



1. PURPOSE

Horsham Rural City Council (HRCC) provides annual assistance to a range of community groups on a recurrent basis to support the activities of these groups within the municipality. These community donations are included in the Council Budget adopted each year.

This policy provides the framework for Council's annual Community Donations program.

2. INTRODUCTION

In each annual budget process, HRCC allocates recurrent funding assistance to support the activities of a range of community organisations that provide community facilities, services, social support and recreational opportunities for the municipality.

This policy outlines the rationale for community donations, eligibility, donation requests, assessment criteria, donation approval and payment processes.

3. SCOPE

This policy is applicable to community groups that operate in or provide activities for the benefit of the residents of Horsham Rural City Council.

4. PRINCIPLES

HRCC provides a range of community donations to local community groups. Council recognises there are many community groups that work to make our municipality a better place to 'live, work and play'. The key principle is that the donation supports recurrent operational aspects of organisations within our community that provide community facilities, services or recreational activities that benefit the health and wellbeing of residents of our municipality. The donations program supports Theme 1 of the Council Plan to "*Develop the municipality as a diverse, inclusive and vibrant community*".

4.1 Eligibility

Community donations are allocated under the following categories:

A. Recreation Reserve – maintenance of grass playing surfaces

This is an annual cash donation to assist recreation reserve Committees of Management maintain the standard of watered grass playing surfaces for the benefit of wider community use. Donations are based on whether a recreation reserve maintains a **watered** grass playing surface for competition sport during summer and/or winter, for example, a reserve that is watered for **both** summer and winter competition will receive two allocations. A reserve that is watered for **either** summer or winter will receive one allocation.

A smaller pre-determined allocation is provided for recreation reserves with no competition sport or that have a **non-watered** grass playing surface.

Recreation reserves that receive direct support and maintenance via Council recreation staff are not eligible for recurrent cash donations.

B. Kindergartens (Council owned) – annual maintenance

Council provides a general maintenance allocation to all Council-owned kindergartens.

Council also provides a recurrent grant to support the operations of the Horsham District Kindergarten Association (Emerge).

C. Public Halls – insurance

Council provides Industrial Special Risk (ISR) insurance for public halls. ISR insurance essentially provides property damage cover for buildings and (in cases where these have previously been nominated and accepted by Council) contents. In addition, Council also provides public liability cover for “casual” (and some designated “regular”) hirers of community halls, together with public liability insurance cover for the delegated activities of the HRCC Community Halls Community Asset Committee (noting that public liability is provided through the Crown, for any Crown Land Committees of Management).

D. Charitable Retail Premises – refund of rate payments

In recognition of the outstanding community service work provided to our municipality, Council refunds payments for the general rate and municipal charge levied against eligible charitable retail premises.

E. Sponsorship of Prizes

Council sponsors a number of annual prizes to support the activities of schools and local events.

F. Specific Other Donations

Council recognises the important role that certain not-for-profit organisations play within our community to enhance the physical, recreational and/or social attributes of our municipality, through an annual cash donation.

The eligibility and amount of community donations is reviewed each year as part of Council’s annual budget process. A full list of yearly community donations is included in Council’s Annual Budget (available on the Horsham Rural City Council website – www.hrcc.vic.gov.au).

Note - groups receiving a community donation may also apply under the Community Development Grants Program if they require cash support for a specific project.



4.2 Application for a Community Donation

The allocation of recurrent community donations are only made to community groups in accordance with Section 4.1. If a community group believes that they fit under one of the eligible categories for a community donation or if a current donation recipient requests a variation, they may lodge a request in writing to:

Chief Executive Officer
 Horsham Rural City Council
 PO Box 511
 HORSHAM Vic 3402

The request must provide details of their organisation, including current membership, and details of community facilities and services provided including public access. The request must state the reasons why the organisation is seeking on-going operational support from Council.

The Chief Executive Officer will make a recommendation to Council. Council must approve any new community donations as part of the annual budget process.

4.3 Payment of a Community Donation

Once approved and listed in Council's adopted budget for a financial year, the grant funds will be paid in October of that year, unless an alternative payment schedule is requested and approved by Council's Finance Manager.

5. COMMUNICATION

A list of Community Donations is contained in the Operating Budget adopted by Council each year.

6. RESPONSIBILITY

Policy Owner: Co-ordinator Community Relations and Advocacy

7. DEFINITIONS

Term	Meaning
Community donation	For the purposes of this policy, a community donation means HRCC giving a cash payment or other Council resources to assist the recurrent operations of community groups

8. SUPPORTING DOCUMENTS

Document	Location
HRCC Community Development Grants Policy (C04/024)	Internet/Intranet



9. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
01	3 March 2014	Council	<ul style="list-style-type: none"> • New Policy 	
02	January 2017	Council	<ul style="list-style-type: none"> • Removal of refund of rate payments for service clubs as properties no longer rateable • Clarification of eligibility D – refund of rates for charitable <u>retail premises</u> i.e. Opportunity shops • Removal of listing of organisations – this is now noted as included in Council budget 	
03	19 March 2018	Council	<ul style="list-style-type: none"> • Clarification of donations to watered and non-watered grass playing surfaces 	
04	14 December 2020	Council	<ul style="list-style-type: none"> • Minor grammatical changes • Addition of new name for Horsham District Kindergarten Association • Minor clarification to Section 5.1 C • Minor clarification to Section 5.1 D 	December 2021

Outstanding Council Resolutions Action List

MONDAY 22 NOVEMBER 2021			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.1	<u>Concept Plan for the City Oval and Sawyer Park Precinct Stage 2 of the City to River Master Plan</u> That Council: <ol style="list-style-type: none"> Note the outcomes and community sentiment captured by the City Oval and Sawyer Park Community Engagement (Appendix "9.1A"). Receive and note the prioritisation and precinct development, as proposed by the Community Reference Group and remain flexible if needs change or new information becomes available. Endorse the Concept Plan for City Oval and Sawyer Park Precinct (Appendix "9.1B"). Seek funding opportunities from the State and Federal Governments to achieve all of the components of the Concept Plan, as presented to the community and supported by the Community Reference Group. That any funding applications for this project come back to council to discuss the co-funding financial implications before submitting. 	CH/SS	1,2,3 completed 23/11/21
9.4	<u>Land Transfer Southbank</u> That Council: <ol style="list-style-type: none"> Note the request from the developer for the land transfer proposed as Reserve 1 on Appendix "9.4A" for the purpose of an electrical substation. Note the independent market valuations for the property in the Confidential Section of this report. Issue a Public Notice of the proposed transfer of land in accordance with the requirements of Section 114 the Act. 	TE/DMcD	1. 22.11.2021 2. 22.11.2021 1. Underway

Outstanding Council Resolutions Action List

	<p>4. Following the Notice period, and if no submissions are received by Council, proceed with subdivision of the reserve to create a separately titled parcel as shown as reserve 1 in Appendix "9.4A".</p> <p>5. Authorise the CEO to enter into a contract of sale to transfer the land parcel to Powercor Australia Ltd for the price of \$1.</p>		
9.6	<p><u>CONTRACT 22/006 SUPPLY AND DELIVERY OF ONE NEW DUAL CONTROL 6x4 SIDE LOADER GARBAGE TRUCK WITH OPTIONAL TRADE-IN</u></p> <p>That Council accept the tender of OGR Trucks for supply and delivery of one new Iveco Acco 6x4 Raptor dual control 6x4 side loader garbage truck, with Superior Pak body, valued at \$389,880.00 less trade-in of \$35,454.54 from OGR Trucks Mt Gambier for the changeover amount of \$354,425.46 exclusive of GST.</p>	KS	
15.5	<p>CONFIDENTIAL</p> <p><u>LAND ACQUISITION</u></p>	TE/DMcD	22.11.2021 - awaiting contract of sale and settlement conditions

Outstanding Council Resolutions Action List

MONDAY 25 OCTOBER 2021			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.5	<p><u>MAV Workcare Scheme</u></p> <p>That Council:</p> <ol style="list-style-type: none"> Note the decision by the MAV Board to cease operations of the MAV WorkCare Scheme. Approve the payment of the full amount owing by 31 October 2021 of \$702,600 to MAV WorkCare, to be funded \$600,000 from the Unfunded Superannuation Reserve and the balance from savings in operations. Note that further payment of \$77,100 will be invoiced by MAV in instalments over the next 6 years and will form part of Council's ongoing WorkCover payments. Write to the Minister and Shadow Minister for Local Government and local members of parliament expressing disappointment in the lack of support being provided to rural Councils with respect to the WorkSafe decision and the extra costs that have been imposed on members as a result. 	GH	<p>Items 1 –3 27/10/21</p> <p>Item 4 completed 3.11.21</p>

Outstanding Council Resolutions Action List

MONDAY 27 SEPTEMBER 2021			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.10	<u>Natimuk Special Community Grants Round 2021-2022</u> That Council: <ol style="list-style-type: none"> 1. Allocate funding of \$22,314 in the Natimuk Special Community Grants Round as detailed in Appendix "9.10A". 2. Advise all successful and unsuccessful community grant applicants of the outcome of their applications. 	SS	1. 27/9/21 2.

Outstanding Council Resolutions Action List

MONDAY 23 AUGUST 2021			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.12	<u>Waste Service Upgrade Plans</u> That Council: <ol style="list-style-type: none"> 1. Adopt a draft service model for kerbside waste and recycling collection services for the purpose of community engagement, as outlined in this report, including introduction of glass and organics collection in urban areas, and expanded recycling collection in rural areas. 2. Note that a further report on the outcomes of the community engagement, including how the service model may need to be adapted will be provided to address issues raised by the community. 	JH	<ol style="list-style-type: none"> 1. 24/8/21 2. TBD

Outstanding Council Resolutions Action List

MONDAY 26 JULY 2021			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.1	<u>Road Discontinuance and Proposed Sale of Land – James St, Horsham</u> That Council: <ol style="list-style-type: none"> Note that the road shown highlighted in blue in Appendix “9.1A”, being referred to on plan of subdivision LP008532, has been formally discontinued in accordance with statutory requirements. Authorise the CEO to proceed with the sale of land highlighted in blue in Appendix “9.1A” to the adjoining land owners as depicted on Appendix “9.1B” as EOI 1 and the balance of land at a future date subject to private treaty, at a cost not less than the market value. 	TE/DMcD	1. 27/7/21 2. 13/9/2021 Contractors engaged for surveying, subdivision and sale of land.
9.4	<u>City to River Stage 1 – Toilet and BBQ Shelters Contract</u> That Council accept the tender submitted by RA Plazzer Builder Pty Ltd for the lump sum of \$761,610 ex GST for Contract 21/036 Wimmera Riverfront Public Toilets and BBQ Shelters - Design and Construct.	MV	Builder commenced site establishment on 06/09/2021. Builder to be complete by February 2022
9.9	<u>Housing Supply and Demand Strategy</u> That Council: <ol style="list-style-type: none"> Acknowledge the ongoing purpose and relevance of the <i>2013 Horsham Framework for Managing Growth</i> in informing current and future decisions on housing subdivision and development. Acknowledge that an evidence based approach including data forecasting, assessment of emerging trends and a supply and demand analysis is required to understand the changing housing needs of Horsham as it grows and to inform future residential land supply options. Consider the preparation of a Housing Strategy and Neighbourhood Character Analysis in the 2022-23 financial year. 	SH	1&2 complete (26/7/21)

Outstanding Council Resolutions Action List

	<p>4. Seek external grant opportunities to help fund the Housing Strategy and Neighbourhood Character Analysis, estimated to cost between \$100,000 and \$130,000.</p> <p>5. Does not rezone any land until the recommended strategic planning work has been undertaken, unless an area has been identified as a strategic site and is supported with background investigations, sufficient evidence and strategic justification.</p>		
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Outstanding Council Resolutions Action List

MONDAY 28 JUNE 2021			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.3	<u>Regional Tourism Structure Review</u> That Council: <ol style="list-style-type: none"> 1. Continue as a member of Grampians Tourism for the next 12 months as part of the transition process to the Western Victoria Visitor Economy Partnership. 2. Seek a partnership with the North West Victoria (Outback) Visitor Economy Partnership to ensure that the tourism needs of Horsham Rural City Council are met both through the Western Victoria Partnership and North West Victoria Visitor Economy Partnership. 3. Continue to support the development of local tourism products through the Business Development and Tourism Unit and development of local marketing content through Council's visitor services. 4. Support the North West Victoria (Outback) Visitor Economy Partnership through promoting their tourism destinations through Council's Visitor Services. 	FG	<ol style="list-style-type: none"> 1. 9/7/21 2. 3. 9/7/21 4. 9/7/21

Outstanding Council Resolutions Action List

TUESDAY 15 JUNE 2021			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
7.1	<u>Wimmera Agriculture and Logistics Hub Land Sale</u> That Council: <ol style="list-style-type: none"> 1. Having received no submissions, proceed with the intended advertising and sale of land as outlined in the proposal to sell industrial-zoned land at Henty Highway, Dooen (Notice). 2. Authorise the CEO to enter into contracts to sell the land at the Wimmera Agriculture and Logistics (WAL) Hub, Henty Highway, Dooen, at not less than the current market valuation. 3. Note the current offer for purchase of Lot 125 at the Wimmera Agriculture and Logistics (WAL) Hub, Henty Highway, Dooen, as included under Item 8.2 in the Confidential Section of this agenda. 	TE/DMcD	<ol style="list-style-type: none"> 1. 6/9/2021 Independent valuations and pricing confirmed. Advertising underway. 2. 15/6/2021 3. 15/6/2021

Outstanding Council Resolutions Action List

MONDAY 24 MAY 2021			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.3	<u>Strategic Advocacy Prospectus</u> 1. Adopt the Strategic Advocacy Prospectus (Appendix “9.3A”) 2. Review the Strategic Advocacy Prospectus when the new Council Plan (2021-2025) is adopted later in 2021.	SS	1. Strategic Advocacy prospectus adopted by Council
14.1	<u>Notice of Motion No. 188</u> That Council look at a project and seek an officer report for a Women’s Serenity Garden in Horsham CBD given the highest incidence of domestic violence in the region and double the state average. A full report on the data would also be appropriate, and a briefing held in council chambers to hear from the women in the community on the topic of domestic violence and the need for a tranquil garden space for all women to feel safe.	MS	In response to briefing meeting held and 10K being allocated in the budget a Consultant is being sort to manage this project as resources do not exist with on council. Project commencing in September 21

Outstanding Council Resolutions Action List

MONDAY 22 MARCH 2021			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.8	Irrigation Pump System That Council: <ol style="list-style-type: none"> 1. Approve the replacement of the irrigation system with a new system referred to as Option 6 in Appendix “9.8B” and Appendix “9.8C”, with key elements being a main pump station at Wotonga Basin and an enlarged supply pipeline to connect to Firebrace Street. 2. Approve funding of \$392,000 for the irrigation system, sourced from Council’s 2021-2022 Capital Works Program, uncommitted Local Roads and Community Infrastructure Stage 1 grants, City to River Stage 1 funds and a proposed Victorian Government grant application. 	JM	Procurement documents prepared 14/5/2021

Outstanding Council Resolutions Action List

MONDAY 11 MAY 2020			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.5	Grampians Tourism Visitor Servicing Review That Council: <ol style="list-style-type: none"> 1. Receive and note the Grampians Tourism Visitor Servicing review report 2. Enter into a service level agreement to: <ol style="list-style-type: none"> (a) Consolidate Horsham Rural City Council tourism marketing activities with Grampians Tourism across all distribution channels (b) Ensure Horsham specific marketing is delivered 3. Implement the recommendations for a Horsham Visitor Servicing Inspiration Centre at the Horsham Town Hall, including noting the proposed parking arrangements, and development of a key stakeholder communication plan addressing steps and timelines. 	FG	1. 11/5/20 2. 3. 17/11/20

Outstanding Council Resolutions Action List

MONDAY 27 MAY 2019			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.1	<p>Horsham Performing Arts Future Services Demand Assessment</p> <p>That Council:</p> <ol style="list-style-type: none"> Note the findings and recommendations of the Horsham Performing Arts Service Demand Assessment Report. Note the Wesley PACC committee's commitment to the <i>Alternative Option</i> outlined in the report i.e. to undertake required structural and compliance works to enable the facility to be reopened, funded from proceeds of the sale of the Music Academy in McLachlan Street. Provide the necessary project management support/expertise to the Wesley PACC committee to undertake required structural and compliance works to enable the facility to be reopened, noting that the estimated cost for project management support/expertise is \$60,000. Note that the Wesley PACC committee's preference is to cease ownership and management of the facility, and transfer these responsibilities to Council. Take on the ownership and management of Wesley PACC once the structural and compliance works are completed and all regulatory requirements are met, including issuing of necessary permits. After transfer of ownership, manage the building for the use of performing arts and community based events and activities. Note that any remaining proceeds from the sale of the Music Academy, after works are completed will be provided to Council and placed into a reserve for future expenditure on the Wesley PACC. Note that the net annual operating cost of the Wesley PACC under Council management and ownership, once these works are completed and the facility is reopened is estimated to be \$35,300. Support the above recommendations on the basis that the Wesley PACC has sufficient funds to complete the required works. 	KOB	<ol style="list-style-type: none"> 27/5/19 27/5/19 1/7/20 27/5/19 Still to occur Still to occur Still to be determined 27/5/19 Still to be determined

Outstanding Council Resolutions Action List

MONDAY 5 FEBRUARY 2018			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
10.2.3	<ol style="list-style-type: none"> 1. That Council allow Esco Pacific to provide partner funding for the annual Community Development Grants Program; 2. That Council adopt the draft MOU as the framework for the delivery of the new partnership; and 3. That Council develop a Sponsorship Policy to facilitate future corporate sponsorship and co-funding of the Community Development Grants Program and other possible Council/Community projects. 	KB/SS	MOU with ESCO signed off by 28/2/18 Sponsorship policy to be developed for Council consideration

MONDAY 15 MAY 2017			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
10.5.2	That: <ol style="list-style-type: none"> 1. Negotiations be held with VicRoads regarding an increased speed limit in Rasmussen Road, Horsham, to 80 km/h, but only to within 200 m of the urban area. 2. Victoria Police be contacted seeking a greater enforcement of speed limits in the lower speed limit zones of Rasmussen Road, in particular the school zone. 3. The speed limit in Remlaw Road, Horsham not be increased. 4. Negotiations be held with VicRoads regarding a decrease of the speed limit in Hunts Road, Haven to either 60 or 70 km/h. 	JM	<ol style="list-style-type: none"> 1. In progress 2. In progress 3. No action required 4. In progress

Outstanding Council Resolutions Action List

MONDAY, 17 OCTOBER 2016			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
10.2.4	<ol style="list-style-type: none"> 1. That the Instrument of Delegation established for the Camerons Oval Committee of Management be revoked. 2. That a licence be developed with Laharum Sports Inc for the governance of the Camerons Oval precinct. 	GH	1. Completed
10.2.5	<ol style="list-style-type: none"> 1. That the Instrument of Delegation established for the Quantong Recreation Reserve Committee of Management be revoked. 2. That a licence be developed with Quantong Recreation Reserve Inc for the governance of the Quantong Recreation Reserve. 3. That all funds currently in the bank account for the Quantong Recreation Reserve Committee of Management be transferred to the Quantong Recreation Reserve Incorporated (A0049172Z). 	GH	1. Completed

Outstanding Council Resolutions Action List

MONDAY 20 MAY 2013			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
9.5.4	That Council endorse the development of a policy on the public use of tennis courts within the municipality.	CH	Underway – policy has been delayed due to damage to courts which is currently being resolved

Completed Council Resolutions Action List 2021

MONDAY 22 NOVEMBER 2021			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
6	That the minutes emanating from the Council Meeting of the Horsham Rural City Council held online and livestreamed at 5.30pm on 25 October 2021 be adopted.	FK	23/11/21
8	Public Questions	FK	24/11/21
9.2	Mobile Food and Beverage Trading Vehicle Policy That Council: 1. Approve the updated Mobile Food and Beverage Trading Vehicle Policy (Appendix "9.2A"). 2. Waive all Mobile Food and Beveridge Trading Vehicle permit fees until 1 July 2022 to coincide with the next Financial Year's and fees and charges setting by Council.	AM	22/11/21
9.3	<u>HRCC Integrated Strategic Planning and Reporting Framework</u> That Council adopt the Integrated Strategic Planning and Reporting Framework (Appendix "9.3A") which replaces the Planning and Budgeting Framework.	KB	23/11/21
9.5	Contract 22/012 Horsham Town Hall: Heritage Hall Foundation And Floor Replacement That Council: 1. Award Contract 22/012 for the Horsham Town Hall Heritage Foundations and Timber Floor Replacement to Locks Constructions of Horsham for a contract sum of \$441,800 ex GST. 2. Note that a further allocation of \$210,000 will be required to complete this project in the 2022-2023 Council budget.	MA	Completed 25.11.21
9.7	Mutual Respect Charter That Council adopt the Mutual Respect Charter (Appendix "9.7A").	DMcD	22.11.2021

Completed Council Resolutions Action List 2021

9.8	<p>Proposed Community Local Law 2021</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Revoke Local Law No. 3 Community Local Law 2011 on Wednesday 8 December 2021; 2. Revoke Local Law No. 4, that amended Community Local Law 2011, on Wednesday 8 December 2021; 3. Having considered the full text of submissions numbered 1 to 79, make Community Local Law 2021 in Appendix “9.8A” to come into operation on Thursday 9 December 2021; 4. Prescribe for Community Local Law 2021 - <ol style="list-style-type: none"> a. for clause 12 the online forms and paper forms currently in use for local law permit applications; b. for clause 47— <ol style="list-style-type: none"> i. May Park being Lot 1 on Title Plan 022163K; and ii. the road and road related area adjacent May Park; and iii. the area hatchured in Appendix “9.8B”: City Central Activity District which is also described in the Horsham Regional City Framework Plan for the Horsham Planning Scheme, iv. as parts of the municipal district where a person must not have liquor in an open container, unless otherwise approved under an Act; c. for clause 49, fourteen (14) days as the number of days before the event that a permit must be obtained to discharge display fireworks, Chinese firecrackers or theatrical fireworks; d. for clause 61, the area hatchured in Appendix “9.8C”: Aerodrome Movement Area; 5. For section 224A of the Local Government Act 1989 publish a notice in the Government Gazette identifying clause 47 as a provision of Community Local Law 2021 for the regulation of the use, possession or consumption of alcohol and stating that any police officer may enforce that provision. 6. That Council change Clause 53.C.iii to no more than 2 unregistered motor 	RS	Completed 9.12.2021
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Completed Council Resolutions Action List 2021

	<p>vehicles in an Urban area.</p> <p>7. Clause 58, A person must not allow, cause or suffer a vehicle (weighing more than 10.5 tonne including any load) to be parked (save for that reasonable period of time in which the vehicle is parked during daylight hours for the purpose of picking up or setting down goods), kept, stored or repaired on any public land in the residential zones which apply in the Horsham Planning Scheme.</p> <p>8. Add definition in Clause 9 for unsolicited documents.</p>		
9.9	<p>Investment Attraction And Growth Report</p> <p>That Council receive and note the Investment Attraction and Growth Report for September 2021.</p>	FG	22/11/21
9.10	<p>CEO Operational Report</p> <p>That Council receive and note the Chief Executive Officer's Operational Report for November 2021.</p>	FK	N/A
5.1	<p>Horsham Aquatic Centre Contract Variation</p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Approve the contract variations for the running of the Horsham Aquatic Centre by the YMCA (The Y) for a total amount of \$83,571.55 (exc GST) for the period 1 April 2021 to 30 June 2021. 2. Note that the contract variation amount has been allowed for in Carry Forwards. 	CH/KOB	23/11/21

MONDAY 25 OCTOBER 2021

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
6	That the minutes emanating from the Council Meeting of the Horsham Rural City Council held online and livestreamed at 5.30pm on 27 September 2021 and 5.00pm	FK	26/10/21

Completed Council Resolutions Action List 2021

	on 11 October 2021 be adopted.		
8	Public Question Time	FK	26/10/21
9.1	<u>Investment Attraction and Growth Report</u> That Council receive and note the Investment Attraction and Growth Report for August 2021.	FG	26/10/21
9.2	<u>WDA Transformation to a new Entity</u> That Council: 1. Endorse the Memorandum of Understanding 2021-2026 (Appendix "9.2A") between the Wimmera Development Association and Member Municipalities comprising of Horsham Rural City, Hindmarsh, Northern Grampians, Yarriambiack and West Wimmera, and authorise the CEO to execute on Council's behalf. 2. Note the timeline and process to transition the Wimmera Development Association to the new structure (Appendix "9.2B"). 3. Note the Draft Constitution for Wimmera Development Association Ltd (Appendix "9.2C").	FG	30/11/21
9.3	<u>Road Management Plan Review</u> That Council adopt the updated Road Management Plan (Appendix "9.3A").	KS/JM	27/10/2021
9.4	<u>Council Plan, Asset Plan and Financial Plan – final Documents</u> That Council adopt the Council Plan 2021-2025 (Appendix "9.4A"). That Council adopt the Financial Plan 2021-2031 (Appendix "9.4B"). That Council adopt the Asset Plan 2021-2031 (Appendix "9.4C").	GH	27/10/21 on website
9.5	<u>MAV Workcare Scheme</u> That Council: 1. Note the decision by the MAV Board to cease operations of the MAV	GH	Items 1 –3 27/10/21 Item 4 completed 3.11.21

Completed Council Resolutions Action List 2021

	<p>WorkCare Scheme.</p> <p>2. Approve the payment of the full amount owing by 31 October 2021 of \$702,600 to MAV WorkCare, to be funded \$600,000 from the Unfunded Superannuation Reserve and the balance from savings in operations.</p> <p>3. Note that further payment of \$77,100 will be invoiced by MAV in instalments over the next 6 years and will form part of Council's ongoing WorkCover payments.</p> <p>4. Write to the Minister and Shadow Minister for Local Government and local members of parliament expressing disappointment in the lack of support being provided to rural Councils with respect to the WorkSafe decision and the extra costs that have been imposed on members as a result.</p>		
9.6	<p><u>Audit and Risk Committee Updates and Independent Member Reappointment</u></p> <p>1. Receive and note the Audit and Risk Committee meeting minutes of 16 September 2021 (Appendix "9.6A").</p> <p>2. Appoint Mr Richard Trigg to the Audit and Risk Committee for an additional 3 year term in accordance with the Audit and Risk Committee Charter.</p>	DMcD	25/20/21
9.7	<p><u>Quarterly Performance Report – July to September 2021</u></p> <p>That Council receive and note the Quarterly Performance Report for the three months to 30 September 2021 (Appendix "9.7A").</p>	FH	27/10/21
9.8	<p><u>Quarterly Community Engagement Update</u></p> <p>That Council receive and note the Community Engagement report and summary of activities to date (Appendix "9.8A").</p>	MB	N/A
9.9	<u>2020-21 HRCC Annual Report</u>	SF	Completed

Completed Council Resolutions Action List 2021

	That Council receive and note the 2020-2021 Horsham Rural City Council Annual Report (Appendix "9.9A") as submitted to the Minister for Local Government on 8 October 2021.		
9.10	<u>CEO Operational Report</u> That Council receive and note the Chief Executive Officer's Operational Report for October 2021.	FK	N/A

MONDAY 11 OCTOBER 2021			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
6.1	<u>Contract 22/010 Design and Construct Horsham Nature Play Park</u> That Council award the tender for Contract 22/010 Design and Construction Horsham Nature Play Park to AWS Services VIC Pty Ltd, for the contract sum of \$1,487,555 ex GST.	DB	15/10/21
6.2	<u>Contract 22/009 Design and Construct Wimmera Riverfront Nodes</u> That Council award the tender for Contract 22/009 Design and Construction Wimmera Riverfront Nodes to Bridgewater Marine Pty Ltd of Point Lonsdale, for the contract sum of \$463,959 ex GST.	DB	13/10/21

MONDAY 27 SEPTEMBER 2021			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
6	That the minutes emanating from the Council Meeting of the Horsham Rural City Council held online and livestreamed at 5.30pm on 23 August 2021 be adopted.	FK	28/9/21

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9.1	<u>Greening Greater Horsham – Municipal Tree Strategy</u> That Council receive and note the Draft <i>Greening Greater Horsham – A Municipal Tree Strategy</i> and release it to the community for a six week period of consultation and feedback.	MK	13/10/21
9.2	<u>Review of Community Local law 2011</u> That Council having considered the submissions in Appendix “9.2A” and heard submitters 74 and 75 on 6 September 2021, receive and note the addendum to this report (Appendix “9.2C”) and note the recommendation for each submission in Appendix “9.2A” .	RS	27/09/21
9.3	<u>Environment Protection Regulations 2021 – Onsite Wastewater Management Fees</u> That Council reduce the permit fees for Onsite Wastewater System alteration from \$734.67 to \$300.60 and waive the Onsite Wastewater System minor alteration fee of \$559.87 to encourage compliance and reduce the impact of legislative changes.	LM	13/10/2021
9.4	<u>Investment Attraction and Growth Report</u> That Council receive and note the Investment Attraction and Growth Report for July 2021.	FG	27/09/21
9.5	<u>Horsham North Urban Design Framework Review</u> That Council receive and note the update on the Horsham North Urban Design Framework and proposal to undertake a Local Area Plan, inclusive of an implementation plan to deliver on the identified opportunities.	EB	27/09/21
9.6	<u>Contract 22/009 Design & Construct Wimmera Riverfront Nodes</u> That this item be adjourned to the next Council meeting.	DB	11/10/21
9.7	<u>Contract 22/005 Supply & Delivery of one new road maintenance patrol truck with front patching boom (Jet Patcher Unit)</u> That Council accept the tender submitted by Ballarat Isuzu for supply and delivery of an Isuzu FVD 165-300 Auto Jet patcher truck at a total cost of \$384,429.82 ex GST, representing a new purchase price of \$416,348.00 less trade in of \$31,818.18.	WK & KS	24/11/2021
9.8	<u>Annual Financial Accounts 2020-2021</u>	GH	29/9/21

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	<p>That Council:</p> <ol style="list-style-type: none"> 1. Give in principle approval to the Financial and Performance Statements for 2020-2021 and authorise their submission to the Victorian Auditor-General's office. 2. Authorise the Mayor Cr Robyn Guilline and Cr Ian Ross to certify the statements in their final form after any changes recommended or agreed to by the auditors have been made pursuant to section 131 of the Local Government Act (1989). 		
9.9	<p><u>Loan Borrowing Policy Review</u></p> <p>That Council adopt the revised Loan Borrowing Policy as attached to Appendix "9.9A", with the inclusion of the following words at 4.2 (Borrowing principles) of the Loan Borrowing Policy:</p> <p>Borrowings can provide an alternative financing option for:</p> <ul style="list-style-type: none"> • capital works projects that Council determines are of strategic significance (that could not otherwise be financed from ongoing income sources and provide benefit across generations); 	GH	27/9/21
9.11	<p><u>COVID-19 Support Options for 2021-2022</u></p> <p>That Council adopt the proposed package of support for businesses and the community as detailed in this report, and to be funded from the identified additional payments from the Victorian Grants Commissions, Financial Assistance Grants for 2021-2022.</p>	GH	27/9/21
9.12	<p><u>CEO Operational Report</u></p> <p>That Council receive and note the Chief Executive Officer's Operational Report for September 2021.</p>	FK	N/A

MONDAY 23 AUGUST 2021			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
6	That the minutes emanating from the Council Meeting of the Horsham Rural City Council held online and livestreamed at 5.30pm on 26 July 2021 1 be adopted.	FK	24/8/21
8	<p><u>Public Question Time</u></p> <p>Public questions received from Cassy Velinos, Brett Heinrich, Wayne Lentsment & Charlie Helyar</p>	FK	24/8/21

