to complete.

5. Correspondence

- Letter from HSAA re various

- **Action - John to send Council response with minutes**
- Stephen acknowledged the actions that have been taken in response to the HSA letter.
- Paul highlighted that we will need to go back to sweeping in spring to contain costs
- Issues with odours, generally not as bad as other sites with lower roofs.
- Highlights the importance of having stock emptied out before arrival on site.
- Request from AWN Livestock to sell at HRLE (refer to General Business)

Motion: That the correspondence be received. Moved: Stephen Kelly / Tim Martin. Carried

6. Reports

6.1 Chairman's Report

- The Deputy PM and local member Anne Webster visited the site recently. David and Paul met with them.
- David provided some comments about land sales at Burnt Ck in a radio interview.
- David proposes a plaque be placed acknowledging contributors for the roofing project.

6.2 Infrastructure Director Report

- Staffing
 - Plans for better resourcing to operate the facility
 - Also need to have a locum when Paul is on leave during this period.
- Finance report
 - **Action – JM to send out with comments**
- Question about the funding for the ladders – was \$70,000 when set.
 - David suggests that this was meant to be sourced from “general revenue” meaning Council rates, rather than HRLE funds. [Reference to table of capital projects in budget spreadsheet, citing source of funds as “general revenue”.
 - **Action – John to check this with Finance Manager.**

6.3 Operations of Exchange - Paul Christopher

- Numbers are steady, 15,617 behind last year's total
- The selling pens have been washed in recent weeks, the R-yards are washed every week. Washing will continue when water is abundant.
 - We could consider selling some of our GWMWater entitlement
- The dirt yards have been cleaned out.
- Agistment has dropped off a bit in recent weeks.
- Broken chains are getting under control with the assistance of Chris Zordan's welding.
- ALSA conference will be in Melbourne in late-August.

6.4 Horsham Stock Agents Association – Stephen Kelly

- Agents' regular meeting was held yesterday
- Discussion about masks – when will they not be required as other yards are not requiring them
 - Council considers the masks are required as otherwise social distancing cannot be maintained, and we want to encourage store buyers to attend.
- Query – about when invoices are sent to the Agents

- **Action – John to find out**
- **Answer.** *These are sent out in March of each year, including a fixed component (\$7500 inc GST per agent in 2020-21), and the balance apportioned based on throughput.*
- Request that if there is a planning permit application on the Burnt Ck estate, that the Agents receive direct notification of that.
 - **Action – John to monitor this and report regularly to the Board.**

6.5 VFF Representative – Kevin Pymer

Nil

6.6 Transport – Gordon Fischer – apology

6.7 DJPR - Brittany Price – apology

6.8 Throughput

End of May – 411,310

Last year – 415,770 at this time.

Last year at end of year - 443,441.

Action - Latest report to be sent out with the minutes.

7. General Business

7.1 Review of committees – survey

- Discussion about the merit of the Board, and the importance of having a Councillor representative on the Board. The new Council has been in place since November and the existing Terms of Reference call for a Councillor on the Board. This should be done while the review is in progress.
- A copy of the survey which was sent to members was also filled out during the meeting
- The Board has a charter which spells out the role and membership, and this seems quite effective. There is no apparent reason to change that.
 - **Motion: That the Board retain its terms of reference to assist Council in guidance for management of the Exchange. Stephen / Ray. Carried.**

7.2 Herd's paddock utilisation

- Need a plan for the paddock to present to Council
- WMAA considering further earthworks – this might impinge on use for agistment
- Uses envisaged by the Board include:
 - Agistment
 - Consider the layout of fences to make best use of the area
 - How many paddocks, and how big.
 - There could still be room for WMAA in the short-medium term
 - Need better fencing to reduce the risk of stock jumping fences
 - Access for longer trucks
 - Access through to Mackies Rd
- Cease referring to it as Herd's paddock.
- Prepare a business case for presentation to Council
 - Will also form the basis of a budget proposal for works