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9.1	<u>Response to Community Panel Recommendations</u> That Council approve the letter attached as Appendix "9.1B" , for distribution to all Community Panel participants.	GH	24/8/21
9.2	<u>Draft Council Plan 2021-2025 for Community Feedback</u> That Council endorse the Draft Council Plan 2021-2025 as attached (Appendix "9.2A") for community comment and feedback until 5pm on Friday 24 September 2021.	GH	24/8/21
9.3	<u>Draft Asset Plan 2021-2031</u> That Council endorse the Draft Asset Plan 2021-2031, incorporating the Long Term Capital Works Plan as attached (Appendix "9.3A"), for community comment and feedback until 5pm on Friday 24 September 2021.	JM	24/8/21
9.4	<u>Draft Financial Plan 2021-2031 for Community Comment and Feedback</u> That Council endorse the Draft Financial Plan 2021-2031 as attached (Appendix "9.4A") for community comment and feedback until 5pm on Friday 24 September 2021.	GH	24/8/21
9.5	<u>Delegations Update</u> In the exercise of the powers conferred by the legislation referred to in the attached instrument of delegation, Horsham Rural City Council (Council) RESOLVES THAT – <ol style="list-style-type: none"> 1 There be delegated to the members of Council staff holding, acting in or performing the duties of the offices or positions referred to in the attached <i>S6 Instrument of Delegation – Members of Staff</i> (Appendix "9.5A") the powers, duties and functions set out in that instrument, subject to the conditions and limitations specified in that Instrument. 1. The instrument comes into force immediately the common seal of Council is affixed to the instrument. 2. On the coming into force of the instrument all previous delegations to members of Council staff (other than the Chief Executive Officer) are revoked. 3. The duties and functions set out in the instrument must be performed, and the powers set out in the instruments must be executed, in accordance with any guidelines or policies of Council that it may from time to time adopt. 	DMcD	24/8/21

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9.6	<u>Procurement Policy Review</u> That Council adopt the revised Procurement Policy as attached (Appendix “9.6A”).	MP	26/8/21
9.7	<u>MOU Between Grampians Tourism Inc and Member Councils</u> That Council approve entering into a one year Memorandum of Understanding between Grampians Tourism Inc and member councils in line with Council resolution of 28 June 2021.	FG	7/10/21
9.8	<u>Investment Attraction and Growth Report</u> That Council receive and note the Investment Attraction and Growth Report for June 2021.	FG	23/08/21
9.9	<u>Horsham Town Hall Hire Charges – Covid Environment</u> That Council <ol style="list-style-type: none"> 1. Adopt a percentage based reduction of venue hire fees for commercial and community hirers dependant on the reduction of capacity of the venue due to Covid-19 restrictions, until 30 June 2022. 2. Approve a venue hire fee reduction of 75% when the Covid-19 restrictions attendance cap is 25%, a 50% venue hire fee reduction when the Covid attendance restriction cap is 50% and a 25% venue hire fee reduction when the Covid restriction attendance cap is 75%. 	SM	24/08/21
9.10	<u>Regional Infrastructure Fund – Burnt Creek Industrial Estate Proposed Subdivision</u> That Council receive and note the grant funding application submitted to the Regional Infrastructure Fund (RIF) on 10 August 2021 for the civil works to support the proposed subdivision of Burnt Creek Industrial Estate Stages 2 and 3.	FG	23/08/21
9.11	<u>State and Federal Election Priorities</u> That Council endorse the promotion of the following projects for grant funding opportunities: <ol style="list-style-type: none"> 1. City Oval / Sawyer Park redevelopment 	JM	24/8/21

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	2. Cameron Oval, Laharum Community Facility 3. Aquatic Centre – two stages incorporating hydrotherapy, sauna, splash park and playground.		
9.13	<u>Contract 21-043 – Roadside Pests and Weeds Tender</u> That Council award the tender for Contract 21-043 Roadside Weeds to Willspray Spraying Services of Horsham, at the rates listed in its tender.	RL	7/9/21
9.14	<u>CEO Operational Report</u> That Council receive and note the Chief Executive Officer's Operational Report for August 2021.	FK	N/A

MONDAY 26 JULY 2021

6.	That the minutes emanating from the Council Meeting of the Horsham Rural City Council held online and livestreamed at 5.30pm on 28 June 2021 be adopted.	FK	27/7/21
8	Public Question from Moira Deeming, Taylors Hill	FK	27/7/21
9.1	<u>Road Discontinuance and Proposed Sale of Land – James St, Horsham</u> That Council: 1. Note that the road shown highlighted in blue in Appendix "9.1A" , being referred to on plan of subdivision LP008532, has been formally discontinued in accordance with statutory requirements. 2. Authorise the CEO to proceed with the sale of land highlighted in blue in Appendix "9.1A" to the adjoining land owners as depicted on Appendix "9.1B" as EOI 1 and the balance of land at a future date subject to private treaty, at a cost not less than the market value.	TE/DMcD	1. 27/7/21 2. 13/9/2021 Contractors engaged for surveying, subdivision and sale of land.
9.2	<u>Investment Attraction and Growth Report</u> That Council receive and note the Investment Attraction and Growth Report for May 2021.	FG	26/7/21
9.3	<u>Supply of Limestone material – Contract 21/026</u> That Council approve the panel of suppliers for Contract 21/026 Supply of	RE	27/7/21

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	Limestone Materials for a 3 year period with an option of two by one year extensions, with the contractors' being McClure's Mining of Horsham and Albacutya Gypsum of Rainbow.		
9.5	<u>Quarterly Community Engagement Update</u> That Council receive and note the Community Engagement report and summary of activities to date.	MB	26/7/21
9.6	<u>Community Satisfaction Survey 2021</u> That Council receive and note the 2021 Horsham Rural City Council Community Satisfaction Survey results.	MB	26/7/21
9.7	<u>Natimuk A&P Society Extension of Loan</u> That Council: <ol style="list-style-type: none"> 1. Approve the extension of the loan agreement for the Natimuk A&P Society from five to ten years and note that the payments will be made as per the revised loan repayment schedule as detailed in this Council Report. 2. Note that a revised Loan Agreement will be drawn up to reflect these arrangements. 	SS	Complete
9.8	<u>Committee Framework Policy & Committee Review Update</u> That Council: <ol style="list-style-type: none"> 1. Endorse the Committee Framework Policy as a draft to inform the next stage of the process. 2. Approve the proposed methodology for completing Council's Committee Structure Review including: <ol style="list-style-type: none"> a. Preparation of the draft Committee restructure for consultation with committees; b. A consultation process be undertaken with all staff having responsibilities for an existing committee; c. That Councillors and staff have face-to-face discussions with any committee affected by the proposed restructure; and d. Feedback and final recommendations brought back to Council for 	DMcD	1.Complete 2a. 2b. 2c. 2d.

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	adoption.		
9.10	<u>Risk Appetite Statement & Risk Management Framework</u> That Council: 1. Adopt the Risk Appetite Statement as attached (Appendix "9.10A") 2. Receive and note the revised Risk Management Framework as attached (Appendix "9.10B").	RL	26.7.21
9.11	<u>Community Vision 2041 Community Panel Report</u> That Council: 1. Adopt the Community Vision as provided to Council by the Community Panel as described in Appendix "9.11A" and as depicted below in this report. 2. Receive and note the recommendations provided to Council by the Community Panel for the purpose of consideration of these during the development of the Council Plan, Health & Wellbeing Plan, Asset Plan and Long-term Financial Plan. 3. Note that, after consideration of the recommendations that a response will be provided to the Community Panel members detailing how Council has responded to the Panel's recommendations.	GH	Complete
9.12	<u>Chief Executive Officer's Operational Report</u> That Council receive and note the Chief Executive Officer's Operational Report for July 2021.	FK	n/a

TUESDAY 15 JUNE 2021			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
7.1	<u>Wimmera Agriculture and Logistics Hub Land Sale</u> That Council:	TE/DMcD	1. 6/9/2021 Independent valuations and

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	1. Having received no submissions, proceed with the intended advertising and sale of land as outlined in the proposal to sell industrial-zoned land at Henty Highway, Dooen (Notice). 2. Authorise the CEO to enter into contracts to sell the land at the Wimmera Agriculture and Logistics (WAL) Hub, Henty Highway, Dooen, at not less than the current market valuation. 3. Note the current offer for purchase of Lot 125 at the Wimmera Agriculture and Logistics (WAL) Hub, Henty Highway, Dooen, as included under Item 8.2 in the Confidential Section of this agenda.		pricing confirmed. Advertising underway. 2. 15/6/2021 3. 15/6/2021
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MONDAY 28 JUNE 2021			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
6.	That the minutes emanating from the Council Meeting of the Horsham Rural City Council held online and livestreamed at 5.30pm on 24 May 2021 and 5.00pm on 15 June 2021 be adopted.	FK	29/6/21
9.1	<u>Management and Operation of Horsham Aquatic Centre</u> That Council: <ul style="list-style-type: none"> • Approve the YMCA's 12 month contract extension proposal for the non-guaranteed contract sum amount of \$37,500.00 per month as per Model A – business as usual (BAU). • Review the monthly contract payment amount before the start of the seventh month and if appropriate introduce the Reduced Service Offerings as per Model B, noting this would be subject to a further council decision. • Approve the proposed fees and charges for the 2021-2022 financial year for the Horsham Aquatic Centre as per Appendix "9.1A". • Recommends that the YMCA have a high focus on marketing and demonstrations of specialised equipment and programs in the community and businesses to promote the Horsham Aquatic 	CH/KOB	29/6/21

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9.2	<u>Review of Community Local Law</u> That Council: <ol style="list-style-type: none"> 1. Receive and note the proposed Community Local Law (Appendix "9.2A"). 2. Make available to the public the proposed Community Local Law for comment for a period of 34 days commencing on 29 June 2021. 	RS	29/6/21
9.4	<u>Horsham South Structure Plan Stage 2 – Project Brief</u> That Council receive and note the contents of the finalised Horsham South Structure Plan Stage 2 Project Brief.	SH	29/6/21
9.5	<u>Investment Attraction and Growth Report</u> That Council receive and note the Investment Attraction and Growth Report for April 2021.	FG	29/6/21
9.6	<u>Parking Management Plan</u> That Council adopt the Parking Management Plan (Appendix "9.6A") and commence implementation and to review as necessary.	LM	29/6/21
9.7	<u>Quarterly Performance Report – January to March 2021 (Including Financial Report)</u> That Council receive and note the Quarterly Performance report and quarterly financial report for the three month period ended 31 March 2021 (Appendix "9.7A").	GH	Complete
9.8	<u>Rates Policy Review</u> That Council: <ol style="list-style-type: none"> 1. Adopt the revised Rates and Charges Financial Hardship Policy (Appendix "9.8A"). 2. Adopt the revised Rates and Charges Debt Collection Policy (Appendix "9.8B"). 	GH	Complete

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9.9	<p><u>Budget 2021-2022 and Revenue and Rating Plan 2021-2024</u></p> <p>That Council:</p> <ol style="list-style-type: none"> 1. Receive and note the submissions to the draft budget attached as Appendix “9.9A”. 2. Adopt Horsham Rural City Council Budget 2021-2022 and the subsequent 3 financial years, as attached in Appendix “9.9B”, pursuant to Section 94 of the Local Government Act 2020. 3. Adopt the Horsham Rural City Council Revenue and Rating Plan 2021-2024 as attached in Appendix “9.9C”, pursuant to Section 93 of the <i>Local Government Act 2020</i>. 4. Adopt the Horsham Rural City Council rates and charges as depicted in section 4 of the attached budget document Appendix “9.9B”, pursuant to Section 94 of the <i>Local Government Act 2020</i>. 5. Note the following changes to the draft budget in response to the submissions and also note that these changes are immaterial in nature so have not been incorporated in to the budget document at this point of time. They will be added in to Council’s budget when carry-forward projects are brought to account in early 2021-2022: <ol style="list-style-type: none"> a. \$10,000 to assist with planning costs re a serenity garden for women impacted by family violence b. \$20,000 to assist with community planning at Natimuk with respect to Economic Development and the impact of changes at Mount Arapiles c. \$66,000 to improve the train station garden and surrounds and open space. 6. Note the following items have become known subsequent to the development of the draft budget and will be revised together with carry-forward projects when they are brought to account early in 2021-2022, none of these will impact on the rate determination budget: <ul style="list-style-type: none"> • Grants Commission will pay 50% of the General purpose allocation in advance. 	GH	Complete
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	<ul style="list-style-type: none"> • Additional Government Grants of \$3.3 million have been announced for capital • Revenue estimates of approximately \$1.3 million from industrial land sales • Industrial land development costs of \$0.8 million • Works are required at the landfill for \$90,000 re Audit findings. 		
9.10	<u>CEO Operational Report</u> That Council receive and note the Chief Executive Officer's Operational Report for June 2021.	FK	N/A

MONDAY 24 MAY 2021			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
6	That the minutes emanating from the Horsham Rural City Council Meetings held in the Council Chamber, Civic Centre, Horsham at 5.30pm on 26 April 2021 be adopted subject to an amendment at Item No. 9.10 on page 55, Recommendation No.2 to include the reason why Cr Haenel abstained from voting being that she didn't have enough information to make an informed decision, not because she doesn't eat meat.	FK	25/5/21
8	<u>Public Question Time</u> Forward letter of response to Neville McIntyre	FK	25/5/21
9.1	<u>Investment Attraction and Growth Report</u> That Council receive and note the Investment Attraction and Growth Report for March 2021.	FG	25/5/21
9.2	<u>Wimmera Regional Multi Sport Precinct Feasibility Study</u> That Council endorse the updated Wimmera Regional Multi-Sport Precinct Feasibility Study Consultant's Brief (Appendix "9.2A") and release the Brief to the market.	MK	31/5/21

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9.4	<u>Audio Recording of Council Meetings Policy</u> <i>THIS MOTION WAS LOST</i>	N/A	N/A
9.5	<u>Hamilton Street Pedestrian Bridge</u> That Council: 1. Note the Hamilton Street Pedestrian Bridge is estimated to cost \$2.00-\$2.20 million and the approaching ramps/landscaping and other ancillary works are estimated to cost \$250,000. 2. Approve the assignment of \$1,125,000 allocated by the Australian Government under its Local Roads and Community Infrastructure (LRCI) Phase 2 program to the Hamilton Street Pedestrian Bridge project. 3. Submit an application to Regional Development Victoria (RDV) to fund the balance of the Pedestrian Bridge project, estimated to be \$1,250,000. 4. Negotiate with and seek contributions from the relevant land developers for the sum of \$100,000. 5. Commence the procurement process for the construction of the bridge. 6. Note that the expected project cost is well in excess of CEO's financial delegation and the contract for construction can only be awarded by Council. 7. Consider sources for the balance of funding if the RDV funding application is unsuccessful or the amount allocated by RDV is less than the amount requested.	JM	26/5/21
9.6	<u>Contract 21/024 Supply and Delivery of one twin steer water tanker with optional trade-in</u> That Council award the tender for Contract 21/024 Supply and Delivery of a new Isuzu FYX 350-350 Twin Steer Water Tanker to The Truck Specialists at a total cost of \$280,037 ex GST, with no trade in.	KS	26/5/21
9.7	<u>Contract 21/022 Contract Overlay and Barrier Works Mt William Creek Bridge on Horsham-Lubeck Road Bridge, St Helens Plains</u> That Council award Contract 21/022 for the Concrete Deck Overlay for the Mt William Creek Bridge on the Horsham - Lubeck Road to MF & JL Willmore of Horsham for a contract sum of \$336,216.12 ex GST.	MA	26/5/21

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9.8	CEO Operational Report That Council receive and note the Chief Executive Officer's Operational Report for May 2021.	FK	N/A
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MONDAY 26 APRIL 2021

AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
6	That the minutes emanating from the Horsham Rural City Council Meetings held in the Council Chamber, Civic Centre, Horsham at 5.30pm on 22 March 2021 be adopted.	FK	28/4/21
8	Public Question Time Forward letter of response to Neville McIntyre, Brian Basham & Phillip Chalker	FK	28/4/21
9.1	Horsham Performing Arts Company – Deregistration That Council note the deregistration of Horsham Performing Arts Company.	KOB	28/4/21
9.2	Wimmera Regional Multi Sport Precinct Feasibility Study That the draft project brief be rewritten to ensure that this study is conducted in line with resolutions 11	MK	24/5/21
9.3	Overview of the Industrial Estate Located at Dooen That Council: 1. Note the report including information in regards to the sub-division, scope of works for internal road construction and recent expressions of interest to purchase land within the estate. 2. Publicly advertise Council's intent to sell land at the Dooen Industrial Estate.	TE	1. 26/4/2021 2. 30/4/2021 (submissions close 28/5/2021)
9.3	Overview of the Industrial Estate Located at Dooen That the name for the Dooen Industrial Estate site be changed to Wimmera Agriculture and Logistics Hub.	FG	28/4/21
9.4	Investment Attraction and Growth Report That Council receive and note the Investment Attraction and Growth Report for February 2021.	FG	28/4/21

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9.5	Biannual Report on the Activities of the Audit and Risk Committee That Council receive and note the Biannual Report for the Audit and Risk Committee for the six month period from September 2020 to March 2021.	DMcD	26/4/21
9.6	Quarterly Performance Report – January to March 2021 That Council receive and note the Quarterly Performance Report for the three months to 31 March 2021.	FH	26/4/21
9.7	Community Grants and Donations 2021-22 That Council: 1. Allocate funding of \$440,527 in the 2021-22 Budget for approved community grants and donations. 2. Approve allocations to various community grant and donation recipients as detailed in Appendix “9.7A” , with the exception of allocations to Longerenong College, Wimmera Association of Genealogy, Horsham Fishing Competition and Kannamaroo. 3. Advise all successful and unsuccessful community grant applicants of the outcome of their applications during May 2021.	SS	1. 26/4/21 2. 26/4/21 3. 3/6/21
9.7	Community Grants and Donations 2021-22 That Council approve the community grant allocations to Horsham Fishing Competition and Kannamaroo.	SS	26/4/21
9.7	Community Grants and Donations 2021-22 That Council approve the annual community donation allocations to Wimmera Association for Genealogy and Longerenong College (Citizenship Prize).	SS	26/4/21
9.8	Council Expenses Policy That Council adopt the revised Council Expenses policy as attached (Appendix “9.8A”).	SF	26/4/21
9.9	Contract 21-018 Supply and Delivery of one medium rigid street sweeper with optional trade in That Council accept the tender of Bucher Municipal for supply and delivery of a Hino FG1628 truck with a Bucher Municipal VT652 street sweeper body at a total cost of	KS	26/4/21

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	\$243,818.34 ex GST, representing a new purchase price of \$348,363.79 less trade in of \$104,545.45.		
9.10	Proposal to Sell Council Property at Burnt Creek Industrial Estate That Council having formally considered the submissions and hearings at Council Briefing on Wednesday 7 April 2021, proceed with the intended sale of the four lots of land at Burnt Creek Industrial Estate known as Lot 3 PS641596 and Proposed Lots 12, 16, 17 bordered in red on the Proposed Subdivision Plan (Attachment 3).	TE	26/4/21
9.10	Proposal to Sell Council Property at Burnt Creek Industrial Estate 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.	TE	26/4/21
9.11	Procurement Policy That Council adopt the revised Procurement Policy.	MP	26/4/21
9.12	Draft Budget 2021-22 & Draft Revenue & Rating Plan 2021-2024 That Council: <ol style="list-style-type: none"> 1. Receive and note the Draft Budget 2021-22 attached as Appendix "9.12A" and make it available for community comments and submissions until 5pm on Monday 7 June 2021. 2. Propose the rate in the dollar and charges as set out in Section 4.1 of the draft budget document attached as Appendix "9.12B". 3. Receive and note the Draft Revenue & Rating Plan 2021-2024 and make it available for community comments and submissions until 5pm on Monday 7 June 2021. 4. Consider and hear any submissions on the Draft Budget 2021-22 on Wednesday 9 June 2021 at 5.00pm. 5. Consider the Draft Budget 2021-22 and Draft Revenue & Rating Plan 2021-2024 for adoption at its meeting on Monday 28 June 2021. 	GH	1. 26/3/21 2. 26/4/21 3. 26/4/21 4. 28/6/21

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9.13	CEO Operational Report That Council receive and note the Chief Executive Officer's Operational Report for April 2021.	FK	N/A
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MONDAY 22 MARCH 2021			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
6	Confirmation of Minutes That the minutes emanating from the Horsham Rural City Council Meetings held in the Council Chamber, Civic Centre, Horsham at 5.30pm on 22 February 2021 and 1 March 2021 be adopted subject to the following amendment on page 29: "SUSPEND STANDING ORDERS MOVED Cr Ian Di Bell, Cr Claudia Haenel That Standing Orders be suspended."	SF	23/3/21
8	Public Question Time <ul style="list-style-type: none"> Forward letter of response to Neville McIntyre 	SF	23/3/21
9.1	Gifts, Benefits and Hospitality Policy Review That Council adopt the revised Gifts, Benefits and Hospitality Policy as attached (Appendix "9.1A").	SF	22/3/21
9.2	Councillor and Staff Interaction Policy That Council adopt the Councillor and Staff Interaction policy as attached (Appendix "9.2A") subject to the following amendments: <ul style="list-style-type: none"> Page 2, item 4.2 first paragraph (remove second "or") Page 5, item 4.9 Council staff are to inform their Director or the CEO of any improper conduct/contact made directly to them by a Councillor. 	DMcD/SS	22/3/21
9.3	State Government Rating System Review – Outcomes That Council: <ol style="list-style-type: none"> Note the State Government's Response to the independent review into the local government rating system undertaken in 2019 (Appendix "9.3A") Write to the Hon Shaun Leane, Minister of Local Government, to raise its concerns about the State Government's response to the independent review into the local government rating system as expressed in Appendix "9.3B". 	GH	1. 22/3/21 2. 2/4/21

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9.4	Adoption of Mayoral and Councillor Allowances That Council, having considered the community submissions, set the Mayoral Allowance per annum at \$81,204 plus 9.5% for Statutory Superannuation, and the Councillors Allowance per annum at \$26,245 plus 9.5% for Statutory Superannuation per Councillor.	DMcD/SF	22/03/21
9.5	Community Vision and Council Plans – Project Update That Council receive and note the engagement process and activities to date in the development of the 20-year Community Vision, 4-year Council Plan, Health and Wellbeing Plan, Asset Plans and Long-term Financial Plan.	FH	22/03/21
9.6	Parking Management Plan That Council: <ol style="list-style-type: none"> 1. Note the Community Engagement Plan for the Parking Management Plan (Appendix 9.6B). 2. Release the proposed Parking Management Plan for public comment (Appendix 9.6A). 	LC	25/03/21
9.7	Draft Wimmera Regional Library Corporation Annual Budget 2021-2022 That Council receive and note the draft Wimmera Regional Library Corporation Annual Budget for 2021-2022 and refer it to Council's budget process.	KOB	23/03/21
9.8	Irrigation Pump System That Council: <ol style="list-style-type: none"> 1. Approve the replacement of the irrigation system with a new system referred to as Option 6 in Appendix "9.8B" and Appendix "9.8C", with key elements being a main pump station at Wotonga Basin and an enlarged supply pipeline to connect to Firebrace Street. 2. Approve funding of \$392,000 for the irrigation system, sourced from Council's 2021-2022 Capital Works Program, uncommitted Local Roads and Community Infrastructure Stage 1 grants, City to River Stage 1 funds and a proposed Victorian Government grant application. 	JM	Procurement documents prepared 14/5/2021

Completed Council Resolutions Action List 2021

9.9	RDV Regional Infrastructure Fund – Wimmera Southern Mallee Caravan Park Upgrade Funding Round That Council: 1. Approve an application to Regional Development Victoria's Regional Infrastructure Fund, targeting the five Wimmera Southern Mallee Councils for caravan park upgrades. 2. Approve the project scope and budget as detailed in the Background and Financial Implications of this report.	SS	22/03/21
9.10	Living Heritage Program 2021 That Council: 1. Approve an application to the Living Heritage program 2021 for the Heritage Hall flooring project. 2. Provide funding of \$420,000.00 over two financial years (2021-2022 and 2022-2023) subject to a successful grant application.	SH	22/03/21
9.11	Investment Attraction and Growth Report That Council receive and note the Investment Attraction and Growth Report for January 2021.	FG	23/03/21
9.12	CEO's Operational Report That Council receive and note the Chief Executive Officer's Operational Report for March 2021.	SB	N/A

Completed Council Resolutions Action List 2021

MONDAY 1 MARCH 2021			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
6	2 x Public Questions from Neville McIntyre	FK	2/3/21
7.1	COMMUNITY VISION & COUNCIL PLANS – PROJECT UPDATE That Council: 1. Approve the commitment to the Community Panel for the Community Vision as follows: <i>“The Panel will develop a Community Vision which will be published unedited on the Council website. The Community Vision will be considered at a Council meeting. Council may endorse, build on or reject the Vision. If Council adds to or rejects the Vision, the Panel and the community will be provided an explanation as to why.”</i> 2. Approve the commitment to the Community Panel for the Council Plan, Asset Plan and Financial Plan as follows: <i>“The Panel will provide recommendations to guide the development of the Council Plan, Asset Plan and Financial Plan. These recommendations will be presented to Council and considered for final endorsement.”</i> 3. Endorse the process for the panel recruitment as detailed in section B of this report. 4. Note the revised program for deliberative engagement so that it also covers the requirements for the Asset Plan and Financial Plan as well as the Community Vision & Council Plan, as detailed in Section C of this report.	GH	1/3/21
7.2	COMMUNITY SPORTS INFRASTRUCTURE STIMULUS PROGRAM – INVITATION ROUND That Council: 1. Approve the application to the Sport and Recreation Victoria Community Sports Infrastructure Stimulus Program Invitation Round for the development of the Horsham Nature and Water Play Park.	SS	1/3/21 Applic submitted 2/3/21

Completed Council Resolutions Action List 2021

	2. Approve a contribution of \$350,000 towards the project from the Federal Government Local Roads and Community Infrastructure Program Round 2 grant, and if the application to the State Government is unsuccessful, a report will be presented to council seeking a decision on the allocation of \$350,000 to other projects.		
7.3	BUILDING SAFER COMMUNITIES PROGRAM – FUNDING OPPORTUNITY That Council: 1. Approve an application to the Building Safer Communities Funding program for the Apex Adventure Island Safety Project; and 2. Consider an allocation of \$20,000 in the 2021-2022 Council budget to provide a funding contribution to this project.	SS	1/3/21 Applic submitted 2/3/21
7.4	HAMILTON STREET HORSHAM – PEDESTRIAN BRIDGE That Council endorse the continuation of planning for a pedestrian bridge at Hamilton Street, Horsham.	JM	1/3/2021 Ongoing
7.5	LOCAL ROADS AND COMMUNITY INFRASTRUCTURE GRANT PROJECTS - ROUND ONE That Council endorse the projects listed in this report totalling \$530,396 for utilisation of funds allocated to Council by the Australian Government under its Local Roads and Community Infrastructure (LRCI) program Round 1, noting that this will leave \$120,000 of funding still to be allocated.	SS/NF/JM	1/3/21 Applic submitted 2/3/21
7.6	LOCAL ROADS AND COMMUNITY INFRASTRUCTURE GRANT PROJECTS - ROUND TWO - MOTION LOST	SS/NF/JM	N/A
7.7	BUILDING BETTER REGIONS FUND ROUND 5 That Council: 1. Approve an application to the Building Better Regions Fund Round 5 Infrastructure Stream for the Horsham Aquatic Centre Accessible Family Change Rooms project for an amount of \$941,925.	SS/FG	1/3/21 Applic submitted 2/3/21

Completed Council Resolutions Action List 2021

	<p>2. Consider a matching Council cash contribution of \$471,000 for the Horsham Aquatic Centre Accessible Family Change Rooms project as part of its 2021-2022 budget, noting that the total project cost estimate and amount to be contributed by Council may change based on the Quantity Surveyor estimate.</p> <p>3. Approve an application to the BBRF 5 Tourism Related Infrastructure Stream for the Horsham Riverside Caravan Park project for an amount of \$380,000.</p> <p>4. Note that matching contribution of \$190,000 will be made up of existing Council contribution of \$100,000 to Stage 1 City to River Riverfront Activation - Civic gathering space and a contribution to the project of \$90,000 by Southern Cross Parks the lessee.</p>		
7.8	<p>DOOEN LANDFILL – CELL 3 CONTRACT VARIATION</p> <p>That Council approve the variation to Contract 21-012, representing a value of \$461,316.19</p>	JH	1/3/21
	<p>URGENT BUSINESS</p> <p>That Council approve the following project for utilisation of funds allocated by the Australian Government under its Local Roads and Community Infrastructure (LRCI) program Round 2:</p> <p>a. Horsham Nature and Water Play Park co-contribution to construction - \$350,000</p>	SS	1/3/21

Completed Council Resolutions Action List 2021

MONDAY 22 FEBRUARY 2021			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
6	That the minutes emanating from the Council Meeting of the Horsham Rural City Council held in the Council Chamber, Civic Centre, Horsham at 5.30pm on 27 January 2021 be adopted.	FK	23/2/21
8	2 x Public Questions from Neville McIntyre	FK	23/2/21
9.1	<u>Partnership Options Exploration: WHCG & BHS</u> That Council make a written submission (refer to Appendix “9.1A”) to Wimmera Heath Care Group and Ballarat Health Services outlining its concerns in relation to the proposed merger option being explored by Wimmera Heath Care Group and Ballarat Health Services.	KOB	23/2/21
9.2	<u>Quarterly Performance Report – Sept to Dec 2020</u> That Council receive and note the Quarterly Performance Report for the three months to 31 December 2020.	FH	22/2/21
9.3	<u>Zero Carbon Plan & Climate Change Pledge</u> That Council: 1. Commit to a “ <i>Science derived emissions target</i> ” as its target for greenhouse emissions, and to reduce carbon emissions by 3.5% (221 tonnes of carbon dioxide equivalent) per year until 2050 representing a total reduction of 100% over that time. 2. Adopt the Zero Net Emissions Action Plan to achieve that target.	JH	22/2/21
9.4	<u>Councillor Code of Conduct</u> That Council: 1. Adopt the revised Councillor Code of Conduct (Appendix “9.4A”). 2. Note that the councillors have signed and agreed to abide by this Code of Conduct.	DMCD	22/2/21
9.5	<u>Councillor and Staff Interaction Policy</u> That Council defer the consideration of Staff Interaction Policy to a future meeting to allow more discussion on the proposed policy at a Councillor briefing.	DMCD	22/2/21
9.6	<u>Draft Community Engagement Policy</u> That Council adopt the revised Community Engagement Policy (Appendix “9.6A”).	MB	22/2/21

Completed Council Resolutions Action List 2021

9.7	<u>Committee Structure Review</u> That Council: <ol style="list-style-type: none"> 1. Endorse the proposed review of its Committee Structure. 2. Note that the Committees will continue to meet while the review is being undertaken, and also note that some Committees will meet without Councillor representation, however that councillors are welcome as guests, subject to seeking legal opinion. 	SS	22/2/21
9.8	<u>Investment Attraction and Growth Report</u> That Council receive and note the Investment Attraction and Growth Report for December 2020.	FG	22/2/21
9.9	<u>Horsham South Structure Plan</u> That Council: <ol style="list-style-type: none"> 1. Receive and note the <i>Horsham South Emerging Option Webinar Summary</i>, and make it publically available. 2. Continue with the preparation of the Horsham South Structure Plan - Phase 4. 	SH	22/2/21
9.10	<u>Communications Policy & Communications Plan</u> That Council: <ol style="list-style-type: none"> 1. Adopt the revised Communications Policy. 2. Receive and note the annual Communications Plan. 	SS	22/2/21
9.11	<u>Councillor Media Policy</u> That Council adopt the Councillor Media Policy (Appendix “9.11A”).	SS	2/2/21
9.12	<u>CEO Operational Report</u> That Council receive and note the Chief Executive Officer’s Operational Report for January and February 2021.	FK	N/A