- Staging of works
 - Rationale for assigning control to HRLE
 - Highlight the importance of agistment
- **Action: To discuss further at subsequent meetings until business case is prepared.**

7.3 Sale of land in industrial estate

- Council has resolved to sell some land in the Burnt Ck estate
- None of this was land that the Board recommended to be reserved for HRLE, and not for sale.
- **Action - John to check the wording of resolutions, i.e. was there a decision to “not sell” the land identified by the Board as being required for HRLE.**
 - **Answer. The following is the relevant motion from Council:**

Council Resolution¶

MOVED Cr Les Power, Seconded Cr Penny Flynn¶

That Council having formally considered the submissions and hearings at Council Briefing on Wednesday 7 April 2021, that Council further investigate in conjunction with the HRLE advisory board the requirements of the Horsham Regional Livestock Exchange regarding the future use of Lot 3 PS421087 and Proposed Lot 15 at **Burnt** Creek Industrial Estate as shown hatched in green on the Proposed Subdivision Plan (Attachment 3) to determine sale options.¶

CARRIED¶

The land referred to in this resolution includes Herd’s Paddock and the land south of the former Smith and Wil asphalt plant, which agrees with the area recommended by the Board not to be sold.

- Is there a planning overlay that could be put in place to protect the HRLE operations, i.e. to ensure there is no impact. **Action – JM to refer to Planning department.**
- Also suggested that consideration be given to the branding of the industrial estate. E.g. “Horsham Regional Livestock Exchange Industrial Park”
- Discussion about trees being planted around the perimeter of HRLE between these sales, and also along the drainage line.

7.4 Request from AWN Livestock to sell at HRLE (see attached notes)

- HSAA discussed this yesterday at its meeting.
 - The precedent has been set with Rodwells
 - HSAA doesn’t have a problem with more agents selling – no reason not to.
 - This should lead to the costs of participating being spread across more agents
 - There is an available drafting race at present.
 - Require the conditions suggested to be put in place
 - Need to check whether Agent’s bill has been paid in advance.
- Others – also see no basis to oppose the request.
 - This is what the facility is here for.
- **Motion: The Board supports the request for AWN Livestock to be a selling agent at HRLE. Kevin / Tim. Carried.**

7.5 Roofing project financial report

- Seeking clarification about the extent of the loan, based on actual final costs.
 - **Action – JM to confirm the amount of the loan compared to the initial estimate as approved by Council.**
- Refer earlier comment about a plaque. (Action)

- Suggested the plaque highlight the contribution of users / agents etc, and Council input inc project management.
- Also proposed there be a sign saying “Welcome to Horsham Regional Livestock Exchange”.
 - **Action – include discussion at next meeting about a sign, including notice board.**

7.6 Items raised by members

Nil

8. Next Meeting

- 19 August 2021, 5:00 pm

9. Meeting Close

Chair

Horsham Regional Livestock Exchange Board

MINUTES
WESTERN HIGHWAY ACTION COMMITTEE (WHAC)
10.00AM, Friday 18 June 2021
Via Teams

1. Welcome & Open Meeting Chair, Cr Kevin Erwin

Cr Kevin Erwin – Northern Grampians	Daniel Kowalczyk – DoT Metro North West
Cr Rob Gersch – Hindmarsh	Nigel Smith – DoT Metro North West
Cr Tim Meyer – West Wimmera	
Cr Ron Ismay – Hindmarsh	Joe Scimone – Hindmarsh
Cr Les Power – Horsham	John Martin – Horsham
Cr Moira Deeming – Melton	Angela Hoy – Hindmarsh
Cr Kylie Zanker – Yarriambiack (10:30)	Trenton Fithall – Northern Grampians
Cr Jo Armstrong – Ararat (10:30)	Phil Jeffrey – Moorabool
	Charlie Cahill – Ballarat
Adam Lorensene – DoT Western Region	Michael Evans – Yarriambiack
Damian Van Dyke – Major Road Projects Victoria	Sam Romaszko – Melton

2. Apologies-

Cr Rodney Ward – Moorabool	Angela Daraxoglou – DoT
Dr Tim Harrison – Ararat	John Griffiths – West Wimmera
Douglas Gowans – Pyrenees	David Teague – DoT Metro North West
Julie Cronin – Ararat	

Motion: That the apologies be accepted. Moved: Cr Power / Cr Meyer. Carried

3. Minutes of Meeting held 23 April 2021

Motion: That the minutes of the meeting of 23 April 2021 be accepted as a true and correct record of that meeting. Moved: Cr Power / Cr Meyer. Carried

4. Business from previous Minutes

- Gap between road edges and wire rope barriers – DoT refer written report
- Grass treatment methods behind barriers – DoT – refer written report

- Strategy development – refer general business
- Beaufort red light camera – Doug / John re escalation – Pyrenees to advise its preferred next steps.

5. Correspondence

Inward:

Date	From	Subject
Nil		

Outward:

Date	To	Subject
Nil		

6. Financial Statement

Report circulated, no transactions this Financial Year.

Current balance \$59,324.71

***Motion: That the financial report be accepted. Moved: John Martin / Cr Meyer.
Carried***

7. Reports

- **Major Roads Projects Victoria – Damian**

Section 2B

- Supreme Court hearing continued in May/June re the injunction on works. The Judge is considering the decision at present. Options are proceed to a full trial, a stay of proceedings – holding works, or the proceedings dismissed.
- Landholders have been notified of the work proceeding for a new CHMP. This will include inspections on property. This is likely to be completed by the first half of 2022.
- Mackenzie proceeding – has been appealed. Appeal was dismissed on all grounds. An application has been made to the High Court to review this.
- Aboriginal TSO Heritage Act – awaiting Minister’s decision still.

Section 3 – Ararat to Stawell

- Federal Government funding may become available for planning and pre-construction works, i.e. not full funding yet.
- Awaiting guidance from DoT re the deliverables on these work.
- **DoT / RRV Western Region – Adam Lorensene**
- ROSI funding has been announced for 3 intersection improvements
 - Horsham junction – which will tie in to the planning
 - Seaby St Stawell traffic signals
 - Nhill-Jeparit Rd intersection with Western Highway
 - Also \$4M for planning between Stawell and SA Border. A range of options being considered, including overtaking lanes, rest areas and safety works.
 - Timing of these works being finalised
- Funding for upgrade of road in Central Highlands region, notably
 - Western Hwy Learmonth Rd intersection upgrade
- Bypass planning for Beaufort and Ararat are continuing
- Responses on WRSB included at the end of the report

Discussion

- Planning for additional and longer overtaking lanes is in the scope of the upgrade planning
- Thanks for prioritising the Nhill-Jeparit Rd intersection.
- **DoT NW Metro Daniel / Nigel**
- A new project, externally funded, for new noise walls (approx. 800m) on the southern side of the freeway in the vicinity of Clarkes Rd/Bulmans Rd.
- The weather for pavement upgrades hasn't been ideal lately.
- Still working through the output from State budget for further maintenance on the Western Freeway.
- Developing a package for prioritised works for the \$50M Federal funding. A package will be proposed in about August to resolve this.
- Second phase of that planning will start soon regarding the long-term planning 10, 20, 30 years, for the corridor. This will proceed over 18 months, including engagement with WHAC / Councils.
- Specialised environmental management works conducted in some areas.
- Ongoing maintenance of WRSB is occurring. A goal is to reduce the frequency of road runoff incidents.

- Significant funding has been made to progressing the intermodal terminals, but a decision on which comes first has not yet been made. Ultimately both will be required. Daniel suggested a further presentation from Brad Richards may be considered.
- Outer Ring Road – planning for this relates to decisions on intermodal freight terminal.
- Western Corridor Strategy issues identification session was conducted, with representation from WHAC.