Completed Council Resolutions Action List 2021

WEDNESDAY 27 JANUARY 2021			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
6	That the minutes emanating from the Council Meeting of the Horsham Rural City Council held in the Council Chamber, Civic Centre, Horsham at 5.30pm on 14 December 2020 be adopted.	FK	28/1/21
9.1	That Council receive and note the Investment Attraction and Growth Report for November 2020.	FG	28/1/21
9.2	Reconstruction and Widening of Drug Jung Road – Contact 21/003 That Council accept the tender submitted by Millers Civil Contractors for the reconstruction of Drug Jung Road Stages 2 and 3 for the lump sum price of \$762,575.	MA	27/1/21
9.3	Audit & Risk External Committee Members Allowances That Council increase the level of the Audit and Risk Committee Members allowance, to \$750 per meeting for the Chairperson and \$450 per meeting for the other independent members and that the fee increase by CPI or 0%, whichever is the greater, effective 1 July each year.	DMcD	27/1/21
9.4	Naming of Reserve Mardon Drive/Burnt Creek Area That Council proceed to name the entire reserve alongside Burnt Creek, on Mardon Drive, as the 'Jack Schier Reserve', as depicted on the map in this report (Sections A, B & C).	KF	27/1/21
9.5	Financial Hardship Report for the Period to 31 December 2020 That Council receive and note the Financial Hardship Support report.	AH	27/1/21
9.6	Review of Mayoral and Councillor Allowances That Council: 1. Having reviewed the level of Councillor and Mayoral allowances and benchmarked these with other category 2 councils, propose that the Mayoral and Councillor Allowances be paid at the upper limits of the band for category 2 Councils. 2. Seek community submission and comment on the proposed allowances by close of business Wednesday 3 March 2021.	DMcD	27/1/21

Completed Council Resolutions Action List 2021

9.7	Community Vision and Council Plan – Project Update That Council receive and note the update regarding the project plan for the Community Vision and Council Plan project.	GH	27/1/21
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Completed Council Resolutions Action List 2021

MONDAY 14 DECEMBER 2020			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
6	That the minutes emanating from the Council Meeting of the Horsham Rural City Council held in the Council Chamber, Civic Centre, Horsham at 5.30pm on 30 November 2020 be adopted.	FK	16/12/20
9.1	FOUR LOT SUBDIVISION: 1 ROSE ST, HORSHAM That Council, being the Responsible Authority under the Horsham Planning Scheme and the Planning and Environment Act 1987 and having considered the application, and referral responses, and the relevant provisions of the Horsham Planning Scheme, issue a Notice of Decision to Grant a Planning Permit for the subdivision of land (4 lot subdivision): 1 Rose Street, Horsham (Lot 2 on Plan of Subdivision 014215) subject to the conditions contained in the Delegate Report.	NC	Notice of Decision issued 21 December 2020
9.2	PA1900124 – 153 BAILLIE STREET, HORSHAM That Council, being the Responsible Authority under the Horsham Planning Scheme and the Planning and Environment Act 1987 and having considered the application, and referral responses, the objections and the relevant provisions of the Horsham Planning Scheme, issue a Notice of Decision to Grant a Planning Permit for the Serviced Apartments on land known as 153 Baillie St, Horsham being (Lots 1 and 2 on Title Plan 915640X) subject to the conditions contained in the Delegate Report.	JH	17/12/21
9.3	COVID-19 SUPPORT GRANTS PROGRAM REVIEW That Council: <ol style="list-style-type: none"> 1. Include new guidelines in all grant streams that the application has to clearly demonstrate that the grant will be used to mitigate the impacts of COVID-19 as an eligibility criteria. 2. Allocate the former Councillors' allowance of \$35,000 and the remaining \$20,000 from the Stronger Business Support Package targeted for health and wellbeing initiatives to fund the two new COVID-19 Support Grants Program streams being Business Fronts and Health and Wellbeing. 	FG	28/1/21

Completed Council Resolutions Action List 2021

	3. Note the activities currently being undertaken to support the municipality to recover from the impacts of the COVID-19 pandemic.		
9.4	SOCIAL INFRASTRUCTURE FRAMEWORK That Council adopt the Horsham Rural City Council Social Infrastructure Framework.	MR/CH	14/12/20
9.5	KNOW YOUR COUNCIL WEBSITE – 2019/20 DATA That Council receive and note that the Local Government Performance Reporting Data for 2019/20 is now available on the Local Government Know Your Council website.	ZG	14/12/20
9.6	QUARTERLY PERFORMANCE REPORT – JULY TO SEPTEMBER 2020 That Council receive and note the Quarterly Performance Report for the three months to 30 September 2020.	FH	N/A
9.7	DRAFT COMMUNITY ENGAGEMENT POLICY That Council: <ol style="list-style-type: none"> 1. Receive and note the Draft Community Engagement Policy. 2. Seek community feedback and comments on the Draft Community Engagement Policy until close of business 23 January 2021. 	MB	1/12/20
9.8	COMMUNITY VISION & COUNCIL PLAN – COMMUNITY ENGAGEMENT That Council note the proposed engagement plans for the development of the Community Vision and 4 year Council plan and promotional campaign that will commence to inform the community of the planned activities.	GH	14/12/20
9.9	FINANCIAL HARDSHIP REPORT – NOVEMBER 2020 That Council receive and note the Financial Hardship Support report.	AH	N/A
9.10	MUNICIPAL EMERGENCY MANAGEMENT PLANNING COMMITTEE That Council: <ol style="list-style-type: none"> 1. Revoke the existing Municipal Emergency Management Planning Committee (MEMPC) established under s21(3)-(5) of the Emergency Management Act 1986. 2. Authorise the CEO to facilitate the establishment of a new MEMPC in accordance with the provisions of s59 of the Emergency Management Act 	JM/JH	14/12/20

Completed Council Resolutions Action List 2021

	2013. 3. Note that under the MEMPC Terms of Reference, and in accordance with s59 and s59F of the Emergency Management Act 2013, Council's role is to establish the committee. 4. Note that MEMPC exists separately to Council and is not a committee of Council.		
9.11	ROAD MAKING MATERIAL SUPPLY CONTRACT 21-016 That Council appoint HED Industries, K&J Baker, McClure Rock and Conundrum Holdings, as the panel of contractors for the Supply of Quarry & Road Making Materials Contract, for a one-year contract period.	RE	14/12/20
9.12	COMMUNITY GRANTS POLICY REVIEW That Council adopt the amended Community Grants Policy (Appendix "9.12A").	SS	Completed – updated policy on website and intranet
9.13	COMMUNITY DONATIONS POLICY REVIEW That Council adopt the amended Community Donations Policy (Appendix "9.13A").	SS	Completed – updated policy on website and intranet
9.14	REINSTATEMENT OF PARKING METER FEES That Council: 1. Reinstate the parking meter fees in the Horsham Central Activity District. 2. Note that the users will be encouraged to pay the parking fees using Eazy Park App and an initial 30 minute free parking will be offered for the month of January.	LC	1/1/21
9.15	CEO OPERATIONAL REPORTS That Council receive and note the Chief Executive Officer's Operational Report for December 2020.	FK	N/A

Completed Council Resolutions Action List 2021

MONDAY 30 NOVEMBER 2020			
AGENDA ITEM NO	DESCRIPTION OF REPORT/CORRESPONDENCE	REFERRED TO	DATE COMPLETED
6	That the minutes emanating from the Council Meeting of the Horsham Rural City Council held in the Council Chamber, Civic Centre, Horsham at 5.30pm on 28 September 2020 and 19 November 2020 be adopted.	FK	Completed
9.1	52-56 Alexander Ave, Horsham That Council, being the Responsible Authority under the Horsham Planning Scheme and the Planning and Environment Act 1987 and having considered the application, and referral responses, the objections and the relevant provisions of the Horsham Planning Scheme, issue a Notice of Decision to Grant a Planning Permit for the Development of thirty-five (35) dwellings, 35 lot subdivision with common property, and removal of Section 173 Agreement on land known as 52-56 Alexander Avenue, Horsham (Lots 4, 5 and 6 on Plan of Subdivision 601513U) subject to the conditions contained in the Delegate Report, and with the following additional condition: <ul style="list-style-type: none"> a. The applicant to provide traffic calming in Alexander Avenue to address residents' concerns in relation to speeding, to a design and at a location to be determined in consultation with Council and the adjoining residents. 	JH	NOD issued 4/12/20
9.2	Investment Attraction and Growth Report That Council receive and note the Investment Attraction and Growth Report for October 2020.	FG	N/A
9.3	Request for Inclusion on Council's Street Name List – Hayden That Council endorse the inclusion of the name 'Hayden' to Council's Street Naming list.	KF	30/11/20
9.4	2019-20 HRCC Annual Report That Council receive and note the 2019-2020 Annual Report for Horsham Rural City Council as submitted to the Minister for Local Government on 2 November 2020 and that the staff who worked on the annual report be given a Vote of Thanks.	SF	30/11/20

Completed Council Resolutions Action List 2021

9.5	Councillor Representation on Committees That Council: <ol style="list-style-type: none"> 1. Receive and note the Committee appointments as follows: <ul style="list-style-type: none"> • North West Municipal Association - Cr Robyn Gulline (Mayor) and substitute Cr Penny Flynn • Wimmera Development Association – Cr Di Bell • Audit & Risk Committee – Cr Robyn Gulline (Mayor) and Cr Ian Ross • Grampians Central West Waste and Resource Recovery Group, Local Government Forum - Cr Claudia Haenel • Rail Freight Alliance – Cr Ian Ross • Western Highway Action Committee– Cr Les Power • Wimmera Regional Library Corporation – Cr David Bowe • Wimmera Southern Mallee Transport Group – Cr Claudia Haenel 2. Nominate Cr Robyn Gulline as Council's representative for 2021 to the Municipal Association of Victoria and Cr Di Bell as substitute representative. 3. Nominate Cr Penny Flynn as Council's representative for 2021 to the Victorian Local Governance Association. 	DMcD	30/11/20
9.6	Council Meeting Dates 2021 <ol style="list-style-type: none"> 1. That the Council meetings for 2021 for the Horsham Rural City Council be held at 5.30pm at the Civic Centre Horsham, or livestreamed, on the following dates: <ul style="list-style-type: none"> • Wednesday, 27 January 2021 • Monday, 22 February 2021 • Monday, 22 March 2021 • Monday, 26 April 2021 • Monday, 24 May 2021 • Monday, 28 June 2021 	DMcD	30/11/20

Completed Council Resolutions Action List 2021

	<ul style="list-style-type: none"> Monday, 26 July 2021 Monday, 23 August 2021 Monday, 27 September 2021 Monday, 25 October 2021 Monday, 22 November 2021 Monday, 13 December 2021 <p>2. That the Statutory Meeting to elect the Mayor of the Horsham Rural City Council be held on Thursday 18 November 2021 at 5.30pm at the Civic Centre, Horsham.</p> <p>3. That the adopted 2021 Council meeting dates be advertised on the Horsham Rural City Council website and in the Public Notice pages in the local newspapers.</p>		
9.7	CEO Operational Report That Council receive and note the Chief Executive Officer's Operational Report for October and November 2020.	FK	N/A

QUARTERLY



Horsham Rural City
Council urban rural balance

PERFORMANCE REPORT



September to December 2021



ACKNOWLEDGEMENT OF COUNTRY

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

We recognise the important and ongoing place that all Indigenous people hold in our community.

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

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CHIEF EXECUTIVE OFFICER'S OVERVIEW

Horsham Rural City Community Vision 2041

"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"

We present our new look Quarterly Report for the second report of this financial year. We are changing the way we report to the community to provide more clarity and transparency of our activities at Council.

This report will introduce the key themes of our council plan and some of the activities currently taking place in pursuit of its outcomes. We will be reporting Local Government Performance Reporting Data quarter by quarter as usual but also adding in some new sections and developing our reporting to align with the *Local Government Act 2020*, while improving visibility of council activities for the community.

Immediately this overview we have a financial snapshot of the organisation's health, followed by a breakdown of performance against each of our Council Plan themes – Community, Livability, Sustainability, Accessibility and Leadership. For this report we will be introducing those themes and touching on a story which relates to their delivery.

To demonstrate HRCC breadth of activities we have included a dedicated page of updates on Community Projects. These will be the projects that benefit the community but aren't always as visible while in the development and implementation phase.

While new changes are welcomed, it is important to acknowledge that it has been another difficult year for the community. COVID has continued to alter the way we live, work and play. The high uptake of vaccination has been a testament to this community's ability to band together in difficult times and look out for one and other.

Council has endorsed a new internal Committee Structure at their meeting yesterday. This new structure streamlines the number of internal Council committees (that include community volunteers) and ensures they align with the new Local Government Act. We look forward to working with our new committee structures in the New Year, community feedback from these groups is invaluable.

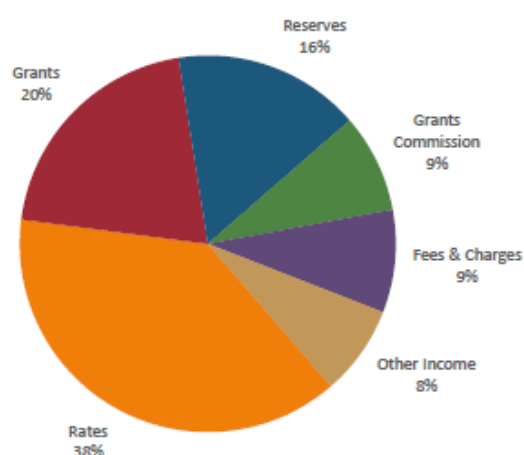
Sunil Bhalla

Chief Executive Officer
Horsham Rural City Council

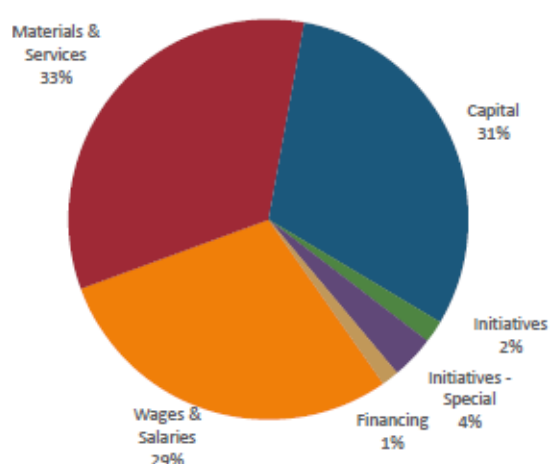
FINANCIAL OVERVIEW

Below is a simple breakdown of the revenue budget for 2021/2022 and expenditure for the second quarter. The Overall Cash Budget summary details income for the execution of COVID initiatives being - \$650,000 in COVID-19 response income, \$98,000 for Working for Victoria, and \$95,000 for Outdoor Eating and Entertainment. There is an underspend variance in Service delivery Communities & Place and Infrastructure Services. There is also an underspend variance in Capital Expenditure and Special Initiatives Expenditure which includes the Rural Council Corporate Collaboration. For a detailed breakdown of the Finance and Performance Report please see page 30.

Revenue Budget 2021/22



Expenditure Budget 2021/22



Overall Cash Budget Summary - \$'000

	Business Activity	Actuals	Adopted	Forecast	Forecast	Actual	YTD	Variance	Variance	Notes
		20/21	Budget 21/22	21/22	YTD 21/22	21/22	21/22	21/22	%	
Income	Service Delivery	-13,529	-13,392	-13,499	-7,726	-7,459	-267	-3.5%		
	General Revenue	-33,613	-33,998	-35,248	-27,940	-27,617	-322	-1.2%		
	Capital	-11,365	-14,278	-22,787	-5,312	-5,441	128	2.4%		
	Initiatives	-2,141	-712	-1,028	-	-843	843	0.0%	✓	1
	Initiatives - Special	-5,470	-2,325	-2,325	-	-	-	0.0%		
	Financing	-1,832	-	-	-	-	-	0.0%		
	Reserves	-1,521	-1,573	-2,179	-600	-600	-	0.0%		
Income Total		-69,471	-66,278	-77,067	-41,578	-41,959	381	0.9%		
Expenditure	Service Delivery	34,123	39,068	41,655	17,773	16,287	1,486	8.4%	✓	2
	General Revenue	118	73	73	29	29	-1	-2.4%	✓	
	Capital	16,992	20,361	31,917	12,372	8,230	4,142	33.5%	✓	3
	Initiatives	3,072	1,194	3,025	1,335	1,086	249	18.6%		
	Initiatives - Special	6,308	2,325	2,325	1,162	487	675	58.1%		4
	Financing	513	913	913	-	0	-0	0.0%		
	Reserves	2,743	2,327	3,351	-	-	-	0.0%		
Expenditure Total		63,868	66,260	83,257	32,672	26,120	6,552	20.1%		
Grand Total		-5,603	-19	6,190	-8,907	-15,840	6,933	77.8%		

THEME 1 - COMMUNITY



"Horsham will develop the municipality as a diverse, inclusive and vibrant community"

THE STATION

The Station has seen a great increase in use with the community. With the change in COVID restrictions HRCC were able to host a gaming event at The Station as part of Engage! Funding. Headspace Horsham also hosted their Halloween party, open to all youth in the Wimmera which had everyone relaxing in the bean bags and watching a movie on a large projector.



These events sparked interest of the local Youth Rainbow Group, a social connection group for youth that identify as LGBTQIA+ or questioning. The Station will become the new meeting place for this group.

YOUTH COUNCIL CHRISTMAS SCAVENGER HUNT

Youth Council held their first co-designed Community Event. The event was the Christmas Scavenger Hunt. Youth Council had over 150 entries and lots of wonderful feedback that it was enjoyable activity for all ages. HRCC are very proud of the Youth Council's ability to liaise with community and facilitate the activity.

Youth Council are also at the end of their social media project for '16 Days of Activism', a global campaign to eliminate gender-based violence.



ACTION SUMMARY

In our **next report** we will be tracking the process of our key strategies under the Council Plan themes. The layout here is an example of how this may look:

Strategies	Performance Measure	Progress update as at reporting	Status

When it comes to action “status” we will be showing status as follows:

Complete	
In progress	
Delayed due to reasons in our control	
Delayed due to reasons out of our control	
Not started	

This system will provide clarity of reporting in a simple visual way.

THEME 2 – LIVEABILITY



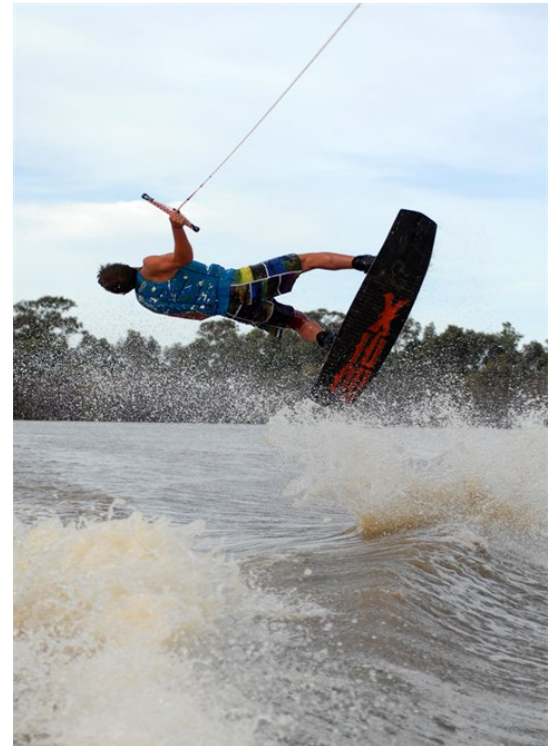
“Horsham Rural City Council will actively work to create a healthy and connected community that is a great place to live, work invest and explore for all ages, abilities and backgrounds”

RECREATIONAL WATER BOOST FOR GREEN LAKE

Water skiing, sailing and other leisure activities will be possible at Green Lake this summer after Horsham Rural City Council and GWMWater agreed on an allocation of recreational water. The popular recreation lake south of Horsham has received its first top-up since 2019.

Under contemporary arrangements, Council can purchase water for recreation but only during years when GWMWater has enough supply to meet its rural and urban obligations. That wasn't possible last year due to the relatively low water levels and rainfall over the previous 12 months. However, GWMWater has committed 2500 megalitres for Green Lake and Council has agreed to pay for it using existing budgeted funds of \$60,000.

It will be the most significant inflow since 2016 and projections show it will increase the level by 1.6m to 2.7m. Mayor Robyn Gulline said Council was pleased to accept GWMWater's offer which will effectively shore up recreational activities there for at least the next 12 months.




Quarterly Performance Report

SERVICE PERFORMANCE INDICATORS


The following performance indicators are for three months to December 2021. Some data is unavailable or shown at half of the annual indicator due to the timing of collection.

***Active library borrowers in the municipality**

	FY 2019-2020 10.84%	FY 2020-21 9.08%	YTD 5.38%
-----------------------------------------------------------------------------------	------------------------	---------------------	--------------


Library collection usage

Number borrowed divided by total number items in collection.


	FY 2019-2020 1.86	FY 2020-21 1.20	YTD Data unavailable
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Standard of library collection


Number of items purchased in the past five years as proportion of the whole collection

	FY 2019-2020 45.82%	FY 2020-21 39.87%	YTD Data unavailable
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Cost of library service per population

	FY 2019-2020 22.13	FY 2020-21 24.53	YTD 25.47
-------------------------------------------------------------------------------------	-----------------------	---------------------	--------------


***Percentage of children enrolled who attended the MCH service at least once in the year**

	FY 2019-2020 89.99%	FY 2020-21 96.65%	YTD 55.42%
-------------------------------------------------------------------------------------	------------------------	----------------------	---------------


Number of Infant enrolments in the MCH service based on birth notifications received

	FY 2019-2020 100.85%	FY 2020-21 101.4%	YTD 100.00%
-------------------------------------------------------------------------------------	-------------------------	----------------------	----------------


Cost of the MCH service per hour worked

	FY 2019-2020 \$77.07	FY 2020-21 \$62.31	YTD \$62.95
-------------------------------------------------------------------------------------	-------------------------	-----------------------	----------------


***Percentage of Aboriginal children who attend the MCH service at least once a year**

	FY 2019-2020 88.76%	FY 2020-21 97.30%	YTD 61.29%
-----------------------------------------------------------------------------------	------------------------	----------------------	---------------


***Percentage of Food Safety Non-Compliance Notifications followed up**

	FY 2019-2020 66.67%	FY 2020-21 75.31%	YTD Data unavailable
-----------------------------------------------------------------------------------	------------------------	----------------------	-------------------------


Time taken to action food complaints

	FY 2019-2020 2 days	FY 2020-21 1.25	YTD Data unavailable
-----------------------------------------------------------------------------------	------------------------	--------------------	-------------------------


Food safety assessments of number of premises that require an annual assessment

	FY 2019-2020 86.78%	FY 2020-21 75.31%	YTD Data unavailable
-----------------------------------------------------------------------------------	------------------------	----------------------	-------------------------


Cost of food safety service per registered premise

	FY 2019-2020 \$767.58	FY 2020-21 \$569.69	YTD Data unavailable
------------------------------------------------------------------------------------	--------------------------	------------------------	-------------------------


***Utilisation of Aquatic Facilities per population**

	FY 2019-2020 6.73%	FY 2020-21 3.03%	YTD 1.62%
-------------------------------------------------------------------------------------	-----------------------	---------------------	--------------


Cost of aquatic facilities per visit

	FY 2019-2020 \$4.55	FY 2020-21 \$13.30	YTD \$12.15
-------------------------------------------------------------------------------------	------------------------	-----------------------	----------------

***Animal Management Prosecutions for the year**


	FY 2019-2020 0	FY 2020-21 1	YTD 0
-------------------------------------------------------------------------------------	-------------------	-----------------	----------

Cost of animal management service by council's population


	FY 2019-2020 \$16.58	FY 2020-21 \$18.65	YTD \$13.83
-------------------------------------------------------------------------------------	-------------------------	-----------------------	----------------

Quarterly Performance Report

Time taken to action animal management requests

	FY 2019-2020 1 day	FY 2020-21 1 day	YTD 1 day
-----------------------------------------------------------------------------------	-----------------------	---------------------	--------------

Percentage of animals reclaimed from the pound

	FY 2019-2020 53.10%	FY 2020-21 52.83%	YTD Data unavailable
-----------------------------------------------------------------------------------	------------------------	----------------------	-------------------------

*LGPRF Audited Indicators (Local Government Performance Reporting Framework)

Changes in data reporting as required by LGPRF:

* Cost of Animal Management Service per Population previously Cost of Animal Management Service.

* Cost of Library Service per Population previously Cost of Library Service.

THEME 3 – SUSTAINABILITY



“Horsham Rural City Council will actively lead in sustainable growth and development of the community and the economy”

GREENING GREATER HORSHAM – MUNICIPAL TREE STRATEGY

Staff from Recreation and Open Space Planning, Strategic Planning and Youth Services teams engaged with the community about the Greening Greater Horsham, Municipal Tree Strategy. The Draft Policy outlined how HRCC will help to safeguard significant trees and grow Horsham’s canopy coverage to improve livability of the city and its surrounding areas.

Understanding that we need to protect and enhance our tree population to assist in addressing climate change and the urban heat effect, the draft strategy commits to better managing Horsham’s tree assets so we can maximise their benefits and return on investment in them.

The strategy also explores the roles that private trees play towards climate change adaptation and community health and explores ways for us to better protect and enhance them. The vision is that our trees will be healthy, vibrant and valued assets of the municipality’s infrastructure.



THEME 4 – 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”

IMPROVED TOILET ACCESSIBILITY AT SKATE PARK

Construction of a fully accessible toilet at the Racecourse Reserve Skate Park has been completed, with the final inspection by the Building Surveyor undertaken on Monday 20 December. The artwork featured on the building was designed and painted by Hannah French after community consultation. The toilet block improves access for those using the skate park.




NEW WIMMERA RIVER PATH CONSTRUCTION

Works have been underway constructing new sections of path along the Wimmera River. Improved access to the riverfront has seen many new sections of path along with improved paths which are wider and sealed. Weather conditions caused some delay to the improvements however works are continuing with a full update contained in the Major Works report below.


SERVICE PERFORMANCE INDICATORS

The following performance indicators are for three months to December 2021. Some data is unavailable due to the timing of collection.


* Community satisfaction with sealed local roads

	FY 2019-2020 39	FY 2020-21 39	YTD Data unavailable
-----------------------------------------------------------------------------------	--------------------	------------------	-------------------------


Sealed local road requests as a percentage of kilometers

	FY 2019-2020 9.80%	FY 2020-21 10.76%	YTD 12.67%
-----------------------------------------------------------------------------------	-----------------------	----------------------	---------------


Sealed local roads maintained to condition standards

	FY 2019-2020 96.62%	FY 2020-21 99.30%	YTD 99.30%
-----------------------------------------------------------------------------------	------------------------	----------------------	---------------

Cost of sealed local road reconstruction per square meter of road

	FY 2019-2020 \$30.73	FY 2020-21 \$36.62	YTD Data unavailable
-----------------------------------------------------------------------------------	-------------------------	-----------------------	-------------------------

Cost of sealed local road resealing per square meter of road

	FY 2019-2020 \$5.47	FY 2020-21 \$5.20	YTD Data unavailable
-------------------------------------------------------------------------------------	------------------------	----------------------	-------------------------

*LGPRF Audited Indicators (Local Government Performance Reporting Framework)

THEME 5 – LEADERSHIP



“Horsham Rural City council, will build trust and connections with the community through good governance, community consultation, accountability, transparent decision making and financial stability”

MUTUAL RESPECT CHARTER ENDORSED

A new charter that emphasises the importance of mutual respect between Horsham Rural City Council staff, councillors and customers has been endorsed. The Mutual Respect Charter is based on the principles of mutual respect, cooperation and a safe and respectful workplace, and outlines the rights and responsibilities of community members, councillors and staff in all Council-related interactions. Mayor Robyn Gulline welcomed the adoption of the new charter, describing it as a “very important piece of policy”.

“Council employee, Councillor or Mayor are equally deserving of respect and kindness as any other person in our community. The expectation for human decency and kindness does not stop just because you work for or get elected to Council,” Cr Gulline said. The charter commits Council to being accessible and responsive to the community and members of the public, to value respectful relationships with community and customers, and to respond to community member requests in a timely, fair and open manner.


“It’s important for our organisation and our customers that reasons are given that explain decisions, and there is an expectation of a fair and impartial assessment made based on the facts and merits of matters raised with Council,” Cr Gulline said. “We want the community to feel comfortable in communicating its concerns and views without fear of reprisal”.

Posters of the document will be placed in prominent and relevant locations across council.


SERVICE PERFORMANCE INDICATORS

The following performance indicators are for six months to December 2021. Some data is unavailable due to the timing of collection.


*Community satisfaction with Council decisions

	FY 2019-2020 39	FY 2020-21 48	YTD Data unavailable at this time
-----------------------------------------------------------------------------------	--------------------	------------------	--------------------------------------


Council decisions made at meetings closed to the public

	FY 2019-2020 18.44%	FY 2020-21 9.03%	YTD 8.11%
-----------------------------------------------------------------------------------	------------------------	---------------------	--------------


Community satisfaction with community consultation and engagement

	FY 2019-2020 41	FY 2020-21 48	YTD Data unavailable at this time
-----------------------------------------------------------------------------------	--------------------	------------------	--------------------------------------

Councillor attendance at Council meetings

	FY 2019-2020 87.76%	FY 2020-21 96.43%	YTD 100%
-----------------------------------------------------------------------------------	------------------------	----------------------	-------------

Cost of governance per Councillor

	FY 2019-2020 \$31,418.08	FY 2020-21 \$35,874.87	YTD \$49,291.46
-------------------------------------------------------------------------------------	-----------------------------	---------------------------	--------------------

*LGPRF Audited Indicators (Local Government Performance Reporting Framework)

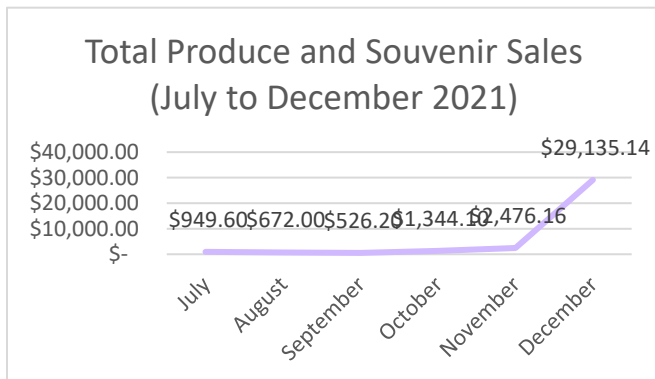
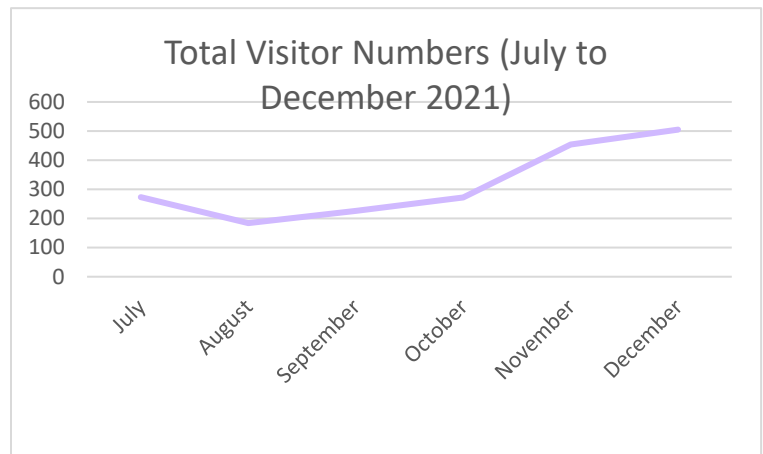
COUNCIL EXPENSE REPORTING

Council Expenses Reporting - October to December 2021										
Councillor	Expense Type								Total Oct - Dec	Cumulative YTD Total 2021-22
	Carer and Dependent-Related	Car Milage	Communication Tools	Functions and Events	Meetings, Seminars, Conferences and Training	Memberships	Travel and Accommodation	Other		
Cr Robyn Gulline (Mayor)			758.91						758.91	1529.18
Cr Claudia Haenel		1319.45	904.43		-50.00			178.59	2352.47	5100.83
Cr David Bowe			767.69						767.69	1253.15
Cr Penny Flynn			704.96						704.96	1175.42
Cr Di Bell			704.97		680.00				1384.97	2225.43
Cr Les Power			687.96						687.96	1332.96
Cr Ian Ross			651.79		-70.00			60.00	641.79	909.52
Total (Councillors)		1319.45	5180.73	0.00	560.00	0.00	0.00	238.59	7298.77	13526.51
Delegated Committee Member										
Total (Delegated Committee Members)										
Total Expenses (Councillor and Delegated Committee Members)		1319.45	5180.73	0.00	560.00	0.00	0.00	238.59	7298.77	13526.51

COMMUNITY PROJECTS UPDATE

VISITORS SERVICES VISITATION HIGHLIGHTS

By years' end Visitors Services would have experienced 12 months in its new location at the Horsham Town Hall. Towards the end of October and with Melbourne out of lockdown, Horsham saw an increase in visitation during this quarter, with many people itching to get out and explore new parts of the State. Comments from several Melbournians included they were pleasantly surprised at what Horsham had to offer as a base to explore the wider region, many choosing to stay for 3 or 4 days and saying they will return. Others commented that they had never bothered to venture past Ballarat before and were glad that they had.



Local produce is promoted and sold through Visitor Services. December's produce sales were dramatically high, with \$29,135 goods sold. This was helped with a significant order of 150 Christmas hampers from the Murra Warra Wind Farm.

THE DRESSMAKER EXHIBITION AT HORSHAM REGIONAL ART GALLERY

In Spring/Summer Gallery visitors responded with delight and enthusiasm to *The Dressmaker* costume exhibition, which was a touring exhibition from the National Film and Sound Archive, Canberra. On display from 30 October 2021 – 16 January 2022, many people commented to staff on how much they loved seeing the costumes and how the designs informed the story's characters. The public talk event on Saturday 18 December with exhibition curator and award winning costume designer Marion Boyce was also hugely popular.

Feedback from Visitor Services: The exhibition came in as the second most popular reason to visit Horsham after 'Holidaying in Horsham'. Overall, 'The Dressmaker' Exhibition in the Gallery was a very popular attraction for visitors of all ages. It was a great asset on hot days when visitors were seeking airconditioned indoor activities.



THE DRESSMAKER HIGH TEA



The Team at the Horsham Town Hall venue hosted a High Tea Event, which combined a guided tour of exhibition, the High Tea and a showing of the film in the Theatre. The sold out event attracted 100 people (limited due to restrictions). The Horsham Town Hall team catered for the event and was supported by volunteers and additional staff. A fabulous public event was delivered and thoroughly enjoyed by all participants.

NEW PUBLIC ARTS WORKS ADD VIBRANCY TO HORSHAM STREETS

HRCC's Public Art Program with support from the NBN began the launch of sixteen new public artworks reproduced on NBN node boxes across the City. The artworks selected through an Expression of Interest process feature the work of 17 local artists, two schools and two arts collectives. The art has been graphically designed to envelop each box located throughout Horsham's Central Activity District and immediate surrounds.

The work has been delivered with the financial support of NBN co. and includes work created by four local Aboriginal artists. The first stage of the roll out in Nov 2021 -Jan 2022 features artwork by Christine Umbers and artists associated with Goolum including Amarah's InDigital Art, Imigo Dawn, Tanisha Lovett, Kelanee Lovett, Jaala Marks-Lovett, and Kira Marks-Lovett, as well as collective boxes by the KOOKAS and the Celebrating Sistas art clubs. More artwork on NBN boxes will be installed in 2022.



HIGHLIGHTS FROM THE PERFORMING ARTS (HORSHAM TOWN HALL)

The Horsham Town Hall had an interesting last quarter with Victorian restrictions closing the venue until the 4th of November 2021. Even with low staff levels and without the full return of volunteers, the team supported and enabled a remarkably busy and diverse program to go ahead, including:

Community Events:

- WDA leadership Presentations
- Holy Trinity College Year 12 graduation
- St Brigid's Presentation Ball

Community Performances:

- Horsham Calisthenics Annual Concert
- Richard Morris Concert
- Horsham Primary School Pirates of the Curry Bean
- Multicultural Dance Gala viewing

Touring performances:

- Melbourne Symphony Orchestra
- Australia Ballet School visit and Workshops
- Les Divas from Sydney
- Rouge
- Bogan Bingo

HRCC EVENTS

- Creative Horsham Community Engagement
- Volunteer Morning tea
- Dressmaker High Tea

SPECIAL HIGHLIGHT: THE AUSTRALIA BALLET SCHOOL VISIT AND WORKSHOPS

The venue hosted the Australian Ballet School and their Graduates during November. Horsham Town Hall was the only venue in Victoria chosen by the Australian Ballet School to collaborate with and provide performances and workshops over the past two COVID impacted years. This demonstrates the work the Horsham Town Hall team does behind the scenes. It takes years of building trust to ensure companies such as the Australian Ballet School and the Australian Ballet Company keep coming back to our venue, especially in these uncertain times.

A SAFE HAVEN FROM LIFE'S STORMS - COMMUNITY, COMMEMORATE, CELEBRATE & PLAY



HAVEN RECREATION RESERVE (ANZAC PARK)

A Community Reference Group (CRG) has been meeting to develop a vision for the Haven Recreation Reserve.

Their first area of focus has been Anzac Park, along Henty Highway.

The group identified the need to create a welcoming entrance to the Reserve, with art work and community gathering spaces to encourage social connections.

A first draft of a concept plan has been developed and the CRG is seeking community feedback.

SUNNYSIDE PARK

Representatives from the local community and from clubs and groups using Sunnyside Park (a CRG) have worked together to identify how the usage of the park can be increased for a broader section of the community. The importance of gathering places that are shaded, cool, welcoming and safe has been identified. Pathways that are accessible and that link elements of the Park have also been identified.

The CRG is currently seeking community feedback on the draft concept plan.



GREENING GREATER HORSHAM – MUNICIPAL TREE STRATEGY

Involving staff from across the organisation and with extensive community input, a municipal tree strategy is currently being finalised. The strategy provides a vision – creation of a green, cool, shady, safe, sustainable environment – includes a review of existing practices and a plan for the future. The strategy contains a detailed action plan and is supported by a new Tree policy developed by our Operations team.

CUSTOMER SERVICE PERFORMANCE

Customer service had a busy end to the year with low COVID numbers causing a lot of people to return to face to face services. The new customer service area allows service to take place while adhering to social distancing and is an easier space for the community to move in. The space also allows for a dedicated area to deal with sensitive customer service enquiries.

Count of Req. ID Service	Qtr. 1	Qtr. 2
Animals	352	386
Bin Services	270	237
Parking	117	184
Trees	67	65
Roads	111	94
Business or Events	24	28
Parks & Reserves	14	61
Local Laws	91	127
Miscellaneous	44	52
Drainage	59	35
Footpaths	50	43
Nature Strips	26	12
Environmental Health	49	40
Fire Control & Safety	17	99
Signs	34	25
Planning	132	149
Public Amenities	9	11
Rates & Property	9	7
Roadsides	14	31
Graffiti & Vandalism	12	17
Other	203	200
Grand Total	1,704	1,903

The number of Customer Request responded to within the specified time period:

"In-Time?"	Qtr1	Qtr2
No	558	717
Yes	1,004	1,025
Grand Total	1,562	1,742

Complaints received:

Complaints	Qtr1	Qtr2
Finalised	65	70
Open	20	17
Grand Total	85	87

COMMUNITY ENGAGEMENT PROJECTS UPDATE



HAVEN PRECINCT PLAN ANZAC PARK

Horsham Rural City Council and Haven's Community Reference Group have been developing a plan for the Haven Recreation Reserve since May 2021. This has been a process of co-design as the community's aspirations for Haven were considered alongside population growth, and various Strategic plans to support the growth and sustainability of Haven.

The result is a well-considered landscape plan for Anzac Park that incorporates key principles of design that reflect the community's vision and that now needs further consultation with the broader community.

It is important to note that at this stage, that none of the identified changes/upgrades are confirmed. They are subject to funding from the Council budget and/or grants and will involve more specific planning and consultation.

The Draft Plans are now available for comment. Feedback can be provided via an online form using the link below or by email to Council@hrcc.vic.gov.au with the subject "Haven Anzac Park" or in writing to "Haven Anzac Park", PO Box 511, HORSHAM, VIC 3402. Submissions close 5pm on Friday 18 February 2022.

[Haven Precinct Plan Anzac Park Feedback Form](#)

SUNNYSIDE PARK LANDSCAPE PLAN

The Sunnyside Park Plan has been developed in close partnership with the community and organisations that call Sunnyside Park home.

This Community Reference Group created a vision of Sunnyside Park as a centre for the community, where different ages, interests and abilities could come together and enjoy the park.

It is important to note that at this stage, that none the identified changes/upgrades are confirmed. They are subject to funding from the Council budget and/or grants and will involve more specific planning and consultation.



The Draft Plans are now available for comment. Feedback can be provided via the link below or by email to council@hrcc.vic.gov.au with the subject "Sunnyside Park" or in writing to "Sunnyside Park", PO Box 511, HORSHAM, VIC 3402. Submissions close 5pm on Friday 18 February, 2022.

[Sunnyside Landscape Plan Feedback Form](#)

CREATIVE HORSHAM PLAN

Council is currently developing its Creative Horsham Plan that will prioritise our arts and cultural resources toward responding to the Community's vision for Horsham to be a *vibrant, liveable hub that thrives on strong economic growth and social connectedness*.

Creative Horsham will be a high level, goal driven, outcome focused strategic planning document that is deeply connected to other areas of Council's Plans and work while empowering community to live, work and access opportunities for arts and culture, now and into the future.

Council have engaged Regional Arts Victoria (RAV) as consultant to the project and will be working in partnership with Barengi Gadjin Land Council as Cultural Consultants to the Project.

If you would like further information please contact the Creative Horsham project manager Jillian.Pearce@hrcc.vic.gov.au Ph: 0417 871 076

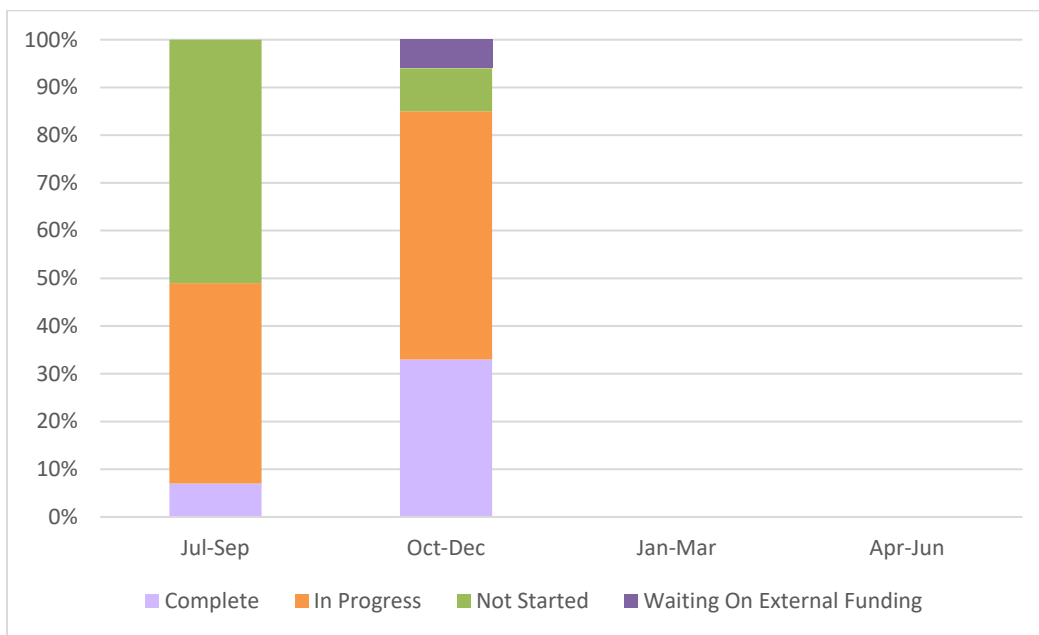


Image above: "Nurrabiel" 2021 by local artist Stacey Rees. Jos Lane, Horsham.

CAPITAL WORKS PROGRAM UPDATE

The 2021-22 budget has 109 Capital Works projects listed, for a total of \$20.64 million.

An additional 66 Capital Works projects (\$10.8M) have been added due to additional funding received or works carried forward from 2020-21.



Highlights during the October-December quarter of the Capital Works Program include:

MT WILLIAM CREEK BRIDGE, HORSHAM LUBECK RD

Deck reinforcing overlay and guard rail replacement works have been completed on the Horsham-Lubeck Rd Bridge over Mt William Creek at St Helens Plains. This involved the replacement of old guardrails with new railing to current safety specifications, and installation of a reinforced concrete deck over the existing bridge. This work was funded by the Federal Government *Bridges Renewal* and State Government *Agrilinks Upgrade* programs.



THE STATION YOUTH CENTRE LANDSCAPING



The old Fire Station in Pynsent St has been refurbished and re-opened for Council to provide Youth Services. The rear yard of the property had previously been used as a skate park, and was fully concreted. After engaging a Landscape Architect to produce a transformative design, Council's contractors removed all evidence of concrete, installing green spaces and play areas with lighting, seating and shade. This work was funded by the Federal Government's *Local Roads and Community Infrastructure* program.

BRIMPAEN TENNIS COURTS RESURFACING

Contractors for Council completed works at Brimpaen Tennis Club to resurface four tennis courts. The old surface was removed and a new three-coat acrylic sports surface has been applied, with customized colours chosen by the Brimpaen Tennis Club. This is part of a larger suite of works across the municipality, where failed court surfaces have already been replaced at Quantong, Telangatuk and Sunnyside. Additional courts at Central Park and Haven will be resurfaced in 2022 and 2023.



HORSHAM AQUATIC CENTRE OUTDOOR POOL



Following on from the refurbishment of the outdoor pool in 2020, contractors returned to finalise the straightening of the pool end wall. This work ensured that the outdoor pool retained the regulation length for competition as an Olympic-size facility.

Quarterly Performance Report

CITY TO RIVER – RIVERFRONT ACTIVATION STAGE 1



After some weather-induced delays, the riverfront walking path was completed in December. The path is the first deliverable in the City to River project, and incorporates recycled glass in the asphalt.

Footings designs for the two pergola structures in the precinct have been completed, with construction expected to start in February following the grant of building permits. Concrete work for the public toilets and barbecue shelters is well underway, with the footings and floors complete, and work has started on the walls.

This work has been funded by the Federal Government's *Community Development Grant*, the Victorian State Government's *Regional Infrastructure Fund* and *Sustainable Infrastructure Fund*, and Horsham City Council as part

of the City to River Project.

MECHANICS INSTITUTE REPAINTING AND CINEMA PAINT ANALYSIS

Repainting of the historic Mechanics Institute in Pynsent St has been completed. As one of the buildings in Council's Heritage Overlay, project staff worked with Heritage Victoria to determine appropriate paint colours and finishes, and employed a specialist to apply gold leaf to the lettering on the building. Council also engaged a Heritage Architect and high access specialists to take paint samples from the Horsham Cinema. This will enable the Heritage Architect to determine an appropriate colour scheme for the building, to be used in any further restoration works.



ROADS PROGRAM



Horsham Rural City Council is responsible for over 3,000 kilometers of roads, for which we have an ongoing Asset Management Plan.

Some of the works being undertaken or recently completed are:

Completed

- Rural roads gravel resheeting
- Heavy patching program
 - Creek Crescent
 - Edward St
 - Gardenia St
- Wawunna Rd footpath

In Progress

- Telangatuk East Rocklands Rd bridge guardrail replacement
- Riverside Rd bridge repairs (vegetation assessment underway)
- Rural roads shoulder reconstruction
- Rural roads heavy patching program

FINANCE AND PERFORMANCE

Finance & Performance Report - 31 December 2021

APPENDIX 9.3A

Executive Summary

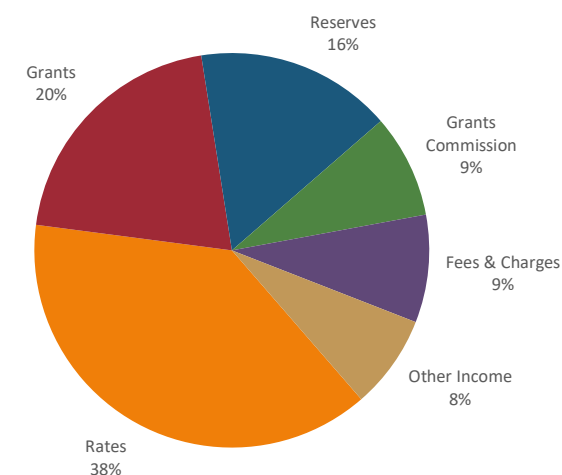
Overall Cash Budget Summary - \$'000

		Actuals	Adopted	Forecast	Forecast	Actual	YTD	Variance		
	Business Activity	20/21	21/22	21/22	YTD	YTD	21/22	21/22	%	Notes
Income	Service Delivery	-13,529	-13,392	-13,499	-7,726	-7,459	-267	-3.5%		
	General Revenue	-33,613	-33,998	-35,248	-27,940	-27,617	-322	-1.2%		
	Capital	-11,365	-14,278	-22,787	-5,312	-5,441	128	2.4%		
	Initiatives	-2,141	-712	-1,028	-	-843	843	0.0%	1	
	Initiatives - Special	-5,470	-2,325	-2,325	-	-	-	0.0%		
	Financing	-1,832	-	-	-	-	-	0.0%		
	Reserves	-1,521	-1,573	-2,179	-600	-600	-	0.0%		
Income Total		-69,471	-66,278	-77,067	-41,578	-41,959	381	0.9%		
Expenditure	Service Delivery	34,123	39,068	41,655	17,773	16,287	1,486	8.4%	2	
	General Revenue	118	73	73	29	29	-1	-2.4%		
	Capital	16,992	20,361	31,917	12,372	8,230	4,142	33.5%	3	
	Initiatives	3,072	1,194	3,025	1,335	1,086	249	18.6%		
	Initiatives - Special	6,308	2,325	2,325	1,162	487	675	58.1%	4	
	Financing	513	913	913	-	0	-0	0.0%		
	Reserves	2,743	2,327	3,351	-	-	-	0.0%		
Expenditure Total		63,868	66,260	83,257	32,672	26,120	6,552	20.1%		
Grand Total		-5,603	-19	6,190	-8,907	-15,840	6,933	77.8%		

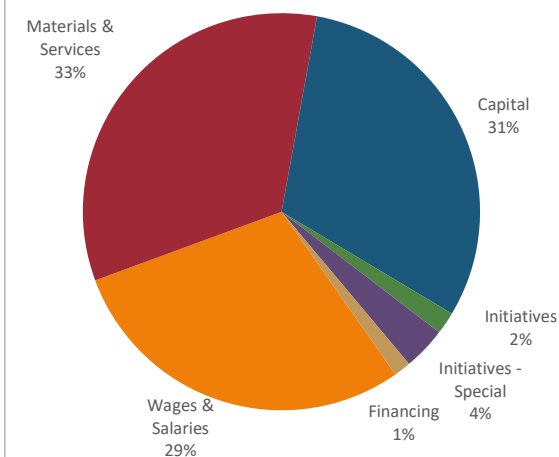
Comments:

- Initiatives Income - \$843 thousand variance (early recieval if income)
 \$650 thousand COVID-19 response
 \$98 thousand Working for Victoria
 \$95 thousand Outdoor Eating and Entertainment
- Service Delivery Expenditure - underspend of \$1,648 million variance
 \$9k overspend Corporate Services, \$783k underspend Communities & Place and \$712k underspend Infrastructure Services.
- Capital Expenditure - overall under expenditure of \$4.142 million variance
 Underspend in the following areas
 \$1.407 million Plant, machinery & equipment,
 \$1.085 million Buildings,
 \$650 thousand Roads & Bridges, and
 \$708 thousand Recreation, leisure & community facilities
- Special Initiatives Expenditure - under expenditure of \$675 thousand variance
 \$910 thousand underspend Rural Councils Corporate Collaboration.
 \$234 thousand overspend Dooen Landfill Fire Incident

Revenue Budget 2021/22

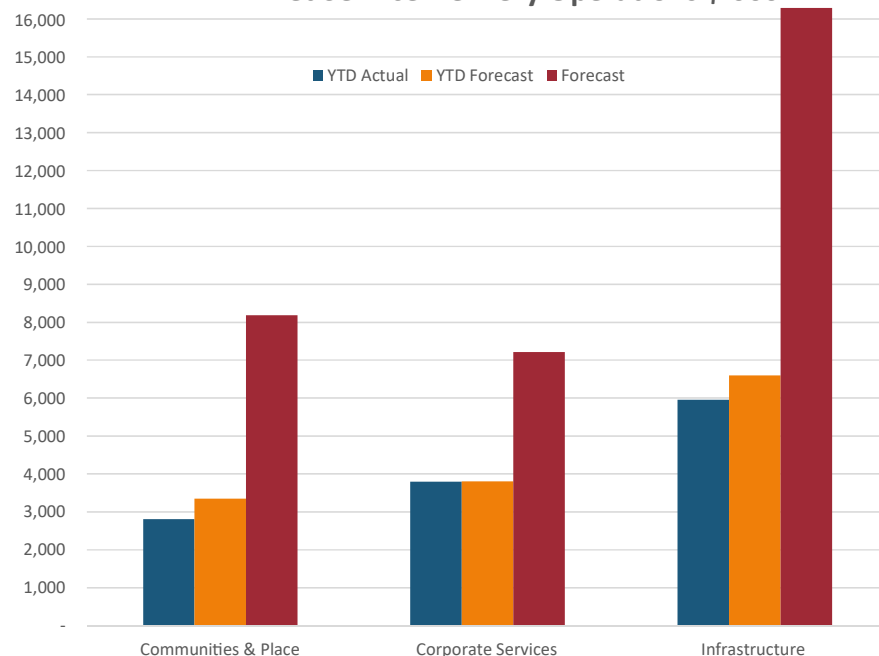


Expenditure Budget 2021/22



Financial Snapshot

Net Service Delivery Operations \$'000



FINANCE & PERFORMANCE OBSERVATIONS:

Service Delivery Operations

This chart above displays the NET (*Expenditure less Revenue*) balance of operations for each directorate.
(see page 3 for further breakdown).

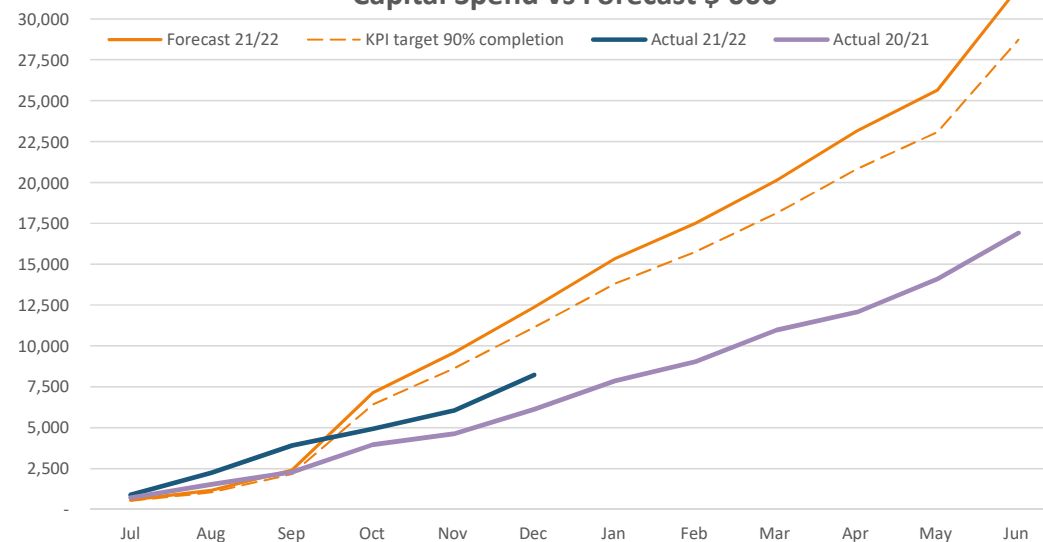
Capital Spend

Variance of \$4.142 million to Forecast.
(see page 4 for further breakdown)

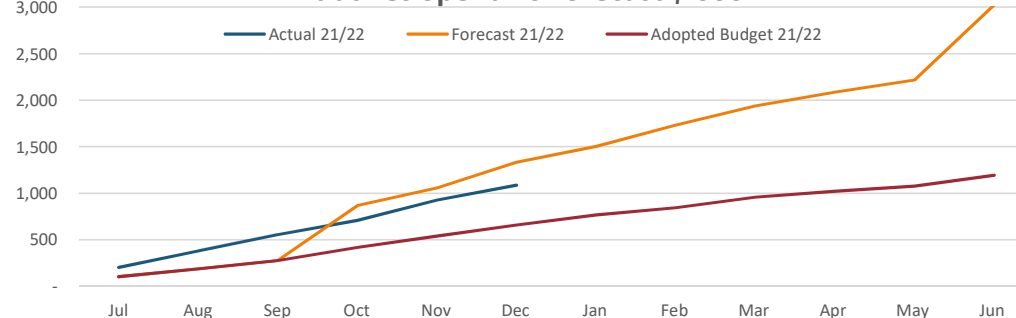
Initiatives Spend

Variance of \$249k to Forecast.

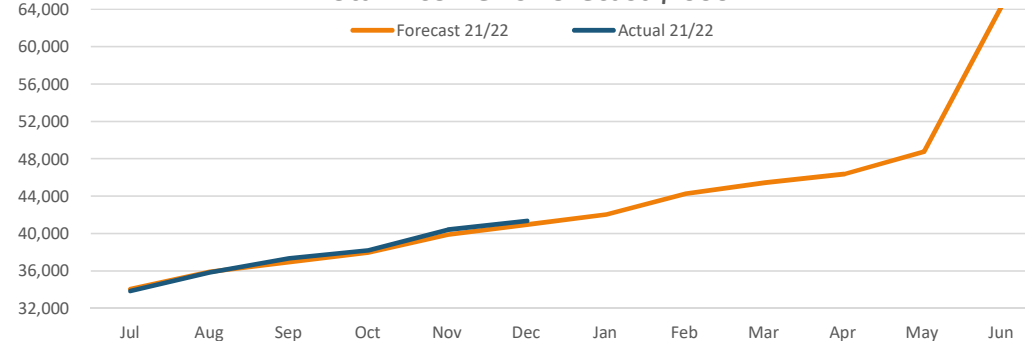
Capital Spend vs Forecast \$'000



Initiatives Spend vs Forecast \$'000



Total Income vs Forecast \$'000



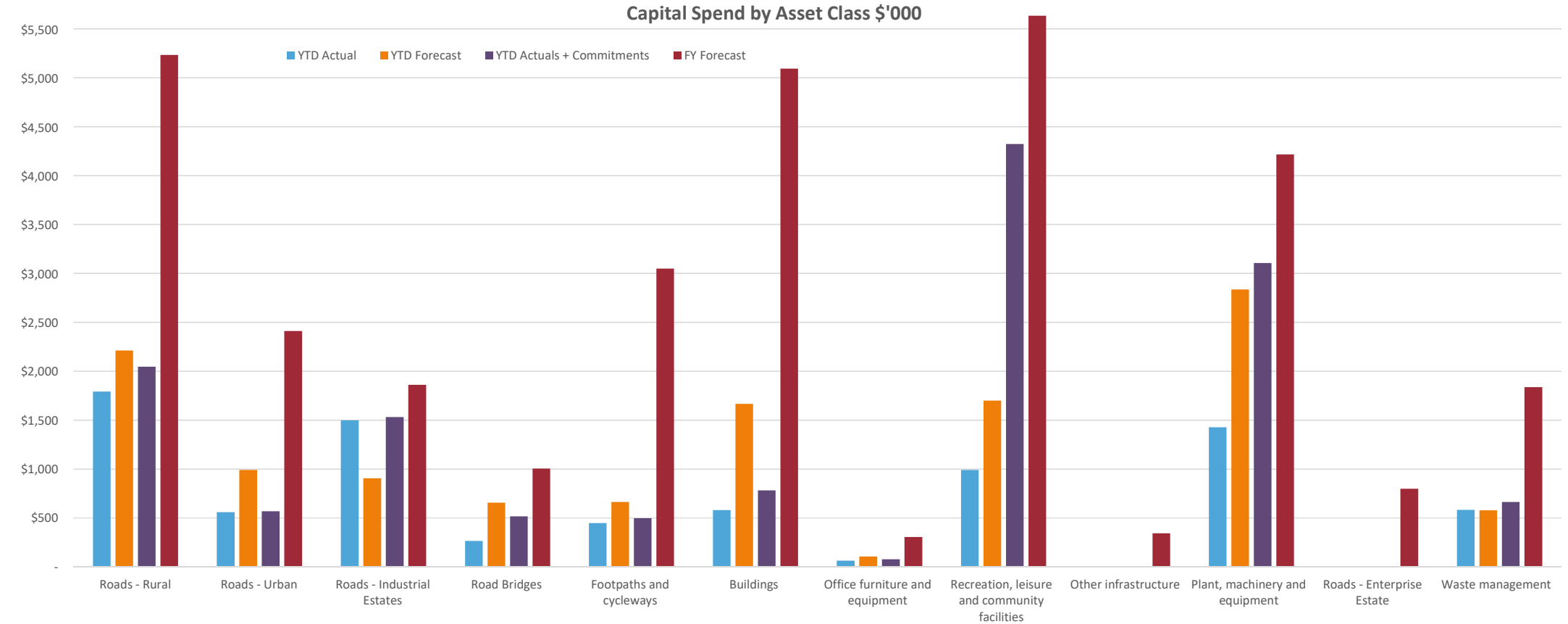
Finance & Performance Report - 31 December 2021

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Service Delivery Operations (NET) \$'000

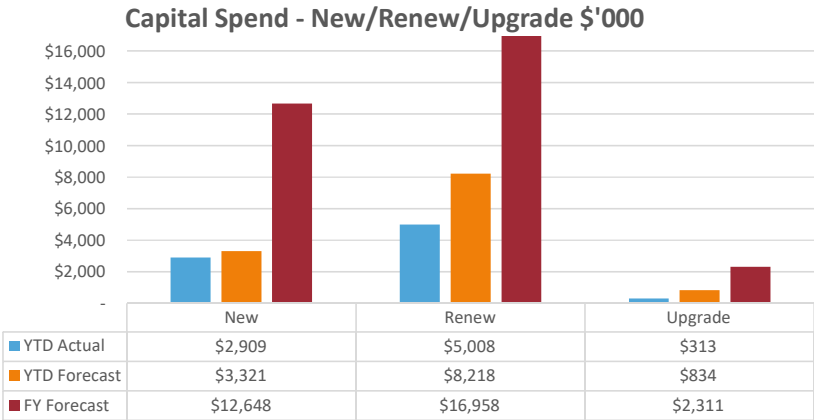
Key variances: \$'000	Adopted Budget	Full Year Forecast	YTD Forecast	YTD Actual	YTD Variance	Variance %	
Corporate Services	7,466	7,586	3,989	3,987	2	0.0%	
Management & Admin	1,636	1,636	951	1,047	-96	-10.1%	●
Accounting Services	937	937	462	452	10	2.1%	●
General Revenue	363	363	211	205	6	2.7%	●
Revenue Services	414	414	178	146	32	17.9%	●
People & Culture	1,007	1,074	481	503	-22	-4.5%	●
Information Technology	879	932	617	557	61	9.8%	●
Community Relations and Advocacy	436	436	209	196	13	6.0%	●
Governance	1,795	1,795	880	881	-1	-0.1%	●
Communities & Place	6,584	8,184	3,347	2,807	541	16.2%	
Management & Admin	828	828	415	366	49	11.9%	●
Social Infrastructure Support	689	720	322	208	114	35.5%	●
Performing Arts	577	595	-120	233	-353	293.6%	●
Visual Arts	441	504	165	128	37	22.4%	●
Aquatic Recreation	890	974	517	443	74	14.2%	●
Youth and Early Years	666	939	344	138	206	59.9%	●
Home Support	-	394	8	9	-1	-16.8%	●
Emergency Management	13	460	163	132	31	19.2%	●
Library	568	568	384	274	109	28.5%	●
Economic Development	266	286	219	242	-23	-10.3%	●
Business Development and Tourism	669	857	340	238	103	30.1%	●
Commercial Activities	-93	-93	-34	-42	8	-23.6%	●
Strategic Planning Services	229	309	93	109	-16	-17.4%	●
Statutory Planning & Building Regulations	590	590	271	203	68	25.0%	●
Environmental Health	124	124	10	-23	32	331.9%	●
Community Safety	113	113	66	114	-48	-71.8%	●
Animal Management	46	46	128	62	66	51.8%	●
Parking & Traffic Management	-33	-33	57	-27	84	147.0%	●
Infrastructure	11,641	12,401	2,711	2,035	676	25.0%	
Operations Management	160	160	80	41	39	48.3%	●
Mgt and Admin Infrastructure Services	697	808	330	373	-43	-12.9%	●
Engineering Services	1,822	1,936	868	671	197	22.7%	●
Infrastructure - Urban	1,619	1,724	804	729	74	9.3%	●
Infrastructure - Rural	2,069	2,277	1,018	1,053	-35	-3.4%	●
Parks & Gardens	2,697	2,816	1,275	1,229	46	3.6%	●
Streetscape & Public Conveniences	1,278	1,278	576	510	66	11.4%	●
Sports & Recreation	593	612	351	245	106	30.1%	●
Commercial Operations	-129	-129	4	-7	11	281.7%	●
Emergency Support	7	7	4	6	-2	-49.9%	●
Natural Resource Management	86	164	-53	-50	-3	5.2%	●
Strategic Asset Management	697	697	315	261	54	17.2%	●
Sustainability	259	259	122	156	-34	-28.3%	●
Waste Management Services	-212	-206	-2,982	-3,183	201	-6.7%	●

Finance & Performance Report - 31 December 2021 Capital



Comments:
The adopted budget for capital expenditure excluding reserve allocations is \$20.361m.
\$31.917m forecast budget after recognising carried forward works and grants received after the budget was adopted.