- **Members**

Melton

- An advocacy trip to Canberra will be happening in July. This will include some Western Highway items

Moorabool

- Phil and Sam attended Western Corridor issues identification session with DoT
- Eastern Link Rd Bacchus Marsh planning session held, with Ernst and Young. Aiming to develop a scoring methodology for the various options.
- Another truck accident at Brewery Rd intersection, Warrenheip. There is a significant accident history in this area, and it is only a matter of time before something serious happens there.
- The turnoff at Bungaree remains an issue – it is getting more difficult to get out of this road.
- Had sought an update on the status of the upgrade of the Pyke Creeks work at the west end, westbound – but planning is still occurring.

Ballarat

- Has also had concerns raised re the Brewery Rd intersection. Will follow up on this with RRV.

Pyrenees – Apologies

Ararat

- Nothing specific. Just waiting on court cases so that works can progress.

Northern Grampians

- Pleased with the Seaby St intersection lights funding announcement.

- Preparing applications for Black Spot grants for problem intersections. The section between Ararat and Stawell emerges as a high priority.

Horsham

- Query on when the works at Seaby St and Horsham Junction will proceed.
 - Scheduling still to be finalised. Had been planned to be done in sequence. But that would take a long time – so are now working on a methodology to bring these forward.
- Thanks to DoT for the ROSI announcements of the Horsham Junction roundabout as well as funding for the Alternative Truck Route study.
- Recent meeting held with DoT re local issues

Hindmarsh

- Pleased with the ROSI announcement for Nhill-Jeparit Rd intersection with Western Highway.
- Working with DoT on pedestrian issues on highway through Nhill.

West Wimmera

- Another snap border closure occurred. The new signage and displays were working. Hence the backup of traffic wasn't so bad.
- Rain has meant that roadside vegetation will again be a problem. The late slashing has created a mulch which is ideal for weed growth. Spraying is needed
 - This concern was echoed in other areas.
 - Adam advised that this issue is acknowledged, and further consideration is being given to this.

Yarriambiack

- Recent meeting with DoT to advise local issues.

Motion: That the reports be received. Cr Power / Cr Ismay. Carried.

8. General Business

- **Caravans**
 - Reference to previous meeting's discussion about increasing caravan traffic.
 - Agree on the need for better education, or should there be some level of training required for drivers towing caravans.

- Proposed that we refer this to the Regional Director. Perhaps videos and an advertising campaign could be considered.
- ***Motion: That we write to DoT, RACV and recreational vehicle association encouraging them to develop a program to educate knowledge training. Moved: Cr Ismay / Cr Zanker. Carried***
- The following resources were identified.

<https://www.vicroads.vic.gov.au/safety-and-road-rules/vehicle-safety/safe-caravanning>

<https://www.tow-ed.com.au/>

- **Members only time**
- **WHAC Strategy – paper circulated**

Discussion

- We should present a vision for the whole corridor
 - Then describe the elements along the way
 - Duplicate to Stawell
 - Safety
 - Bypasses
 - At East Metro end – capacity / reliability
- Separately then, we identify gaps against that vision
- With the vision we can keep the Government accountable against this
- Apply the overarching principles safety / efficiency / amenity as advised by DoT.
- We can be effective in a professional manner
- Frustration with the repeated strategies – we always seem to need a new one
- We need to continue to advocate, because progress is often slow, and our community expects us to be advocating.
- Part of the vision is also links to key destinations

Action - John to circulate tighter scope and request suggestions on consultants to assist with this. Then get quotes, and present at next meeting.

9. Next Meeting

20 August – Ararat – TBC re Covid – Possibly at Alexandra Oval Community Centre

8 October
3 December

10. Close

Cr Kevin Erwin
Chair