Differences between YTD actuals & YTD forecast are as follows;
-\$593k Roads - Industrial Estates (\$34k of commitments)
\$1.407m Plant, machinery and equipment (\$1.677m of commitments)
\$1.085m Buildings (\$201k of commitments)
\$708k Rec, leisure & community facilities (\$3.330m of commitments)



Finance & Performance Report - 31 December 2021

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Contract Variations & New Contracts - [October to December Quarter](#)

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

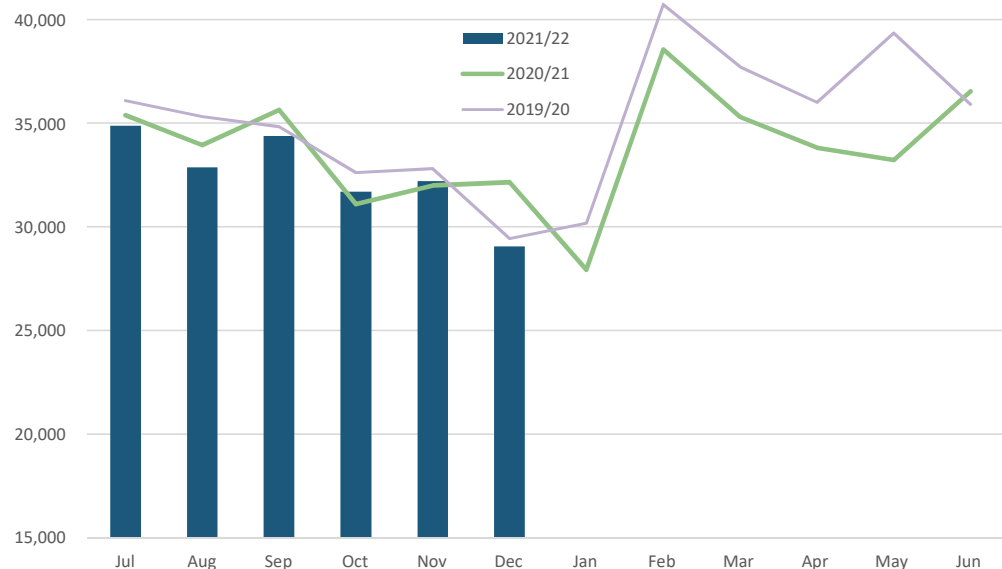
Item No	Contract No	Date Approved	Delegated Officer	Contractor	Contract Description	Description of Variation	Variation
1	21-029	12/10/2021	J Martin	Pearsons Plant	Riverfront Pathways	Additional Pathways	\$46,361
2	12-046	22/11/2021	Council	YMCA	Management of Aquatic Centre	COVID Subsidy - April - 30 June 21	\$83,572
3	22-001	22/11/2021	K O'Brien	YMCA	Management of Aquatic Centre	COVID Subsidy - July 21	\$24,569
4	21-012	13/12/2021	Council	Shamrock Civil	Construction of Dooen Landfill Cell 3A and Leachate Pond 2	Re-testing of the welded seam integrity of the cell liner	\$122,682
5	16-025B	21/12/2021	CEO	Woodys Cleaning	Cleaning HTH, Art Gallery, Wesley	Additional Cleans - October 2021	\$1,949
6	16-025B	21/12/2021	CEO	Woodys Cleaning	Cleaning HTH, Art Gallery, Wesley	Additional Cleans - November 2021	\$2,018
7	22-001	29/10/2021	CEO	YMCA	Management of Aquatic Centre	COVID Subsidy - August 21	\$29,281
8	22-001	29/10/2021	CEO	YMCA	Management of Aquatic Centre	COVID Subsidy - September 21	\$19,549

New Contracts Signed off by the Council, the Chief Executive Officer or a Director - (GST exclusive)

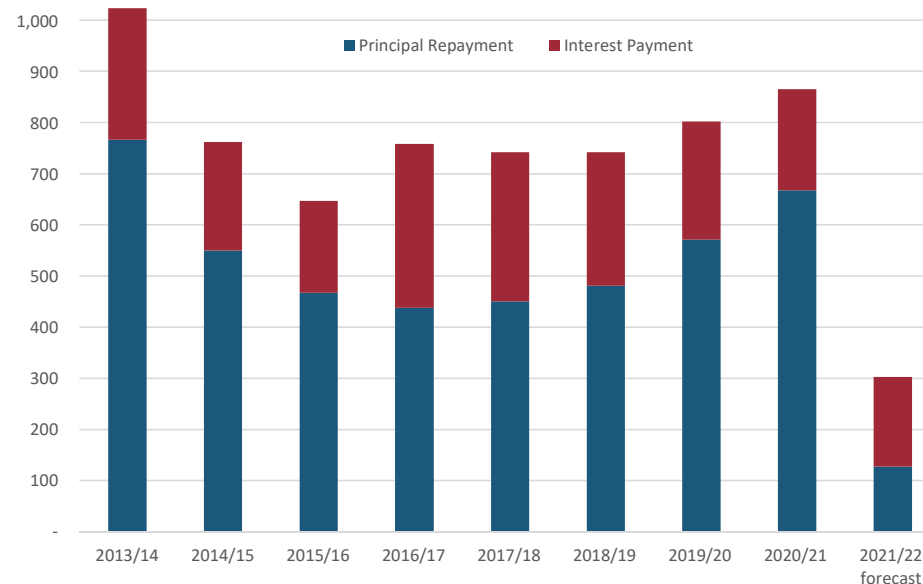
Item No	Contract No	Date Approved	Required Signatories	Contractor	Contract Description	Contract Value
1	22-005	27/09/2021	Council	Ballarat Isuzu	Road Maintenance Truck	\$422,981
2	22-009	12/10/2021	Council	Bridgewater Marine Pty Ltd	Nodes - Riverfront	\$463,959
3	22-010	12/10/2021	Council	AWS Services (Vic) Pty Ltd	Nature Play Park Wimmer River	\$1,487,555
4	22-012	22/11/2021	Council	Replacement of Floor HTH	Locks Constructions	\$441,800
5	22-006	22/11/2021	Council	Garbage Truck	OGR Trucks Mt Gambier	\$389,880
6	22-001	28/06/2021	Ministerial Exemption	Victorian YMCA Community Prog - Horsham	Management of Horsham Aquatic Centre 2021/22	\$409,091

Investments & Loans

Investment Levels \$'000



Principal Repayments & Interest Payments by Year \$'000



	Interest Rate	
Corporate Investment Account	0.15%	
9 Term Deposits	0.24% - 0.37%	Ranging 266 Days to 336 Days
Last investment	0.32%	266 Days 29/11/2021 to 22/08/2022

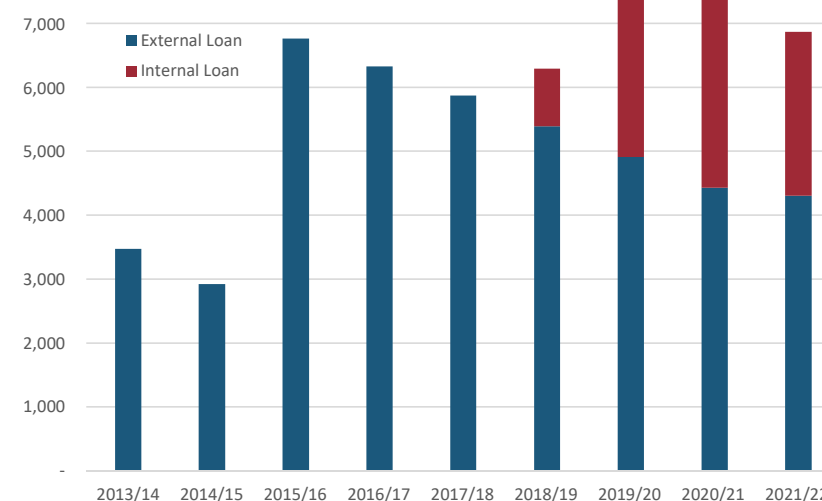
Breakout of Loans Outstanding

Purpose	Interest Rate	Original Principal	Outstanding at 30 Jun 22	Start Date	Year End Date	No. of Years	
Drainage Works	5.73%	500,000	-	20 Jun 12	20 Jun 22	10	P & I
Wimmera Intermodal Freight Hub	5.73%	500,000	-	20 Jun 12	20 Jun 22	10	P & I
Anzac Pedestrian Bridge	3.97%	500,000	500,000	23 Jun 16	23 Jun 26	10	I
Horsham North Children's Hub	3.97%	100,000	100,000	23 Jun 16	23 Jun 26	10	I
City Oval Clubroom Purchase	3.97%	230,000	230,000	23 Jun 16	23 Jun 26	10	I
Horsham Town Hall Refurbishment	3.97%	3,475,000	3,475,000	23 Jun 16	23 Jun 26	10	I
*Horsham North Community & Childrens Hub		900,000	500,000	23 Jun 18	23 Jun 28	10	P
*Livestock roofing		1,887,143	1,607,143	29 Jun 20	29 Jun 44	24	P
*HACC redundancies		955,000	455,000	29 Jun 21	29 Jun 23	2	P

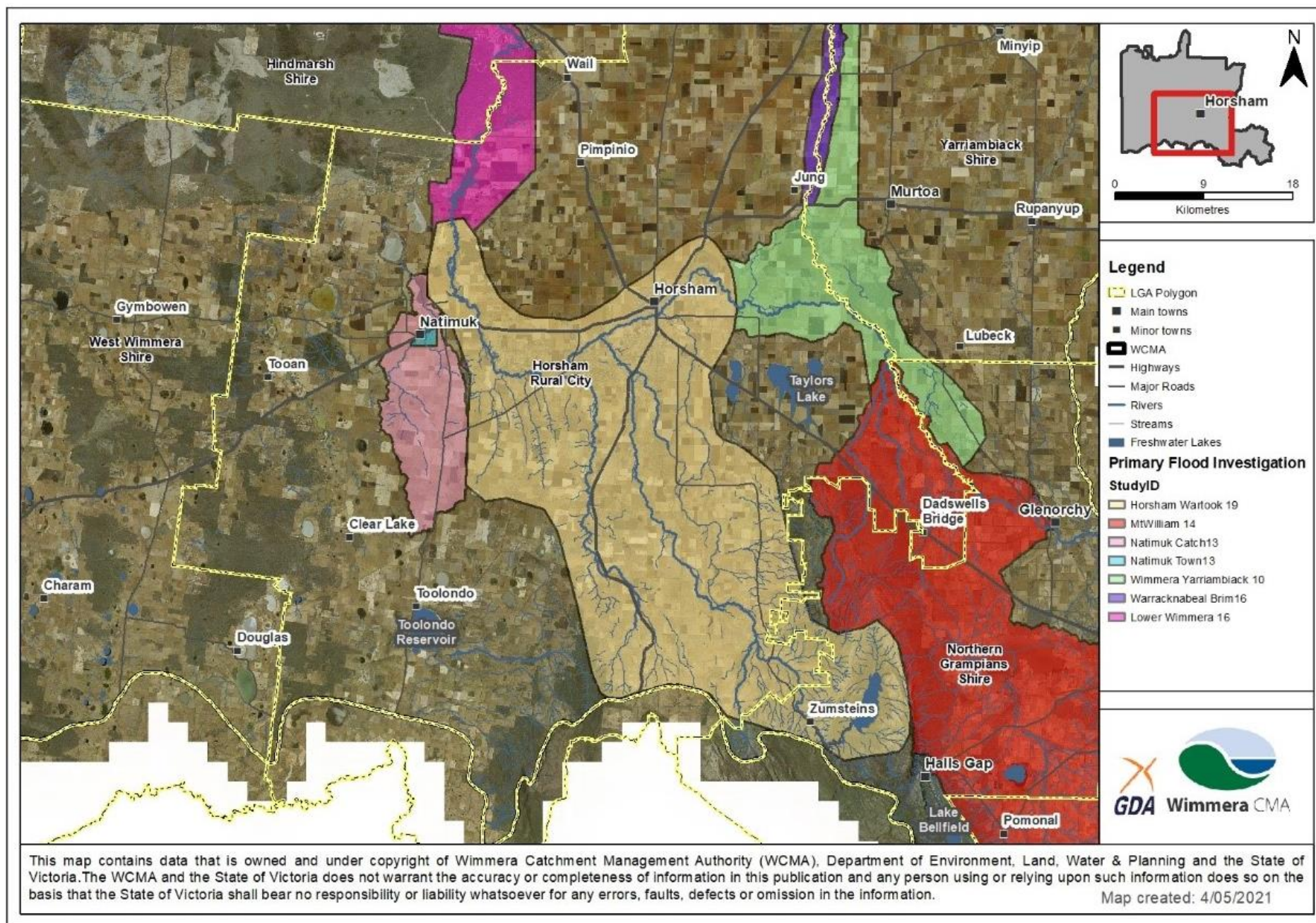
* Funded from internal cash reserves

No new loan borrowings have been included in the 2021/22 budget.

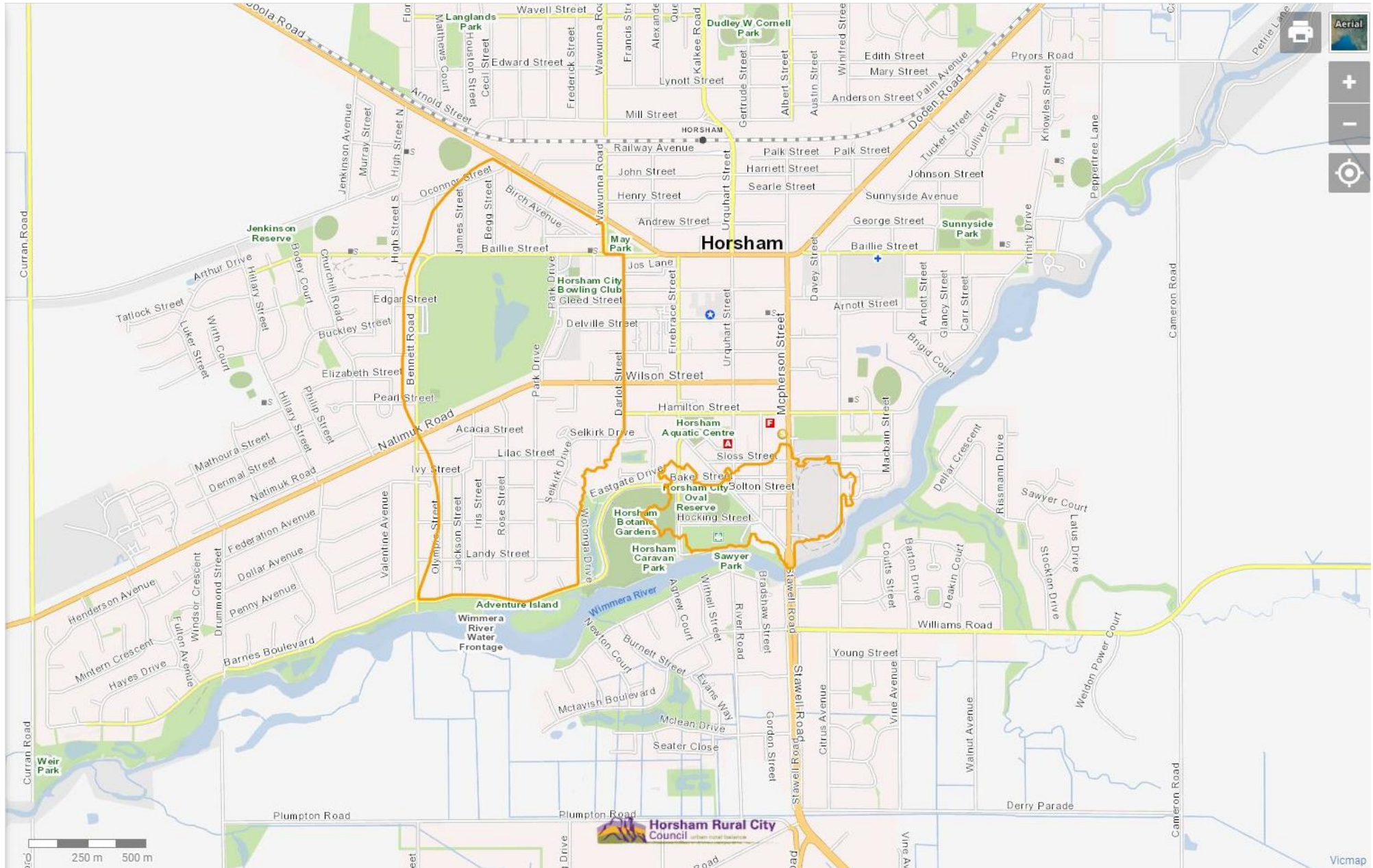
Value of Loans Outstanding at Year End \$'000

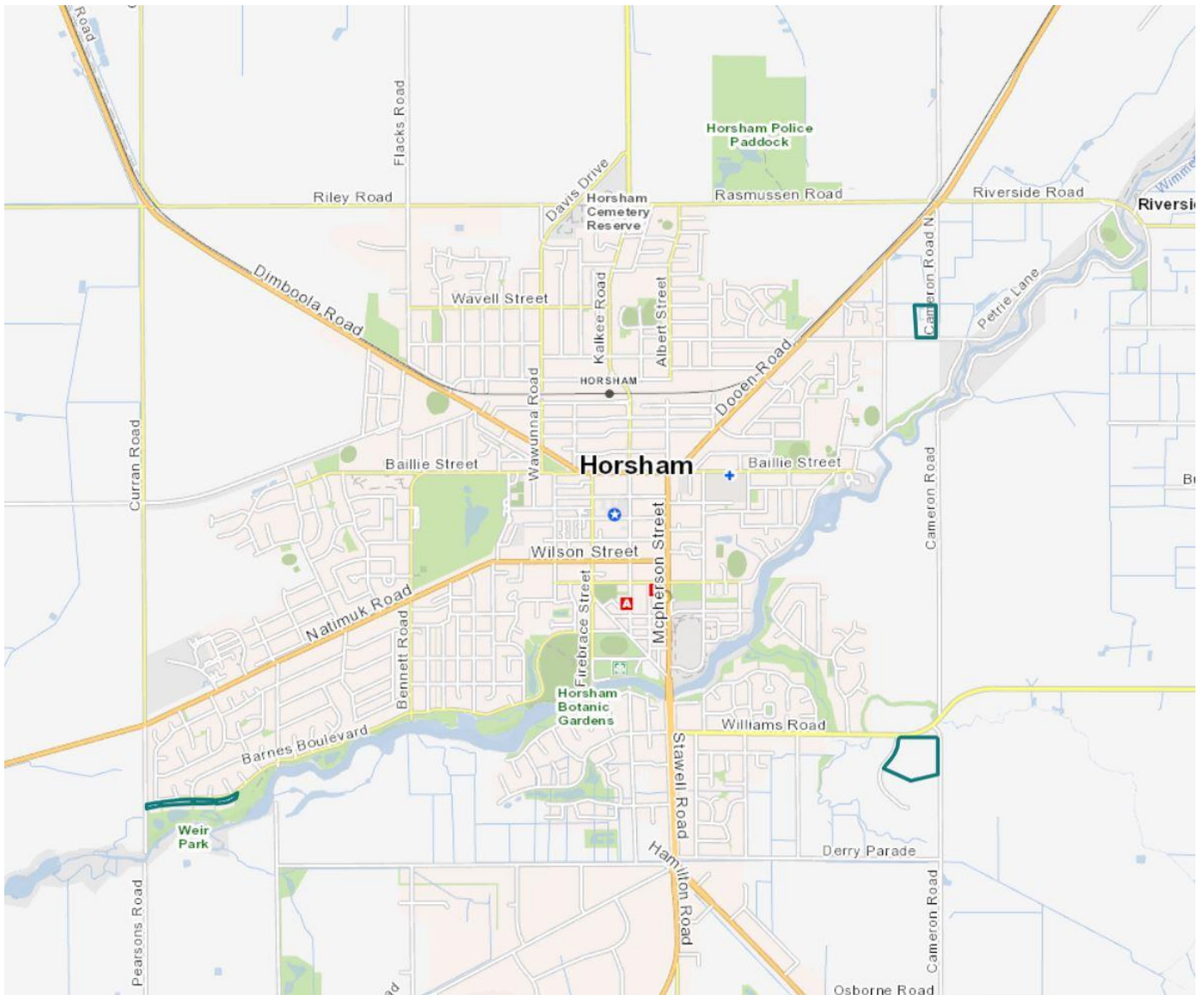


Appendix 1: Horsham Flood Studies



Appendix 2 – Land subject to DDO9





Appendix 4

Cleaning rules:

The FO and LSIO mapping were to be 'cleaned' by:

- Removing 'puddles'¹ that are less than the minimum areas specified in the table below and
- Converting islands that are the minimum area or less to the surrounding overlay.

Zone	Minimum puddle size (metres square)	Minimum size of Islands (metres square)	Rational
		*	
General Residential Zone (GRZ) and areas identified as future residential	50	50	Setting the threshold for islands and puddles at 50m ² in these zones will allow for clearer mapping, permit triggers that are not contrary to existing planning scheme provision /are not ultra vires and avoidance of necessary requirements for permits for minor works.
Low Density Residential (LDRZ)	50	50	
Mixed Use Zone (MUZ)	50	50	
Township Zone	50	50	
Industrial 1 Zone (I1Z)	50	50	
Industrial 3 Zone (I3Z)	50	50	
Commercial 1 Zones (C1Z)	50	50	
Commercial 2 Zone (C2Z)	50	50	
Special Use Zone 1- 9 (SUZ)	50	50	Setting the threshold at 500m ² is commensurate with 2-4ha min lot size and will remove dams and other minor depressions of which works are covered by existing provision.
Rural Living Zone (RLZ)	500	500	

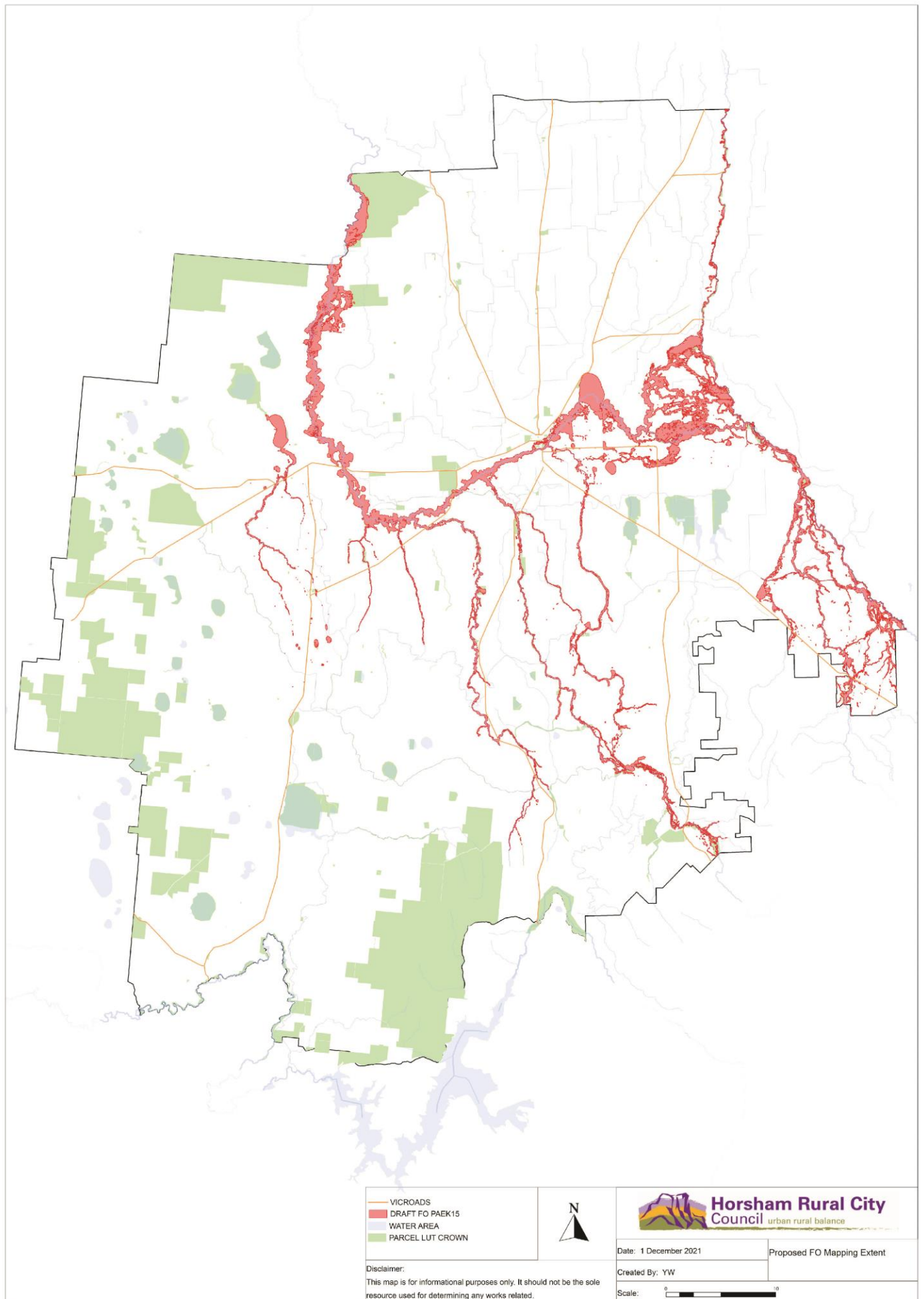
¹ Puddles are defined as isolated bodies of surface water.

Zone	Min. subdivision size in planning scheme (metres square)	Minimum puddle size (metres square)	Minimum size of Islands (metres square)	Zone	Rational
<u>Farming Zone (FZ)</u>	160,000 – 600,000	1000	1000	FO/LSIO	Setting the threshold at 1000m ² will allow for clearer data and avoidance of unnecessary 'scheme clutter' in large rural areas where min lot size is 60ha and development pressure is very minor.
<u>Public Use Zone</u>	N/A	500	N/A	FO/LSIO	Setting threshold at 500m ² will provide clearer data to guide decision making and is consistent with large lot sizes and avoidance of unnecessary 'scheme clutter' in areas of very low
<u>Public Park and Recreation</u>	N/A	500	N/A	FO/LSIO	

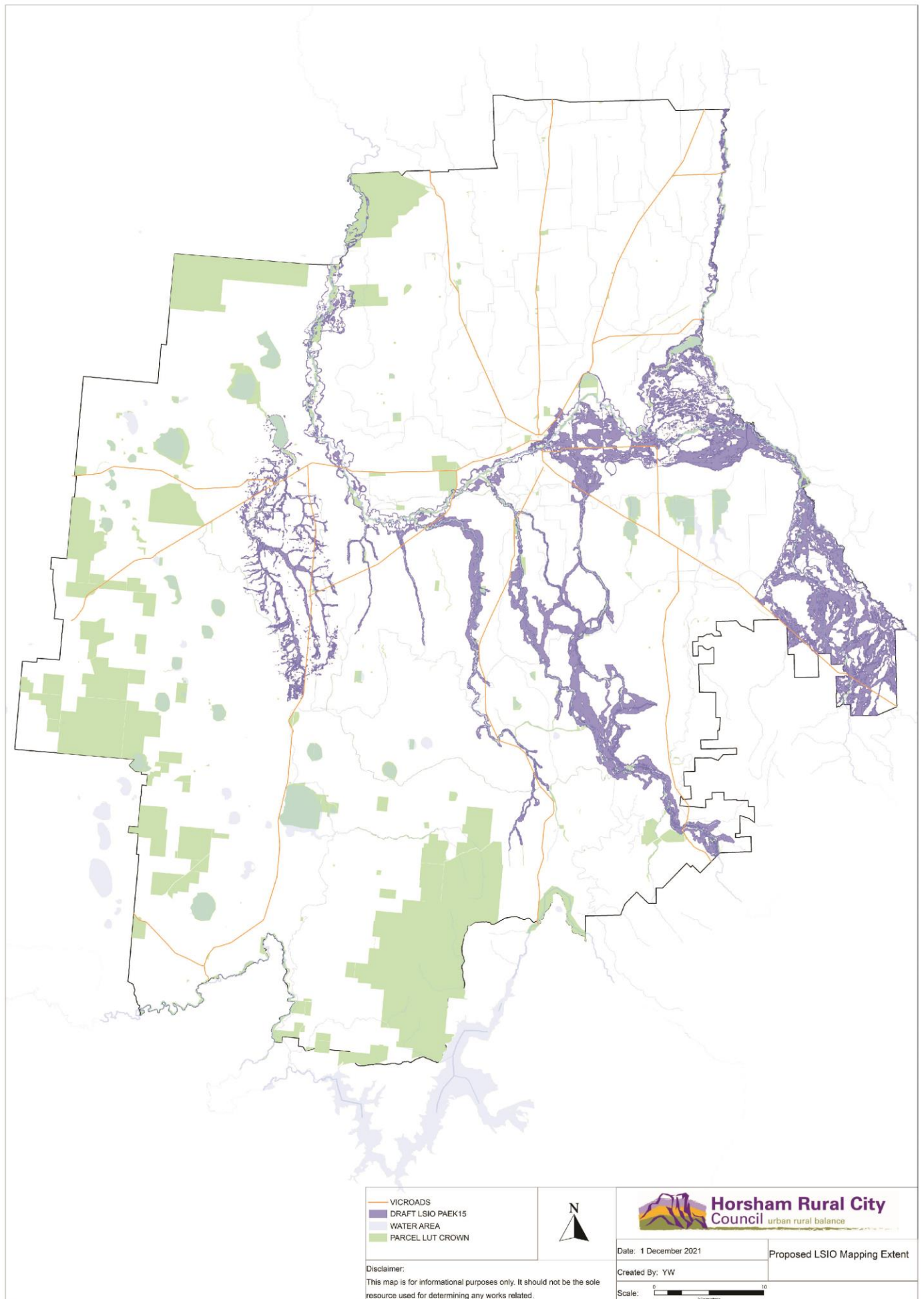
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<u>Zone</u> (PPRZ)					development.
<u>Public Conservation and Resource Zone</u> (PCRZ)	N/A	500	N/A	FO/LSIO	
<u>Urban Floodway Zone</u> (UFZ)		N/A	N/A	FO/LSIO	Duplication

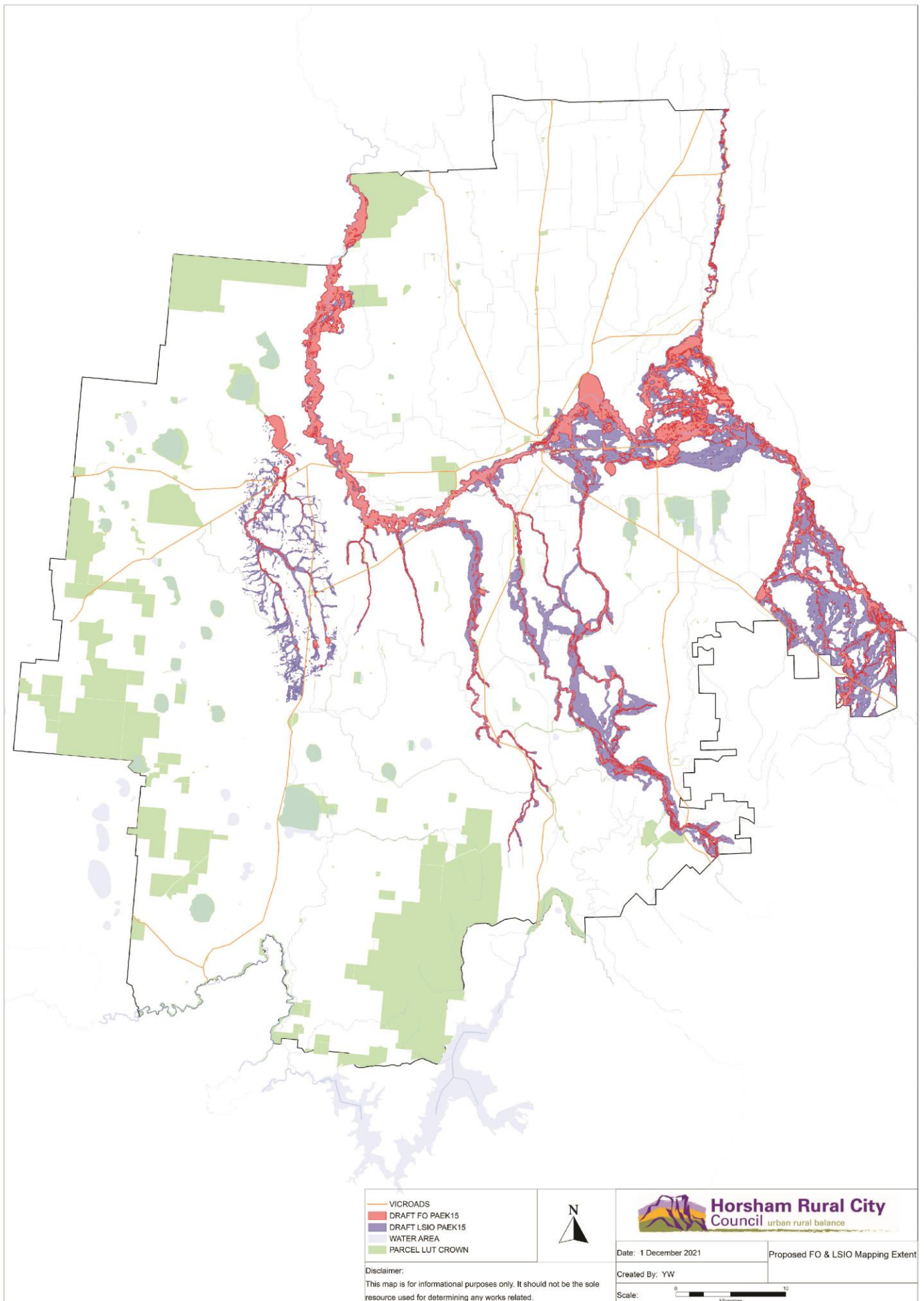
Appendix 5.1 – Proposed Flood Overlay Mapping Extent



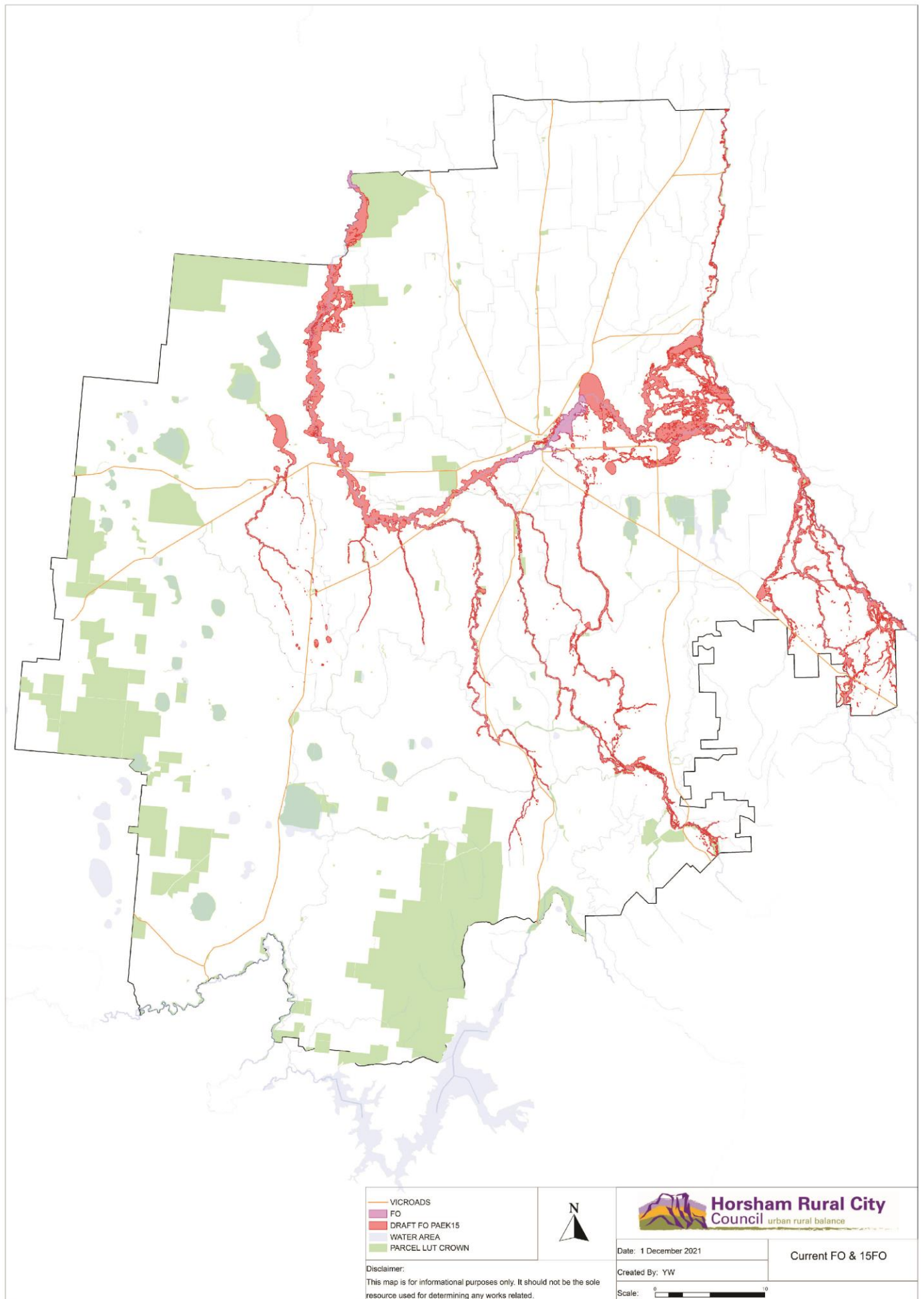
Appendix 5.2 – Proposed Land Subject to Inundation Overlay Mapping Extent



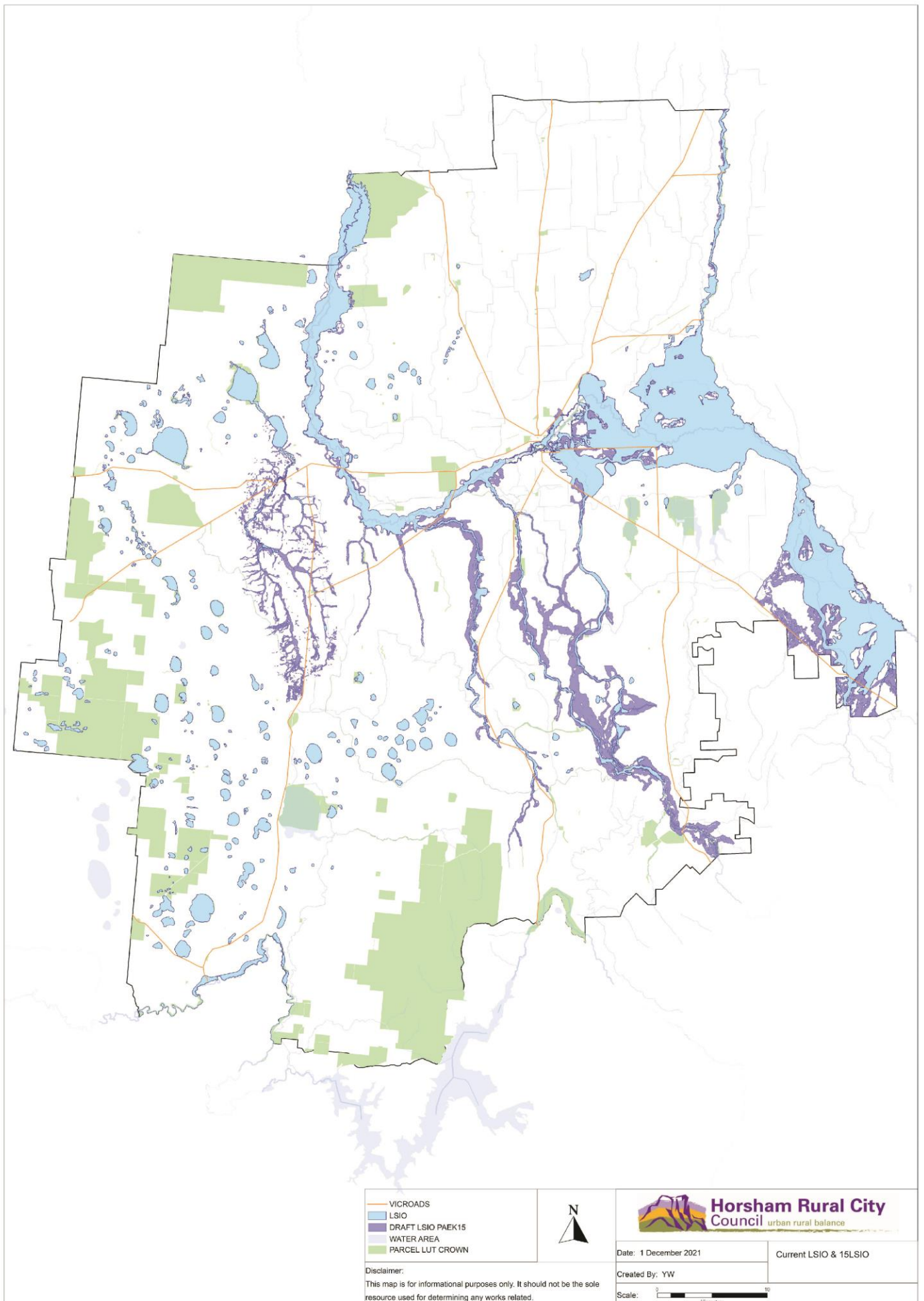
Appendix 5.3 Combined Proposed Flood Overlay and Land Subject to Inundation Overlay Mapping Extent



Appendix 5.4 Existing Flood Overlay and Proposed Flood Overlay



Appendix 5.5 Existing Land Subject to Inundation Overlay and Proposal Land Subject to Inundation Overlay



GREENING GREATER HORSHAM

A MUNICIPAL TREE STRATEGY

2021 - 2031



Horsham Rural City
Council urban rural balance

DRAFT V9
26 JAN 2022

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

This document has been prepared by Horsham Rural City Council in partnership with Urban Forest Consulting.



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INTRODUCTION

A COMMITMENT TO ADDRESSING CLIMATE CHANGE

Horsham Rural City Council (Council) understands that we need to protect and enhance our tree population to assist in addressing climate change and the urban heat effect. The Wimmera region has already become warmer and drier – a climate trend likely to continue into the future. Getting climate ready involves understanding how the climate is likely to affect our region and working out ways to mitigate and adapt. We recognise that by increasing tree cover and improving tree health across our urban areas we can better adapt our townships to climate change, improve the health of our natural environment and residents, and protect the future liveability of our City.

Our urban and rural trees are invaluable contributors to our region. Not only do they help our region adapt to and mitigate the increasing effects of climate change and contribute to our community's health and wellbeing, they also cool and shade our townships, intercept stormwater, provide habitat for wildlife, create green inviting spaces for our community to enjoy and add to our sense of place and local character.

While we recognise that trees are a valuable asset to our community, we still do not have a complete picture of the extent and diversity of our trees, including trees on private land which make up a significant proportion of the tree population and canopy cover across urban Horsham. We know that our overall tree canopy cover is relatively low at 12.8% for the whole Municipality and 13% for the urban area of Horsham and Haven. A lack of species diversity is also an issue for our street trees. This problem has been exacerbated by an absence of forward planning provided by a strategic framework for our tree management program, exposing us to potential risks. We recognise there are significant opportunities for us to improve the way we manage our trees to address the challenges of climate change and the community's perception of trees and risk.

This Strategy commits us to better managing our tree assets so we can maximise their benefits and our return on investment in them. We understand the need to better care for our existing trees to improve their overall health, as well as the need to plant more trees across our townships. This strategy also explores the role that private trees play towards climate change adaptation and community health and explores ways for us to better protect and enhance them.

Our Vision is that our trees will be healthy, vibrant and valued assets of the municipality's infrastructure. Using integrated, sustainable management practices, Council will create a welcoming landscape with a canopy cover that supports biodiversity and climate resilience, contributes to the community's physical and mental well-being and raises awareness of the importance of culturally significant trees.

To help us meet our vision, we have set some targets to improve the tree canopy cover over our urban areas, streets and roads, the Central Activity District, and parklands. We will also seek to undertake better planning for trees in growth areas and future growth areas that are yet to be developed as well as better managing significant trees on private land. To help guide us towards meeting these targets, we are committing to a range of actions, in particular:

- Understanding the extent and quality of our existing urban and rural trees
- Building a proactive tree maintenance program to improve the quality, health and viability of existing trees

- Continuing to plant and renew trees in areas of need using best practice planning and planting methods
- Identifying opportunities to increase canopy in areas where increased amenity and connectivity are needed as identified in other strategic documents
- Engaging, educating and collaborating with our community and regional partners
- Ensuring that our upcoming Planning Scheme Review reflects the issues identified in this Tree Strategy, particularly the role that private trees play and how we can better protect and enhance them.

By committing to our vision, targets and actions, we are confident we can improve the overall liveability of our townships, improve health and wellbeing and help our region adapt to climate change.

The best time to plant a tree was 20 years ago.
The next best time is NOW.

TREE CANOPY TARGETS

We are committing to a suite of tree canopy targets that will help guide our tree protection and planting on certain land types. These targets will provide the impetus to implement best practice tree protection, proactive care and maintenance of our existing trees and a tree planting program targeted at areas where canopy cover is needed.

Council will commit to the following by 2040:

1. Tree canopy cover over our **urban and rural road reserves** will be increased from 20% to 25%
2. Tree canopy cover over the **urban area of Horsham** (inclusive of private land) will be increased from 15.3% to 20%
3. Tree Canopy cover over the **public areas of the Central Activity District** will be increased from 9.9% to 15%
4. Tree Canopy cover over **parklands** will be increased from 16% to 25%

Further analysis will be undertaken to establish trends of change in tree canopy across these various land types to determine the most appropriate courses of action and responsibilities. A tree inventory will be established to allow closer monitoring of individual trees, their overall health and diversity and their contribution to tree canopy.

Without burdening property owners, measures will be explored that seek to minimise the loss of tree canopy on private land that occurs through removal and development. This will assist in reaching the second of the four canopy targets and to increase that target into the future. Measures to explore include the introduction of a Local Law that requires a permit for the removal of larger trees, as well as identifying Significant Trees on private land that are the subject to a level of planning protection.



SCOPE AND PURPOSE

This strategy provides the background context, current situation and desired outcomes for Horsham Rural City Council's urban street, park and rural roadside trees. This includes trees within

Horsham township, along rural roads and within smaller townships throughout the municipality. The strategy also flags further investigations and work for trees on private land.

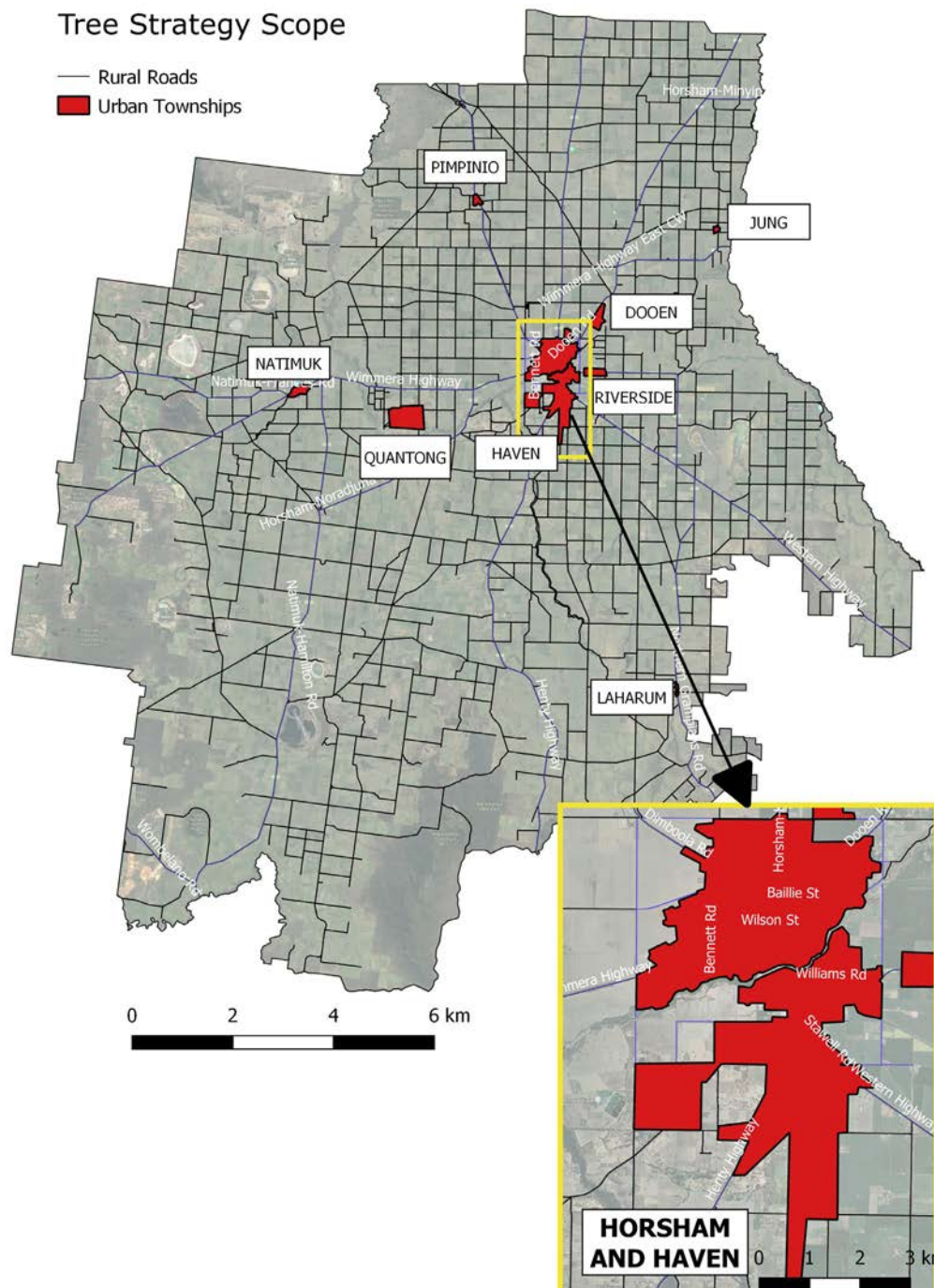


Image 1: This Tree Strategy will focus on the management of street and park trees in urban centres, rural roadsides and townships. Townships included in the map are those with pop. > 150 people. Note: This map shows the current township boundaries which existing canopy cover has been calculated. Private land, growth areas and future growth areas outside of this boundary will contribute to meeting the canopy cover targets set in this strategy, as future development progresses and is approved through the Planning Scheme. (See Image 16 for more detail).

Council recognises the large array of benefits our urban and rural roadside trees provide our community and the environment. Through this Strategy, we are committed to maximising these benefits.

We will manage our trees to help our region adapt to climate change, improve health and wellbeing, cool and shade our townships, improve landscape amenity and enhance our region's biodiversity.



Image 2: Our street trees cool and shade our townships

VISION

Trees will be healthy, vibrant and valued assets of the municipality's infrastructure. Using integrated, sustainable management practices, Council will create a welcoming landscape with a canopy cover

that supports biodiversity and climate resilience, contributes to the community's physical and mental well-being and raises awareness of the importance of culturally significant trees.



Image 3: Council will create a welcoming landscape with a canopy cover that supports biodiversity and climate resilience

KEY OBJECTIVES

This Strategy seeks to embed the following objectives into Council's everyday business:

1. Protect and enhance existing public trees

Ensure existing trees are protected from unnecessary removal or damage and that they are cared for to ensure longevity, optimum health and minimisation of risk.

2. Increase tree canopy cover

Improve the cover of natural shade in our townships to create attractive and walkable streets

3. Improve streetscape character and biodiversity linkages of Horsham and townships including river frontage

Utilise tree planting to improve the look and feel of our streetscapes and to increase connectivity and habitat for biodiversity

4. Educate and engage with the community

Raise awareness within our community about the importance of urban trees, including on private land and increase participation in decision making

5. Deliver a best practice tree management program

Ensure the care of our trees is based on industry best practice of urban tree management techniques and methods

6. Celebrate cultural heritage

Plan for the City's landscape to help define its character, culture and image and reinforce the value placed on culturally and historically significant trees



STRATEGIC CONTEXT

The management of street, park and rural roadside trees is governed by the following Council documents. The management of private trees is not currently included in any Council planning or operating documents so the gaps have been highlighted.

LEGISLATED PLANS

1. Council Plan 2021-2025

Council has integrated the Municipal Health and Wellbeing Plan into the Council Plan. This is in accordance with Section 26 of the Victorian Public Health and Wellbeing Act 2008.

Theme 2 Liveability

HRCC will actively work to create a healthy and connected community that is a great place to live, work, invest and explore for all ages, abilities and backgrounds.

Strategies:

3. A region with a defined identity
4. Diverse and connected open spaces

Theme 3 Sustainability

HRCC will actively lead in sustainable growth and development of the community and the economy

Strategies:

- A region where climate change impacts are addressed and remediated
- Initiatives and Priorities
- Advocate for protection, conservation and management of our natural environment to sustain biodiversity and habitats

2. Horsham Planning Scheme (Victorian Planning Provisions)

- Clause 13.01 – Climate Change Impacts
- Clause 13.01-1s – Natural Hazards and Climate Change

INFLUENCING STRATEGIES

3. Environment Sustainability Strategy 2010

Principal 2 Protect what we value: Ensure that Council-controlled land is managed in ways that protect and enhance native flora, fauna, natural habitat and indigenous cultural values

4. Horsham Framework for Managing Growth 2013

The Horsham Framework for Managing Growth was adopted by Council in November 2013. It provides clear and consistent direction for decision makers, landowners, developers and the community on the location of future housing (e.g. growth areas, infill opportunity sites) to meet the future demand over a 20-to-30-year horizon.

5. Open Space Strategy 2019

Provides Council with strategic directions to determine priorities for the planning, provision and development of open space across the municipality

Goal 5 Invest and plan for our future

5.3.3 Ensure all open space development contributes to biodiversity, enhances and/or develops natural assets

5.3.4 Identify and develop a specific flora species list that is consistent and suitable to the local climate

Goal 6 Colour and Green our Region

6.1.2 Develop an Urban Forest Plan that guides the selection, planting and replacement of trees

6. Municipal Bike and Shared Path Plan 2012-2015

This report details the recommended bicycle route strategy for the Rural City of Horsham. This has been flagged to be updated.

7. Horsham Urban Transport Plan 2020

Sets the directions and priorities for developing our transport system in a way that supports the goals of our community, our economy and environment.

8. CAD Revitalisation Streetscape Strategy 2017

Focuses on guidance for infrastructure and Council-asset improvements that will form the core of the CAD revitalisation programme

9. Horsham North Urban Design Framework 2013

Focuses on the physical interventions and outcomes, including streets and public spaces, buildings and landscape, and the potential of urban design to support and facilitate economic, social and environmental outcomes in Horsham North. This includes key pedestrian and cycle routes.



10. Roadside Vegetation Management Plan

Provides the framework for Council's protection of high value roadside vegetation and Council's responsibilities under the Road Management Plan. Both plans are under review and will be updated before the end of 2021.

11. Electrical Line Clearance Management Plan 2020

Details the practices of risk assessment and maintenance works associated with ensuring safety of powerlines within the declared area.

14. Horsham CAD & Streetscape Plan

UrbanFold have been engaged by Council to undertake the CAD Revitalisation project, which will involve an urban design analysis of the CAD, followed by the creation of a streetscape plan that identifies public realm capital works projects to be undertaken by Council in the future. The project will focus on improving connectivity within the public realm at key locations throughout the CAD and is part of the overall City to River project. Trees will form an important component of the delivery work.

CURRENT WORK

12. Tree Management Policy 2021

This document will be prepared in conjunction with the Strategy and will clearly articulate Council's position regarding elements of tree management e.g. tree protection, removal, planting and establishment, trees and development etc. Again, this will meet an identified policy gap and will ensure that there is a consistent and best practice platform for Council to make decisions regarding trees. This policy will replace the 2011 Tree Policy which will no longer have effect.

13. Horsham North Local Area Plan

The Horsham North Local Area Plan Project is based on a review of the Horsham North Urban Design Framework (UDF), and an assessment of the directions, strategies and actions contained in that document, in order to identify opportunities from which to create a new piece of work, with an expanded scope and study area. The project aims to identify current issues, under a series of themes such as Connectivity and Place Making and will provide a series of actions through an implementation plan. The project will take the form of a "Local Area Plan" for Horsham North.

FUTURE PLANS

15. Horsham Urban Renewal Plan

The Urban Renewal Project is intended to promote and facilitate new development in three distinct areas that are located between the main commercial area of Horsham (the CAD) and the river to the south. The aim is to transform and revitalise parts of the city to make it a more attractive place to live, work, visit and invest in. This forms part of a suite of strategic projects being undertaken concurrently by Council with a view to creating a brighter future for Horsham over the coming decades.

The recently completed Horsham: City to River Vision & Masterplan sets out a long-term Vision and Masterplan for central Horsham and will be used to guide the revitalisation of the area over the next 20 to 30 years. The Urban Renewal Project will undertake site analysis, feasibility studies, and develop indicative masterplans for the subject sites to facilitate future private development.

16. Horsham South Structure Plan

The purpose of the project is to develop a structure plan for the area identified as Horsham South, which builds upon the previous background work undertaken for Horsham South. The Structure Plan will provide a clear vision and framework for the coordinated land use and development of the area for future residential, commercial and industrial activities and the timely and coordinated delivery of infrastructure to meet the needs of the growing community. It will also support the creation of stronger physical connections with the Wimmera River corridor and the Horsham Central Activities District (CAD) to the north by various modes of transport and access.

17. Housing Affordability and Diversity Strategy

A Housing Strategy will be developed that will provide Council decision makers a strong and clear planning policy framework for ensuring new development contributes to

more sustainable outcomes in the longer term, including curbing urban sprawl, responding to changes in housing needs and sensitively planning for the impact of urban consolidation by improving design, protecting heritage and contributing to the preferred character of the area.

18. Neighbourhood Character Assessment and Guidelines

A Neighbourhood Character Study will be undertaken to identify areas of special and/or consistent neighbourhood character in Horsham and to recommend areas where the character should be preserved and respected. The assessment and subsequent guidelines may also set out a preferred future character for some areas to ensure that new development contributes to the overall character of Horsham. As trees can make important contributions to neighbourhood character, this work will further strengthen the evidence base for strong tree protection measures.



BENEFITS OF URBAN TREES

Trees and other vegetation in cities and regional centres around the world are now regarded as providing critical “living” infrastructure – being as important as roads or public transport to how a city, town or region functions.

The benefits of urban trees span **environmental, economic, social and cultural domains**. These benefits are often interrelated, supporting resilient and sustainable urban and rural landscapes.

SOCIAL

- Provide shade & cooling, reducing urban heat
- Improve amenity and aesthetics
- Provide recreation opportunities
- Encourage social cohesion
- Promote health & well-being through reduced stress and increased active living
- Provide wind breaks

ENVIRONMENTAL

- Filter pollution & provide clean air
- Rainfall interception & reduced stormwater runoff
- Improve water quality
- Habitat connectivity & biodiversity maintenance
- Carbon sequestration
- Improve soil health
- Ameliorate climate change impacts
- Thermal insulation and temperature modification

ECONOMIC

- Increased property values
- Increased business patronage & productivity
- Increased tourism opportunities
- Reduced costs of stormwater infrastructure
- Reduced public health costs
- Energy use savings
- Lower GHG emissions

CULTURAL

- Creation of local identity
- Marketing the town
- Connecting to the past

Image 4: Quadruple bottom line benefits of urban trees

ENVIRONMENTAL BENEFITS

- **Provide shade and cool our townships**

An increase in tree canopy and greening can reduce air and surface temperatures by 3 to 20oC. (Gil et al 2007)

- **Reduce storm water flows, pollution and nutrient loads**

Tree canopies and root systems reduce storm water flows and nutrient runoff into our waterways. Streets with higher vegetation cover are three to six times more effective in managing storm water than conventional methods (Norton et al, 2013)

- **Provide habitat and enhance levels of biodiversity**

Urban and rural roadside trees support a wide range of species, even endangered animals and other species of high conservation value. (Kendal et al, 2016)

SOCIAL BENEFITS

- **Encouraging outdoor activity**

Well-vegetated parks, gardens and streets encourage the use of open spaces, with health benefits such as reduced obesity and increased physical activity levels and promotes more sustainable forms of transportation. (van Dillen, 2012)

- **Reducing sun exposure**

The prevalence of skin cancer and other illnesses due to sun exposure have shown that protection from sunlight's UV rays is vital. Tree shade can reduce overall exposure to UV radiation by up to 75 per cent. (Mullaney et al., 2015)

- **Improving mental wellbeing**

Access to, and views of, green spaces and trees have positive effects on people's wellbeing. (Karden, 2016)



ECONOMIC BENEFITS

- **Reducing energy costs**

Energy saving benefits come through shading and sheltering buildings from the sun in summer and allowing sunlight in winter. (Simpson, 1996)

- **Increasing property values**

Trees in streets enhance neighbourhood aesthetics and increase property values. Properties in tree-lined streets are valued approximately 30% higher than those in streets without trees. (Plant, 2017)

- **Increased retail activity**

Shoppers spend longer and more money in retail areas where the area is landscaped, and trees provide shade and amenity. (Wolf, 2005)

- **Return on investment**

Cities across the world have demonstrated that trees create a positive return on investment. In the City of New York, it has been calculated that for every dollar spent on a tree, \$5.60 worth of benefits were returned. (US Forest Service, 2020)

CULTURAL BENEFITS

- **Creation of local identity**

A city's landscape helps define its character. Trees and vegetation can physically define a place. Trees provide landscape amenity and integrate nature into the urban environment.

- **Marketing the City**

Green spaces play a role in defining the culture and image of a city. A city is more competitive with an expanded political and economic influence when the built and natural urban environment is attractive and welcoming.

- **Reinforcing First Nations status**

Culturally significant trees are a vital and tangible link to the continuous connection to place for First Nations people. Culturally significant trees are clear evidence of Indigenous community's existence on this land for thousands of years, prior to colonial settlement. Culturally significant trees are important sentinels to interpret and connect to the landscape and a cultural marker to pass valuable cultural knowledge to subsequent generations.





Image 5: Research shows that shoppers spend longer and more money in well treed and landscaped retail precincts. These pop-up parks in Horsham CAD have been a huge success with the community utilising the new spaces.

ACKNOWLEDGEMENT OF EARLY LAND MANAGEMENT

Horsham municipality is located within and is part of the Traditional Country of the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk peoples (collectively known today as the Wotjobaluk Nations). Barengi Gadjin Land Council Aboriginal Corporation (BGLC) is the Registered Aboriginal Party (RAP) and Registered Native Title Body Corporate (RNTBC) representing the Native Title and cultural heritage rights and interests of the Traditional Owners of this land. The Wotjobaluk Nations were the first Aboriginal group in south eastern Australia to have their Native Title rights recognised in 2005.

Horsham Rural City Council recognises the rich and ongoing history and connection Aboriginal people have to this Country. Council also respects the rightful place Aboriginal people have as

custodians of this land, as keepers of knowledge, traditional practices and use of land, waters and living resources. As such, this strategy attempts to work with the Traditional Owners of this Country to identify the best way to improve the management of trees as living resources and work closely with First Nations peoples to improve the amenity, health and connectivity of the region's highly modified landscape.

This strategy recognises that some past practices have compromised or affected the health of the land and waters. Revegetation, protection and appropriate management of trees as assets attempts to improve the overall biodiversity and sustainability of this landscape through improved practice, in close partnership with First Nations peoples.



Image 6: Sketch of the Wimmera River, 1845, unknown artist (National Library of Australia)

POSTCOLONIAL GREENING

Since European settlement, agriculture has become the mainstay industry of the region. Broad acre cropping of cereals, pulses and oilseeds are now the predominant land use and main economic drivers of rural land use in the Wimmera. Much of the pre-settlement vegetation has been cleared with many of the original vegetation communities now recognised as being endangered. Much of these vegetation communities are found on private land and along our rural roadsides. Rural roads play a critical role in protecting remnant trees.

In 1855, the initial town planning for Horsham placed the town centre some distance from the river, with the placement likely because of the risks of riverine flooding. The town siting enabled the retention of areas of native vegetation along the river frontage with other areas of the river front used for public recreational and utility purposes.

In the period of rapid growth through the 1870s and 1880s there were significant street tree plantings championed by Councillor Thomas Young. The site of the Botanic Gardens was also

reserved in 1878. Early street tree plantings during this time included Silver Poplars in Firebrace Street in the 1870s, Elms in Bowden Street in the 1880s and Sugar Gums planted in Stawell Road (Western Highway) near Green Park. Property owners were responsible for the care of the tree outside their property.

Later in the 19th century, Councillor John Langlands donated the trees that were planted along Natimuk Road. The management of the street trees became the responsibility of Thomas Brown, curator of the Botanic Gardens. In 1897, the issue of species preferences was raised with disparaging reports appearing in the local newspaper regarding the planting of silver poplars along some of the main thoroughfares.

In 1904, Curator Brown recognised the benefits of this early tree planting noting the healthy growth and pleasing appearance of trees in the principal streets of Horsham. Brown also indicated that tree planting should continue more extensively than it had in the past.



Image 7: Street trees outside Horsham District High School, c.1912 (State Library of Victoria) Corner of Roberts Avenue and Urquhart Street.

HORSHAM BOTANIC GARDENS

The Horsham Botanic Gardens is located on part of what was previously the Horsham Police Paddock. An early tree planting of an *Araucaria bidwilli* (a Bunya pine) at the Gardens' entrance, was grown from seed provided by Baron von Mueller. In 1881 the Gardens were elaborately remodelled under a plan by William Guilfoyle.

Guilfoyle was renowned for his scientific, education

and picturesque approach to Botanical gardens and his use of exotic plants.

A secondary layer of significance relates to the period of Ernest E. Lord, an early and important figure in the movement for growing Australian species. Lord developed a large area of the Gardens with native plantings in the late 1930s and 1940s.



Image 8 and 9: The ornamental Bark Hut amidst mature plantings, Horsham Botanic Gardens, c.1925 and the Avenue of Canary Island Date Palms (*Phoenix canariensis*), Horsham Botanic Gardens (State Library of Victoria)

AVENUES OF HONOUR

There are two Avenues of Honour in Horsham.

World Wars 1 and 2 were originally commemorated in McPherson St through the planting of gum trees, however most of the trees have either died and were not replaced or were removed for a road widening project. A few trees from the original avenue are still in situ along McPherson Street. The memorials were moved to Memorial Drive in 2006 and a new avenue of *Pinus halepensis* (Aleppo pines) were planted. In addition, a planting also exists behind the Horsham Basketball Stadium, though the status of this plantation is not rated highly.

The Boer War Avenue of Honour exists along Roberts Avenue. It was originally planted with *Quercus robur* (English oaks), but these were removed due to poor health and risk potential. A row of *Ulmus parvifolia* (Chinese elms) replaced the removed Oaks in 2017.

There is also a significant avenue plantation on Kalkee Rd between Rasmussen Rd and Gatehouse Rd, which is in honour of Rotary Exchange students.

HORSHAM'S TREES TODAY

Council's urban and rural roadside trees are an important part of the landscape and provide amenity and character within the townships. Tree canopy mapping and a sample tree audit provide some insight into how much shade we have, and the types of species planted in Horsham township. A comprehensive tree audit and tree inventory, yet to be completed, will provide much greater understanding of the quality, diversity and overall health of our existing trees.

TREE CANOPY COVER

Tree canopy cover is the amount of tree biomass that covers an area of land. It is a useful measure of our tree population, as it reveals the extent of shade cover provided by trees.

Using a method of point sampling aerial imagery (I-Tree Canopy), land use cover percentages were calculated for different land tenures across the municipality.

Land Tenure	Tree canopy cover	Hard surface cover	Shrub Cover	Grass Cover	Gravel/ Bare earth Cover	Other/ Water Cover
MUNICIPAL						
Whole	12.8%	0.8%	1.3%	81.9%	1.3%	1.9%
Private	6.6%	0.5%	0.8%	90.6%	1.0%	0.5%
Public	48.7%	1.6%	8.0%	29.7%	5.6%	6.4%
Road	20.4%	6.9%	1.4%	57.2%	13.5%	0.6%

Table 1: Land use cover results for Council, determining percent tree canopy cover Source: I Tree Canopy land use cover assessment, April 2021

Total tree canopy cover, which is all vegetation over 3m in height, for the municipal area of Horsham Rural City, and included both public and private land is 12.8%. This is considered relatively low given research indicates that optimum tree canopy cover for an urban area is somewhere between 30 - 40%. The results are not unexpected given the predominant agricultural land use of the area.

Public only land within the municipality includes rural roadside vegetation and areas of state managed forests/reserves and has a much higher level of tree canopy at 48.7%.

Farmland records only 6.6% tree canopy cover.

Road reserves throughout the municipality are covered by 20.4% of tree canopy. This highlights the key role our urban and rural roads play in providing vegetation cover.

HORSHAM AND HAVEN TOWNSHIP TREE CANOPY COVER

High resolution vegetation cover mapping produced by Nearmap© was procured for the

Horsham / Haven urban boundary and was used to determine the exact tree canopy cover for the area.

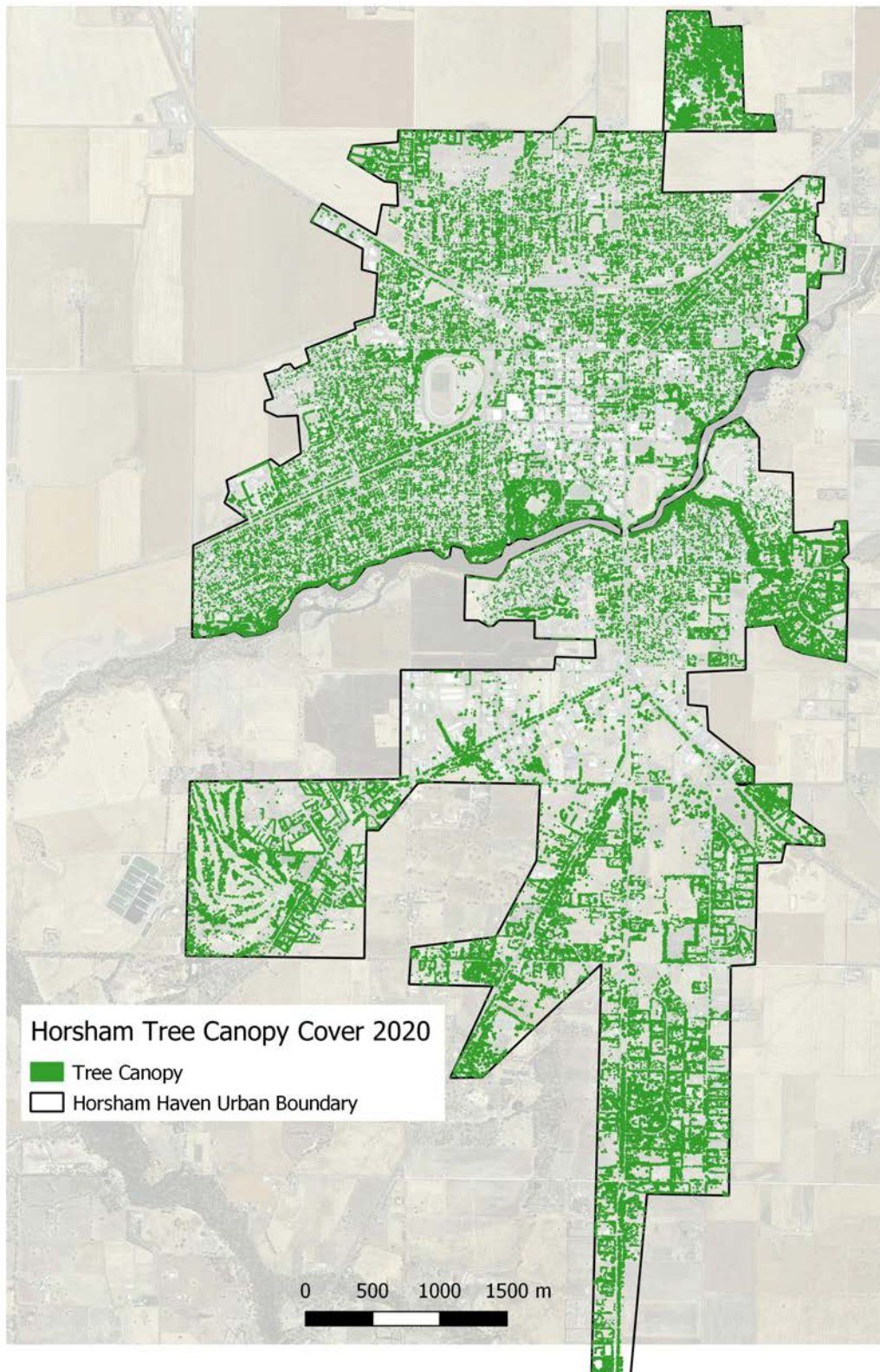


Image 10: High resolution tree canopy cover over Horsham and Haven urban area. Source: Nearmaps ©, 2020.

Image 10 reveals there is a greater density of tree cover towards the western part of Horsham following the river, compared to sparser cover over Horsham north. There is also sparser cover over the CAD and across Haven. The Haven area includes large paddocks used for agriculture.

Measurements of the high-resolution tree cover were taken from the Nearmaps© data for different geographic areas in 2014 and 2020 to measure the change in tree canopy.

Geographic area	2014	2020	Net Gain / Loss
Horsham and Haven Urban boundary	11.40%	13%	1.60%
Horsham urban roads	14.8%	15.1%	0.3%
Open Space	14.2%	16.1%	1.9%
Central Activity District	6.10%	6.04%	-0.10%
North Horsham	9.70%	9.50%	-0.20%

Table 2: Tree Canopy cover comparisons between 2014 and 2020 across various land use boundaries

Horsham and Haven's combined urban tree canopy cover in 2020 was 13%, an increase of 1.6% since 2014.

A canopy cover of 13% for an urban area is considered low, however is comparable to some other regional Victorian LGAs and metropolitan Melbourne.

- Echuca urban area – 11%
- Geelong urban area - 14%
- Ballarat urban area – 17%
- Bendigo urban area – 20%
- Metropolitan Melbourne - 13.4%

The Central Activity District and Horsham North both have the lowest measure of tree cover. Both areas also lost tree canopy cover over the six-year period 2014-2020 over both public and private land.

A detailed look at the change of canopy (Table 2) between 2014 and 2020 reveals what is referred to as the "canopy churn" over a period of time i.e. the individual canopy losses and growth that contribute to the overall cumulative tree canopy change results.

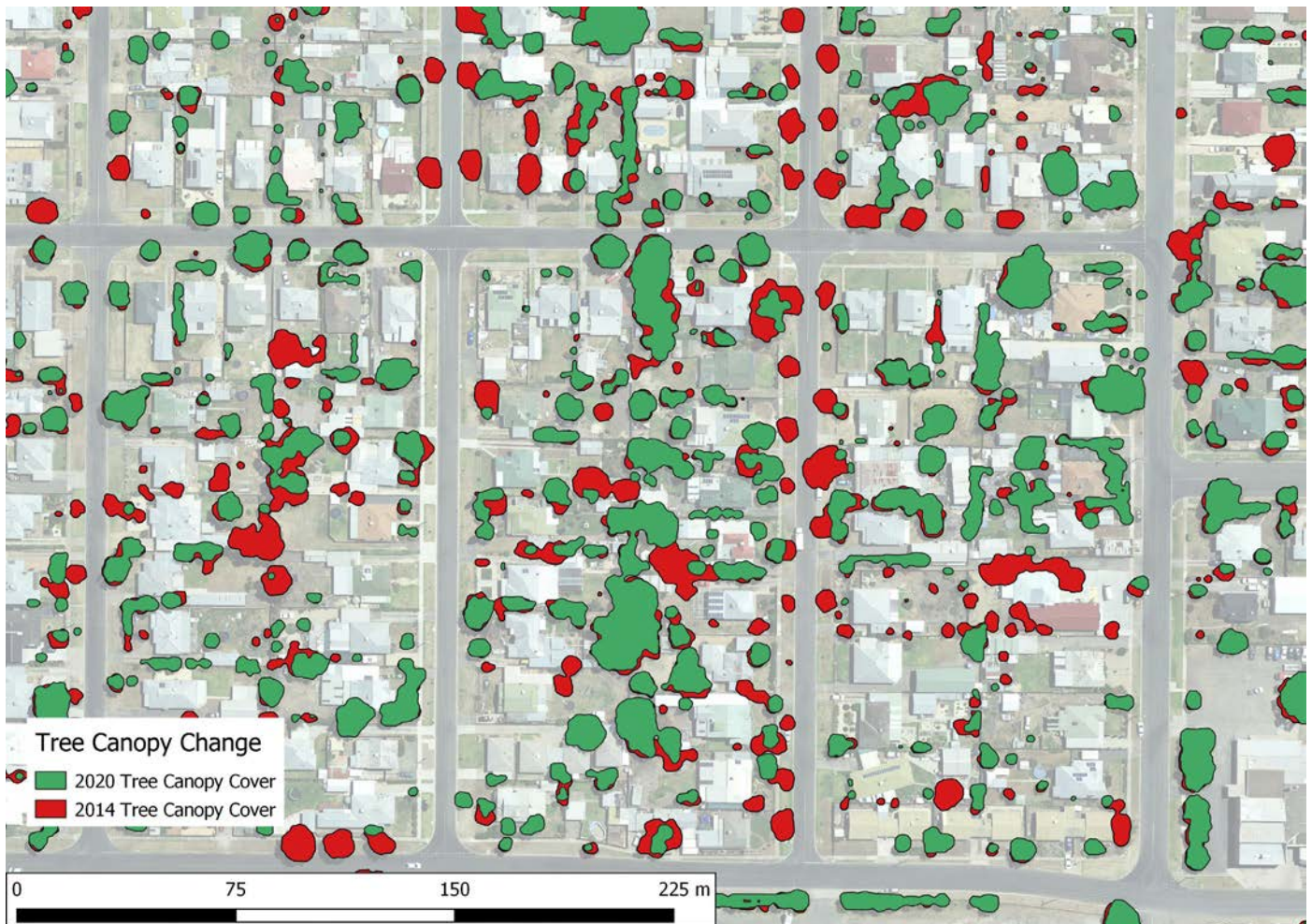


Image 11: Change in tree canopy over Horsham North. Source: Nearmaps, 2021.

Image 11 provides detail of a section of Horsham North where there has been both significant tree removal since 2014 (as shown in red) but also canopy growth (sections of green over red). Large canopies have been removed on private land (i.e. within the blocks of residential housing) and not along the street. Although Council has removed trees from streets, many have been replaced as part of a future strategic planting plan. Because the trees are young and small they have not appeared on the mapping. Trees removed

from private property currently have no mandate to be replaced. A further detailed assessment would help understand the reasons behind these removals, whether it is for development, ageing trees that need to be removed or just personal preferences of residents.

This image reveals how the decision making for individual trees can impact on the cumulative tree canopy cover for an area.

Existing canopy cover for the CAD is very low at 6.04% and has been decreasing since 2014.

reasons for the loss still need to be analysed and understood. Canopy cover over the CAD's public roads is higher at 9.9%.

It is likely that tree removals were for development or to mitigate risk factors, however the exact

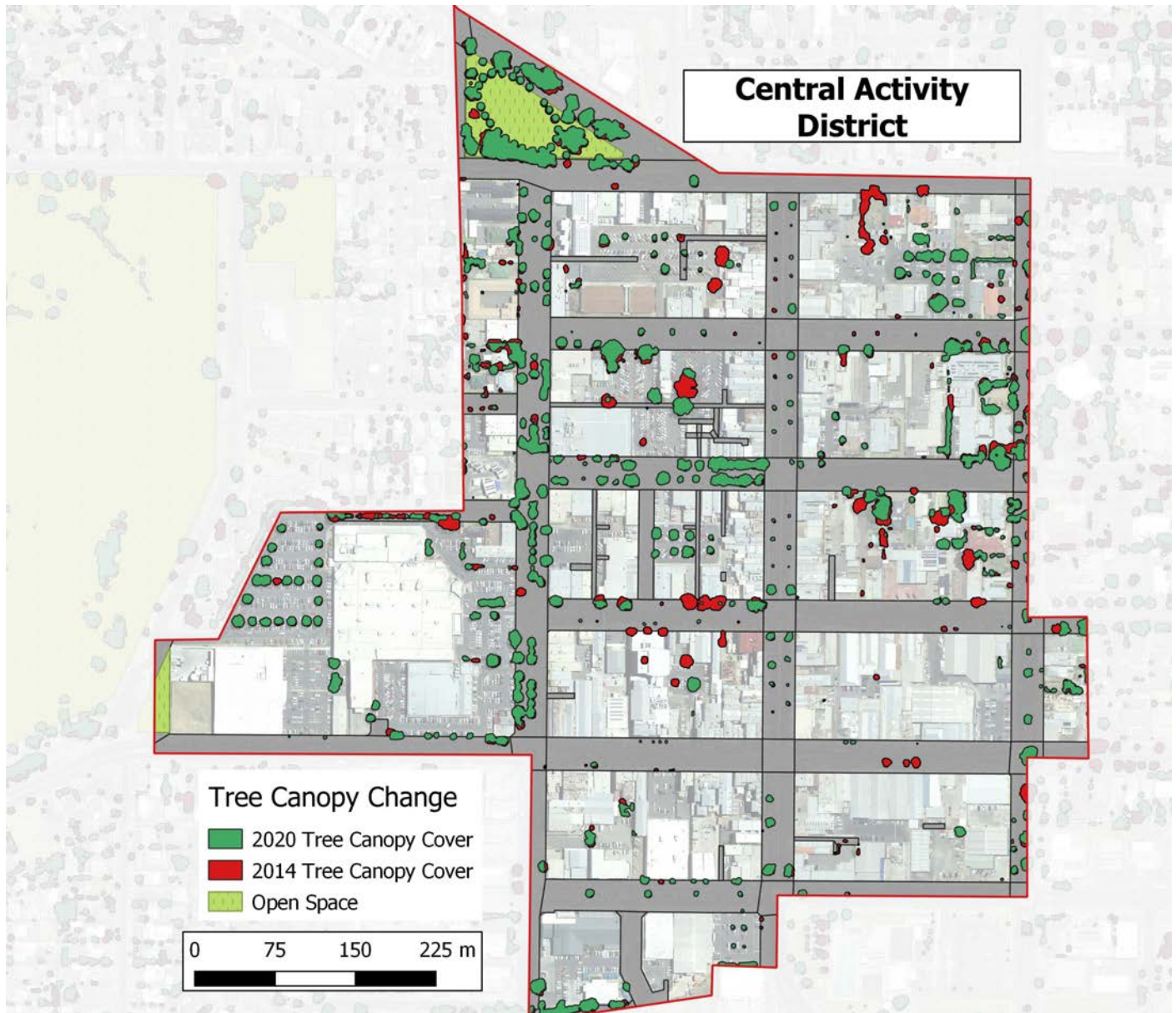


Image 12: Tree canopy cover change over Horsham's Central Activity District. Source: Nearmaps 2021.

Much of the existing canopy cover within the CAD is within public road reserves, over carparks or in May Park. The loss of canopy in the CAD from 2014 to 2020 can be seen by the canopies coloured in red which occur in both street areas and on private land.

Carparks and roads are significant sources of stored heat during summer and during periods of extreme heat pose significant health and wellbeing risks. Additional planting in these areas will reverse the trend in canopy decline in the CAD, increase natural shade in the urban area and reduce heat stored during hot weather, helping the city adapt to climate change.

STREET TREES

There are an estimated 15,000 street trees within Horsham township, and an unknown amount in the other townships within the municipality.

The number of trees along rural roadsides is also unknown.

Approximately one third of Horsham's 15,000 street trees have been audited and data recorded on them. Of these trees:

- 4,798 have been spatially mapped and genus and species recorded
- 1,198 vacant tree planting sites have been mapped.

20 Most Common Street Trees

Species	Common Name	No of trees	% of pop
<i>Pyrus calleryana</i>	Chanticleer	420	8.8%
<i>Eucalyptus camaldulensis</i>	River Red Gum	395	8.2%
<i>Eucalyptus microcarpa</i>	Grey Box	269	5.6%
<i>Lagerstroemia indica</i>	Crepe Myrtle	215	4.5%
<i>Ulmus parvifolia</i>	Chinese Elm Todd	214	4.5%
<i>Pistacia chinensis</i>	Chinese Pistachio	208	4.3%
<i>Pyrus calleryana</i>	Bradford Pear	205	4.3%
<i>Syzygium australe</i>	Pinnacle	155	3.2%
<i>Eucalyptus sideroxylon</i>	Red Ironbark	153	3.2%
<i>Eucalyptus torquate</i>	Coral Gum	148	3.1%
<i>Fraxinus angustifolia</i>	Desert Ash	138	2.9%
<i>Gleditsia triacanthos</i>	Honey Locust	137	2.9%
<i>Callistemon viminalis</i>	Weeping Bottlebrush	126	2.6%
<i>Eucalyptus cladocalyx</i>	Sugar Gum	123	2.6%
<i>Corymbia citriodora</i>	Lemon Scented Gum	121	2.5%
<i>Agonis flexuosa</i>	Willow Myrtle	106	2.2%
<i>Eucalyptus largiflorens</i>	Black Box	95	2.0%
<i>Eucalyptus leucoxydon</i>	Yellow Gum	88	1.8%
<i>Callistemon "Kings Park Special"</i>	Kings Park Bottlebrush	83	1.7%
<i>Pyrus calleryana</i>	Manchurian Pear	79	1.6%

Table 3: 20 most common street trees in Horsham

Research suggests that no single species should represent more than between 5-10% of an urban tree population, depending on the geographic region, rainfall and predominant land use types. This is to ensure adequate diversity to minimise the risks associated with monocultures or low diversity.

Of the 4,798 street trees with species recorded, the most commonly planted in streetscapes is *Pyrus calleryana*, the Chanticleer Ornamental Pear. There are multiple sub-types of this species planted throughout streetscapes representing a combined total of 14.5% of the audited tree population.

The top 20 species make up almost 75% of the tree population. Subject to information collected when the remaining two-thirds of trees are audited, the available data suggests there may be issues with species diversity.

The selection of the *Pyrus* species is a common occurrence in many regional Victorian cities and is due to a number of reasons:

1. *Pyrus calleryana* and their sub species are proven to be highly desirable street trees. They have good structure, canopies are not too large, they are deciduous (shade in summer and allow sunlight in during winter) and are fairly robust under extreme weather conditions,
2. Community members and developers often prefer their autumnal colours and deciduous nature over natives,

3. They are readily available in nurseries and in large quantities making purchasing easy.

As a result, an over-dominance of this species has been observed, particularly in new developments around regional and rural townships in Victoria, where whole subdivisions have been planted with only the one species.

This increases the risk of detrimental landscape impacts if events such as pest and disease incursions, extreme weather or wholesale tree structure defects occur. Usually, the trees are also all of the same age, increasing the risk of landscape impact when large areas of trees age and need to be replaced at the same time.

As seen in Image 13, Council's distribution of Ornamental Pears over Horsham West covers entire street/road lengths (blue dots).

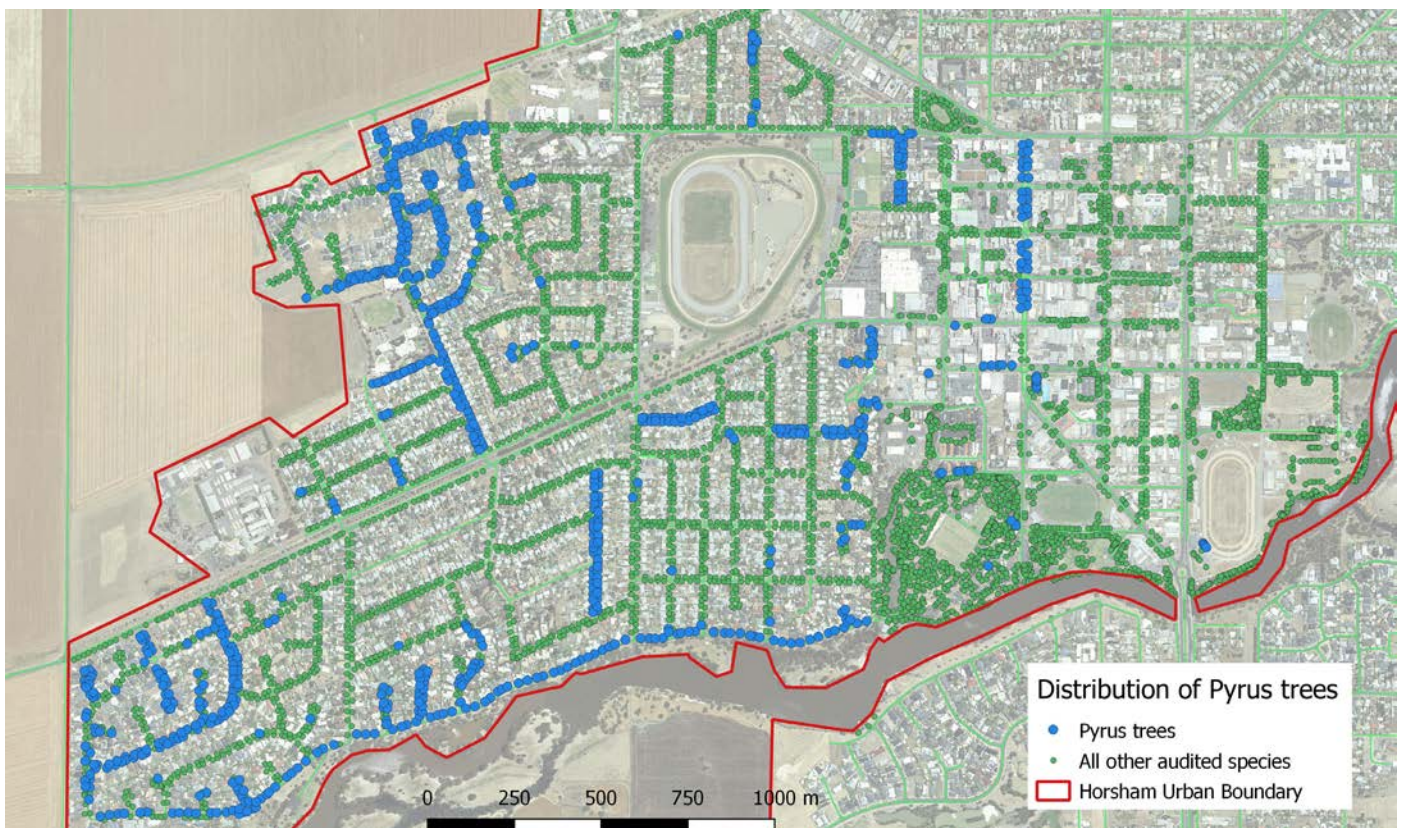


Image 13: Distribution of *Pyrus* trees (Ornamental Pears) across West Horsham

TREE PLANTING SITES

A total of 5,698 street tree planting sites have been identified for possible planting (Image 14).

Council has assessed 1,198 of these sites (in orange) and the sites are ready to be planted. The remaining 4,500 sites (in red) have been identified through a desktop study using aerial imagery but need to be verified to determine the feasibility of planting.

Haven's tree planting sites have only been identified along the major roads. There are likely to be more sites along Haven's secondary roads. Horsham North contains approximately 1,158

vacant tree sites and has previously been identified as an area of declining tree canopy cover. As a result, in 2020, Council has begun planting street trees in Horsham North to address this shortfall. A low provision of open space has also contributed to a low presence of trees in Horsham North and Horsham West, (as evidenced in Image 14)

These figures suggest there is significant scope to plant more trees within the urban area of Horsham, validates the recent targeting of this area for Council's tree planting program. The tree inventory audit will be able to geo-locate exactly where these new trees have been planted.

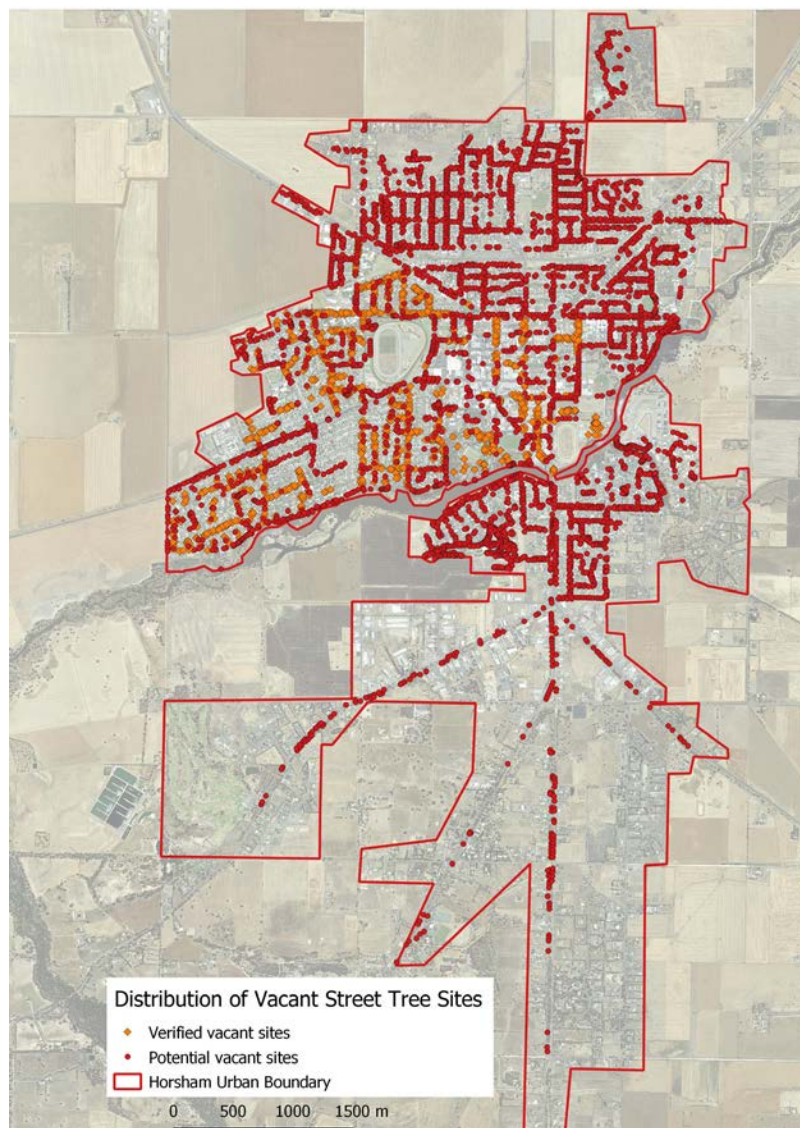


Image 14: Distribution of vacant street tree planting sites across Horsham

REVIEW

OF COUNCIL'S TREE MANAGEMENT PROGRAM

Trees are managed by the Council's Operations' team through both in-house works crews and contractors.

Council is currently developing a Tree Management Policy that will provide a framework for consistent decision making regarding tree planting, tree management and tree removal.

TREE PLANTING AND SPECIES SELECTION

Council plants 700-1000 urban trees per year in streets and parks and takes on approximately 100 street trees from developers each year. Species are usually selected based on stock availability in nurseries. Species are chosen to suit the identified planting sites and meet the required landscape function or value such as pedestrian walkways or biodiversity corridors.

Procuring quality stock is a challenge, due to the lack of local suppliers.

The annual tree planting plan, in part, is based on known vacant sites and customer requests. Council has been on a pathway to achieving change and has been undertaking whole street tree renewals by removing poorly performing species, especially those under powerlines and replanting the whole street to create avenues. Approximately six streets each year are completed through this whole of street approach.

To improve tree planting and species selection Council will:

- continue to plant trees through a two-year rolling tree planting and renewal program that considers:
 - a. Appropriate species selection for the site and future climate viability, including trialling of new species, seeking to diversify away from the use of *Pyrus*
 - b. Contract growing these trees to improve access to quality nursery stock
 - c. Improving the underground growing conditions e.g. passive infiltration of stormwater, trenching, mulching, access to adequate soil volumes where possible
 - d. Aligning and integrating with infrastructure planning works
 - e. Formal establishment program including formative pruning
 - f. Reducing the number of vacant sites to zero by 2031 by planting 560 more trees per year than are removed
 - g. Enhancing biodiversity outcomes along waterway corridors by focussing on indigenous species
 - h. Targeting areas that have been prioritised for tree planting
- Audit tree stock delivered from nursery so that it conforms to AS2303 - Tree Stock for Landscape Use

TREE PROTECTION

Public trees are protected where possible during Council infrastructure works such as road upgrades, footpath repairs and drainage works. Some trees are also damaged by pests and disease, including damage done by corellas. Council's arborists provide advice regarding root pruning, tree protection, tree removal and tree replanting.

Council trees are subject to tree protection during private development works but trees in subdivision developments can be damaged by contractors when new housing is built. Damaged trees are removed but not always replaced, depending on whether it is specified in the landscape plan. Council does not currently place a monetary or asset value on its trees nor use protection bonds as an incentive to protect trees during development. There is also a lack of resources that prevents tree protection measures from being enforced properly.

To improve overall tree protection Council will:

- Develop a Tree Management Policy that outlines protection measures to be taken
- Seek to develop and endorse a tree valuation method for Horsham Enhance protection of street trees through the implementation of a bond over street or park trees that may be impacted by private development
- Seek additional resourcing to enforce the protection of Council trees from development works
- Prepare a Conservation Management Plan for the Botanical Gardens and apply the heritage overlay to ensure its protection

TREES IN NEW DEVELOPMENTS

Development over time is likely to have resulted in impacts to tree canopy cover in Horsham. Improved landscape design for new developments and greater availability of resources for developers can support increased tree canopy cover for emerging neighbourhoods and intensifying areas. Preserving existing trees where possible and planting new trees in new developments increases a development's attractiveness, monetary value and marketability by providing aesthetic and functional values.

To improve canopy cover in new developments Council will:

- Provide education, guidance, incentives and best practice material for builders and developers to retain and protect existing trees in new developments, including early engagement at the concept stage.
- Develop landscape and /or subdivision design guidelines that become a key resource for developers who need to submit a landscape plan with a planning application. This will provide information and guidance on what needs to be submitted and landscape requirements, including tree protection and planting, which are in accordance with accepted industry and best practice standards. The guidelines should be tailored to the local climate and conditions and will also become a guide for Council staff on specifications that Council is willing to accept and/or approve at handover.
- Ensure permit applications for new developments are referred to all relevant units including Engineering, Recreation & Open Space, Statutory Planning and Strategic Planning.

TREE ESTABLISHMENT

Newly planted trees are watered for three-years until established. Some formative pruning occurs but is not conducted on a scheduled, proactive basis. This means some trees are likely to develop structural issues requiring ongoing maintenance.

To improve tree establishment Council will:

- Develop and deliver rotational proactive tree maintenance program that includes formative pruning and establishment

TREE REMOVAL

Council removes approximately 100 trees per year. This is in response to community requests but is also part of an approach to remove undesirable species, in particular under power lines. There is currently no clear guideline or policy identifying a tree removal protocol and as a result, tree removal occurs on an ad-hoc basis.

To improve tree removal Council will:

- Develop a Tree Management policy with clear tree protection measures and guidelines for tree removal requests from the public and Council tree removals.

TREE MAINTENANCE

Maintenance of Horsham's street and park trees has historically occurred as a result of customer requests or through Council's annual inspection program of trees in high pedestrian or traffic areas. With no commensurate increase in the maintenance budget to reflect increased tree plantings, tree maintenance is based on customer requests and is reactive in nature. This exposes Council to risks of not proactively managing its assets.

Requests for rural roadside tree pruning are increasing, also without a commensurate increase in resources or funding. Farm machinery is increasing in size, requiring clearances along rural roads to be enlarged.

To improve tree maintenance Council will:

- Develop and deliver rotational proactive tree maintenance program that includes formative pruning and establishment
- Review and update the Roadside Vegetation Management Plan



POWERLINE CLEARANCE

Under the Electricity Safety (Electric Line Clearance) Regulations 2020 (Vic), Council is obligated to ensure that tree pruning provides adequate clearance space between powerlines and trees at all times.

Council undertakes inspections and pruning works in the declared area of Horsham township on public trees. Council has also been undertaking a program of tree removals of inappropriate trees under powerlines and replacing trees with more appropriate species that will not conflict with the powerlines. Powercor inspects and clears private trees.

To improve powerline clearance outcomes Council will:

- Continue to select the right species for each location
- Continue to remove and replace inappropriate species underneath powerlines

TREES AS ASSETS

Council does not currently apply a financial value to each tree asset.

Many other Councils including Bendigo, Geelong, Shepparton and Wodonga utilise an amenity and/or environmental value to accurately inform costs for removal and replacement of trees. By attributing a dollar value to each tree asset, trees can form part of the cost benefit analysis for works designs and planning. A bond system can also be introduced as an incentive to protect trees during development or construction works.

To improve recognition that trees are assets Council will:

- Seek to develop and endorse a tree valuation method for Horsham
- Implement the use of a bond over street or park trees to protect from development
- Include the tree inventory on Council's asset management system

TREE DATA

Only about a third of trees in the Horsham township are listed on a spatial tree inventory and of those, only some contain any specific data about the trees. As a result, Council does not have a comprehensive understanding of the extent or quality of its tree assets. A proactive maintenance program will be possible when a full audit of trees has occurred.

To improve the quality of tree data Council will:

- Undertake a tree inventory for all street and park trees in Horsham, Haven and Natimuk by a suitably qualified arborist



WATER

Very few of Council's street and park trees are irrigated. There is capacity to improve conditions for trees, particularly in the Central Activity District by introducing irrigation and making better use of rainfall where it occurs, (e.g. through permeable pavement and local stormwater harvesting).

A variety of water options are available to support tree health and viability.

Some open spaces are irrigated using water stored in the network of wetlands located within the open spaces. This water storage has capacity to irrigate other areas. Extensions of Council's existing stormwater reuse systems should be included in Council's City to River planning, including extending an irrigation supply along Firebrace St.

GWM Water operates a recycled water facility but currently this is not connected to the Horsham township.

Council is licensed to extract water from the river and is currently not using the full water entitlement. These entitlements are subject to seasonal variability and drought. Water quality from the Wimmera River can also be problematic, with high salinity a factor that limits utilisation of this source in some years.

To improve availability of irrigation water for trees Council will:

- Explore use of alternative water sources (stormwater, river or recycled water) to irrigate high profile open space and associated trees

CAPITAL AND ASSET INFRASTRUCTURE WORKS

Council's Capital Works and Road Renewal teams consider tree protection during their works. If an opportunity to remove and replace poor tree specimens exists, the Operations Team will undertake the work.

Council projects are guided by an Infrastructure Design Manual that provides specifications for the construction of roads, footpaths, drainage works, and other works. Existing manuals do not provide guidance regarding the placement and installation of street trees or water sensitive urban design as part of the infrastructure works.

To improve capital and infrastructure works Council will:

- Develop technical drawings for tree planting typologies relevant to Horsham, including water sensitive urban design reflecting Horsham's climate
- Review Council Infrastructure Design Manual and seek to update HRCC standard drawings to include space and consideration for street trees
- Ensure tree canopy targets are embedded in capital works and infrastructure renewal works

BIODIVERSITY PLANTINGS

Tree plantings for biodiversity occur along the river corridor and as part of Landcare revegetation activities on rural lands.

A significant level of work has been undertaken by the Wimmera River Improvement Committee, which is affiliated with Landcare. This volunteer group has undertaken many tree and understorey plantings along the Wimmera River frontage and the Police Paddock.

There is a significant opportunity to identify exact sites (e.g. open spaces and road networks) that could act as biodiversity corridors to support existing biodiversity areas such as the Wimmera River. The Wimmera Catchment Management Authority, (WCMA) Department of Environment, Land, Water and Planning (DELWP) as well as the significant Habitat 141 project all have capacity to partner and collaborate with Council to identify sites where biodiversity plantings could be prioritised.

To improve biodiversity outcomes Council will:

- Identify potential sites within townships and along rural roads that could be planted with indigenous species to support the outcomes of the Habitat 141 project. These should then feed into the two-year rolling tree planting program
- Collaborate with Wimmera CMA for revegetation projects along waterways (Wimmera River) and include appropriate site preparation and irrigation of trees to improve tree survival and biodiversity connectivity.



TREE REMOVAL, PROTECTION AND PLANTING ON PRIVATE LAND

Council currently does not impose any regulation or Local Laws to protect trees or require the planting of trees on private property.

Council recognises that private land contributes a significant proportion of tree canopy cover across

the urban areas of Horsham and its townships and therefore contributes to the targets we have set.

Aerial imagery reveals that canopy cover has been decreasing, particularly over private land.



1993



2021

It is important to identify ways we can protect and enhance our private trees, especially those large healthy canopy trees that have taken decades to establish.

As a community we can assist Council in achieving canopy targets by:

- Protecting and caring for existing trees,
- Planting new trees.

The regulation of tree protection and tree planting on private land has not been a focus for Council and we will need to explore a range of options if we are to address climate change and improve the amenity and liveability of our community. Council

has a role in undertaking various analytical and strategic pieces of work to determine the best way forward for protecting and enhancing our private urban trees.

Potential mechanisms for Council to explore include:

1. Protecting canopy and significant trees

We recognise the huge contribution that our larger, healthy trees make to the landscape, particularly those that also provide scientific, social, historical and aesthetic benefits. Many other Victorian Councils have defined these Canopy and Significant Trees, identified their location on a register and sought to protect them through Local Laws or planning overlays.

2. Documenting Neighbourhood and Landscape Character

Trees and vegetation contribute to neighbourhood character values within the urban areas of Horsham. Tree canopy along streetscapes within the front and rear yards of properties makes a significant contribution to the amenity of neighbourhoods.

Council is about to undertake the development of a Housing Strategy, under which a Neighbourhood Character study will be undertaken. These documents will identify the current and future contribution that trees and canopy cover will make to neighbourhood character, and in doing so, provide an evidence base for planning changes to the protection and enhancement of trees in certain areas.

3. Tree Planting regulations in New Development and Subdivisions

New development and subdivisions present opportunities and challenges for trees in terms of their retention and protection, but also their replacement or introduction. There are already some requirements in the planning scheme requiring the retention or provision of trees in new development proposals, however there are opportunities to be more precise about canopy targets, reducing urban heat impacts associated with an increase in impervious surfaces and balancing built development with open public space requirements.

Horsham is experiencing relatively strong demand for new residential development, and this is expected to continue in the medium term. The Horsham Planning Scheme is currently being reviewed to identify gaps such as subdivision design and Environmentally Sustainable Design

(ESD), particularly as a response to the increasing impacts of climate change.

Increased best practice tree planting in developments can be addressed through the following sections of the Horsham Planning Scheme, for example:

- Subdivision Design
- Environmentally Sustainable Design – yet to be implemented by state government
- Neighbourhood Character
- Schedules to the Residential Zones
- Tree protection overlays such as the Environmental Significance Overlay, the Vegetation Protection Overlay and the Significant Landscape Overlay which all currently apply to some areas of Horsham.

Many Councils have modified their planning schedules to residential zones to specify a number of requirements in relation to landscaping, canopy tree provision, permeability, soil volume, etc. which assist in ensuring adequate tree retention and provision when development occurs.

In determining Council's commitment to progressing tree protection and enhancement in the private realm, it is acknowledged that the on-ground implementation of this Strategy and associated policy will focus on public land owned or managed by Council.

This Strategy however provides the basic platform to raise these issues and explore further work reviewing the appropriate mechanisms (e.g. Local Laws and the Horsham Planning Scheme) to address tree canopy retention and protections on private land. The work will be undertaken by Council's Strategic Planning Team. The work

will assist the municipality to not only meet tree canopy targets more quickly but also more fully realise the potential public health, wellbeing, environmental, social and economic benefits from a holistic approach to Council's urban tree canopy targets.

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Council will explore the protection and enhancement of trees on private land by:

- Further analysing the high-resolution tree canopy data to quantify the losses of tree cover on private land and seek to understand the main causes and solutions
- Encouraging private landholders to protect existing trees and plant new ones on their land
- Developing an appropriate policy to address the protection of significant and canopy trees on private land and explore appropriate regulatory mechanisms to enforce the policy
- Exploring the feasibility of creating a Significant Tree Register and associated protections
- Undertaking strategic work such as the Neighbourhood Character Assessment
- Investigating as part of the Planning Scheme Review the shortfalls of the Planning Scheme in terms of tree provision and protection and undertake the strategic work to inform local planning policy and planning scheme requirements to ensure new developments protect existing large trees and where lacking establish new canopy trees, strengthening the tree canopy provision in the private realm.
- Developing a suite of education, guidance and best practice material for builders and developers to retain and protect existing trees in new developments, including early engagement at the concept stage

CULTURALLY SIGNIFICANT TREES

Horsham is home to an array of culturally significant trees. There is currently insufficient information regarding their location, health status and the absence of a framework to adequately protect trees of significance.

To improve outcomes for culturally significant trees Council will:

- Map culturally significant trees on Council owned land for planning and internal purposes. This work would need to be undertaken in consultation with BGLC ensuring cultural sensitivity is respected and maintained and to ensure greater protection and management practices are implemented in Horsham's Planning Scheme, where appropriate
- Where appropriate, include these trees in a Significant Tree Register that is protected through appropriate regulation
- Partner with BGLC for tree planting along waterways, an area of sensitivity for Traditional Owners and around other key sites



CHALLENGES AND OPPORTUNITIES

Council has identified some key challenges facing its urban and rural roadside trees and the way in which they are currently managed. To achieve our vision and targets, we need to understand and overcome these challenges.

CLIMATE CHANGE

Climate change will impact on the health and wellbeing of Horsham's community, and the health of our urban and rural roadside trees in a number of ways. Annual average temperatures will increase, the frequency of heatwaves will increase, and there will be more extreme weather events and lower average rainfall.

The impacts of climate change on our urban and rural roadside trees include:

- The susceptibility of vegetation to increasing and emerging pests and diseases, challenging their ability to withstand and recover from these outbreaks,
- Extreme weather events such as storms, drought, bushfire and floods, leading to a reduction and overall decline in health of canopy cover,
- Lower rainfall will increase the frequency of tree death in many species and contribute to overall tree health decline,

- A number of the existing species that have been planted may not be tolerant of increased heat and will die or fail to thrive e.g. some of the exotic species planted in the Botanic Gardens.

Species selection for a changing climate will be critical to ensure the ongoing health and viability of urban trees so they maximise their benefits into the future. Council is already trialling new species that are likely to thrive under climate change and will continue to adapt its planting palette to ensure only resilient species are planted.

This list will continue to be utilised by Council, developers, other government agencies and community groups.

To overcome the challenges of climate change, Council will:

- Ensure appropriate species selection for each site and future climate viability, including trialling of new species
- Improve the underground growing conditions for newly planted trees where possible e.g. passive infiltration of stormwater, trenching, mulching, access to adequate soil volumes
- Develop technical drawings for tree planting typologies relevant to Horsham, including water sensitive urban design
- Consider Water Sensitive Urban Design (WSUD) treatments as standard practice



Image 15: Some of the mature specimens in the Horsham Botanic Gardens were planted last century and are showing signs of stress and senescence such as the mature stand of Elm trees. Climate change requires Council to choose species which will be suitable for replanting into the future while acknowledging the existing aesthetic and character of high value species

URBAN HEAT

The urban heat island effect increases the overall temperature of urban areas that have an abundance of hard surfaces. The effect is exacerbated during heat waves when night-time temperatures remain high and hard surfaces cannot cool down. Trees and vegetation mitigate this effect by cooling the urban environment through a process called evapotranspiration. Supplying water to vegetation increases their cooling potential, especially for trees.

Planting more trees and vegetation across the urban areas of Horsham and irrigating through either alternative sources or passive stormwater infiltration will provide a cooler urban environment, particularly during summer. This canopy shade should also be prioritised for areas of need where social vulnerability to heat is greatest.

Horsham's township is expected to grow over time, increasing impervious surfaces such as buildings, roads and other infrastructure and increasing urban heat impacts. It is essential that we consider stronger development requirements for the retention of established trees and the provision of new trees to help mitigate this heat and reduce the impact on liveability and human health.

To overcome the challenges of urban heat impacts Council will:

- Explore use of alternative water sources (stormwater, river or recycled water) to irrigate high profile open space and associated trees
- Increase supplementary irrigation to CAD trees to improve overall health and growth
- Collaborate with WCMA for revegetation projects along waterways (Wimmera River) and other areas and irrigate the trees to improve biodiversity connectivity
- Develop technical drawings for tree planting typologies relevant to Horsham, including water sensitive urban design
- Continue to plant trees through a two-year rolling tree planting and renewal program
- Educate the community and encourage property owners to plant trees in order to increase the overall canopy cover of Horsham
- Advocate for changes to Clause 56 to ensure climate responsive landscape design to support the provision of canopy trees and help reduce the impact of urban heat in the public realm



DATA AND IT ISSUES

Council does not have a comprehensive tree inventory nor a fit for purpose tree asset database system. The absence of data and an effective electronic management system prevents the opportunity to view trees as an asset, appropriately manage their risk profile, place a value on trees or adequately budget for their sustainable management. Investing in an evidence-based tree asset dataset and housing it within a functional database system will enable new data capture, analysis of existing data, recording works and integrating activity relating to trees and their management across different work areas.

Tree data could also be integrated with other Council asset data and programming to help prioritise areas for tree planting, tree protection and maintenance

To overcome data and IT issues Council will:

- Undertake a tree inventory for all street and park trees in Horsham, Haven and Natimuk
- Explore an alternative tree asset database system that is fit for purpose
- Develop cost benefit analysis for street and park trees and include in asset planning. Showcase the value of trees as an appreciating asset
- Ensure tree planning to align with road reconstruction works



REACTIVE ASSET MANAGEMENT

Because of the volume of customer requests and existing budgets and resources, the tree maintenance program is largely reactive. The Local Government Act (2020) requires Local Government Authorities (LGAs) to develop an Asset Management Plan documenting information specifying the activities, resources and timescales required for an individual asset or a grouping of assets. Council does not currently treat trees as assets and hence, does not have a tree asset management plan.

In 2011, the Municipal Association of Victoria's (MAV) insurance arm reviewed the status of Horsham Rural City Council's tree management program. The MAV concluded that Council should, at a minimum:

1. Formalise the reactive (customer request) maintenance program
2. Review the street tree policy and include a detailed ongoing strategy for programmed maintenance, planting and allocation of resources with consideration of risk.
3. Prioritise proactive inspections and maintenance
4. Develop a tree inventory

As of mid-2021, none of the MAV recommendations have been implemented.

Coroners' inquests into tree related deaths reinforce the need for LGAs to have an appropriate understanding and management of risk in relation to their tree assets.

While there is no legal requirement to do so, a transition towards a proactive tree management program that better manages risk as well as improving the overall health, vigour and structure of the tree population will bring a wealth of benefits including better management of asset risk while reducing the amount and cost of reactive maintenance over time.

To overcome reactive management issues Council will:

- Analyse the tree inventory once captured to identify the extent of maintenance works required to minimise known risks
- Develop and deliver a rotational proactive tree maintenance program that includes formative pruning and establishment. This will require an increase in resources and budget however the outcome of this initial investment will be a strategically and proactively managed tree asset requiring less ongoing maintenance and reduced budget over the lifetime of each tree.
- Implement a formal establishment program including formative pruning as part of the tree planting program

PERCEPTION OF TREES

Interaction with the community on tree matters is varied and highly emotive.

From vandalism of young trees and culturally significant trees through to backlash about the removal of large trees, concerns regarding trees generate a significant number of complaints from the community to Council. There is an acknowledgement that Council could improve its communication regarding plans for large tree removals and replacements.

Council also has an opportunity to improve the education and awareness within the community about the benefits of our trees.

A range of communication methods, materials and protocols can be adopted to raise awareness of the benefits of urban trees. They could also identify appropriate species for the Horsham region, describe how to look after newly planted trees and detail the processes for tree protection and tree removal, including enforcement measures. Improved communication strategies could be used within Council and the wider community and be available to developers and contractors.

Community engagement methods being used by other Councils include:

- Tree tags on newly planted trees explaining the role of the individual tree in contributing to the broader tree population.
- Developing precinct plans in collaboration with the community to identify where and what species of tree should be planted over a 10-year period.
- Developing an open-source data platform for the community to see the tree and canopy cover data relevant to their area
- Community tree planting days and tree giveaways.



To increase positive perceptions of trees Council will:

- Develop a community engagement program to increase access to knowledge and information in partnership with BGLC
- Run community tree planting days with youth and community groups
- Explore the possibility of reinstating the Walking Trees tour developed by the community.
- Develop clear messaging about the benefits of the tree assets and provide to works crews who interact with the community
- Develop and make available best practice guides and case studies for developers

INFRASTRUCTURE CONFLICT

As a result of historical poor species selection and traditional streetscape design, Horsham is managing a legacy of conflicts between infrastructure and trees.

Powerline clearance requirements and the physical impact on drainage and road infrastructure leads to tree removals and infrastructure repair and reconstruction. Trees are replaced where possible, but because of existing infrastructure issues, replacement of trees is not consistent. As an alternative to removing trees for powerline clearance there is an option for Council to invest in changing the electricity network to insulated systems on a case by case basis.

As the need increases for our public realm to

provide many functions, engineered and designed solutions for dealing with these conflicts are increasingly being developed and applied.

Integrated streetscape design solutions can improve the below and above ground conditions for healthy tree growth and can limit conflict between trees and grey infrastructure such as roads, footpaths, kerb and channel, drainage, buildings etc. Solutions include permeable paving, water sensitive urban design, structural cells, structural soils, trenching and passively irrigated kerb outstands amongst others.

Utilising contemporary industry knowledge to trial relevant solutions for Horsham will significantly improve tree health, stormwater quality and reduction of urban heat.



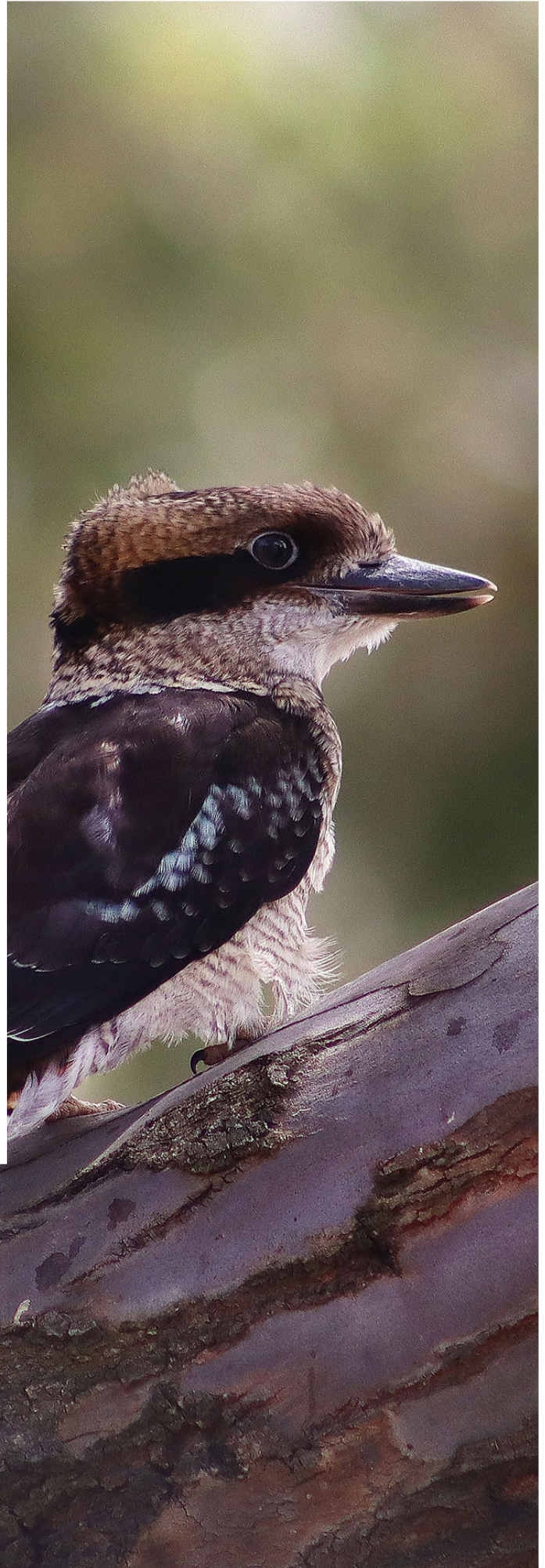
A row of tall lemon-scented gums have been planted in Urquhart Street in Horsham's Central Activity District. However, the road cut outs are inadequately small with asphalt almost to the trunk of the trees. The tree roots are lifting the asphalt and remediation work will soon be required.

By implementing innovative and integrated solutions, the asphalt medium could be pulled up, gravel trenching laid between each tree and then covered either in a vegetated median or permeable paving. This would direct the roots along the trench and away from the roadway, reduce the amount of heat storing asphalt, improve the amenity of the street and most importantly retain these majestic trees.

Image 16: Existing conflicts between the road surface and these beautiful healthy lemon scented gum trees should be prioritised for urban design solutions e.g. creation of a median strip with underground trenching to direct stormwater and tree roots

To overcome infrastructure conflict issues Council will:

- Develop technical drawings for tree planting typologies relevant to Horsham, including water sensitive urban design
- Develop pilot projects within the CAD Revitalisation project that showcase use of innovative design solutions e.g. trenching, water sensitive urban design, permeable paving
- Develop a framework for resolving claims of tree damage to private infrastructure
- Identify all opportunities to plant trees in road reserve instead of back of kerb
- Utilise masterplans, streetscape plans, structure plans or urban design frameworks, to ensure canopy trees are strategically planted to increase shade and amenity along walking routes and identified public spaces
- Engage with servicing authorities at the concept stage and planning permit stage of new developments to plan for the consolidation of existing / planned assets that will enable sufficient space for the planting of canopy trees in new subdivisions.



INTEGRATED PLANNING AND DEVELOPMENT

Urban regeneration and development create change that not only impacts on existing trees but also creates opportunities to increase greening and liveability.

Currently in Horsham, trees are generally not viewed as integral elements of the urban landscape, leading to lost opportunities for creating shade and improving the urban character.

Trees need to be regarded as a fundamental and valuable public asset, as roads and footpaths are, to be considered and incorporated into the planning stages for all works undertaken by Council or resulting from development or major infrastructure projects. This involves incorporating trees into Council's asset register with trees being valued according to their contribution to the landscape and to community health and wellbeing. Trees must also be recognised as an appreciating asset that delivers multi-functional environmental, social and economic benefits that increase in value over time

To overcome the lack of integrated planning Council will:

- Review Council Infrastructure Design Manual and seek to update Council's standard drawings to include space and consideration for street trees
- Engage early with developers at the concept stage to encourage tree planting and the integration of existing trees in new subdivisions
- Develop Council landscape guidelines that address street trees, lineal paths, public open space and urban forests

in new development and ensure these guidelines are adopted and actively used by the relevant Council units.

- Provide education and guidance for builders and developers to retain and protect existing trees in new developments
- Seek opportunities for Water Sensitive Urban Design (WSUD) to passively irrigate trees within the context of Horsham's climate
- Develop guidelines for developers to provide the detail on how trees should be selected, planted and maintained in subdivisions. Implementation should include:
 - o Street Tree Planting process and species list
 - o Maintenance Standards and Responsibility,
 - o Public Open Space landscape standards
 - o Tree Protection standards
- Ensure any Council led work whether plans, capital works or development projects embed and support the tree canopy targets
- Develop cost benefit analysis for street and park trees and include in asset planning.
- Ensure tree planting is an integral component of road reconstruction works
- Establish internal processes for responding to planning referrals that should be directed to Recreation & Open Space and Infrastructure Services'

STRATEGICALLY PLANTING TREES IN AREAS OF NEED

Currently, trees are planted as a result of customer requests, in line with the road rehabilitation program or where Council has undertaken strategic re-planting, e.g. removal of inappropriate species under power lines.

While whole street plantings make maintenance more efficient and streamlined, there are areas of Horsham where priority tree plantings are needed to improve shade cover for pedestrians, local amenity, reduce urban heat impacts and buffer areas of biodiverse value. With more than 5,600 vacant tree planting sites currently available and Council's current capacity limited to planting approximately 700-900 trees each year, it is important to prioritise tree planting.

Without comprehensive and accurate data available, it is difficult to develop an evidence-based tree planting plan. Council is currently developing a number of documents and projects that will inform priority tree planting locations. When these are finalised and priority locations are identified, the plans will directly inform the rolling two-year tree planting plan.

Using the spatial mapping provided via analytical tools (Nearmap), consultation with Council staff currently developing urban design frameworks and precinct plans, and advice from external agencies including the Wimmera Catchment Management Authority, the following areas of Horsham have been identified as broad priority areas for tree planting:

1. Horsham North (currently already the target area for the tree planting program)
2. Open space/parks generally
3. Streets leading to open space
4. Gateway roads
5. Central Activity District
6. River Corridor

The development of a detailed tree inventory and associated data sets such as social census-based social vulnerability data or biodiversity information along with further strategic work will further inform future priority planting locations throughout the municipality.



To plant strategically Council will:

- Assess existing vacant sites and identify tree planting sites in all smaller townships such as Natimuk, Pimpinio, Jung, Dooen, Haven, Quantong, Riverside and Laharum
- Continue to plant trees through a two-year rolling tree planting and renewal program that considers:
 - a. Appropriate species selection for the site and future climate viability, including trialling of new species. Seeking to diversify away from the over-use of *Pyrus*
 - b. Contract growing these trees to improve access to quality nursery stock
 - c. Improving the underground growing conditions e.g. passive infiltration of stormwater, trenching, mulching, access to adequate soil volumes where possible
 - d. Aligning and integrating with infrastructure planning works
 - e. Formal establishment program including formative pruning
 - f. Reducing the number of vacant sites to zero by 2031 by planting 560 more trees per year than are removed
 - g. Enhancing biodiversity outcomes along waterway corridors by focussing on indigenous species
 - h. Targeting areas that have been prioritised for tree planting
 - i. Allocating additional resources to ensure delivery of this program
- Continue to identify priority tree planting areas such as walking and cycling routes as and when strategic work is developed
- Utilise masterplans, streetscape plans, structure plans or urban design frameworks, to ensure canopy trees are strategically planted to increase shade and amenity along walking routes and identified public spaces.
- Ensure the CAD Revitalisation project prioritises the planting of trees in high pedestrian areas based on an urban design analysis of the study area
- Explore opportunities to plant trees within Horsham North railway reserve, adjacent streets and public realm, including those areas near the current underpasses



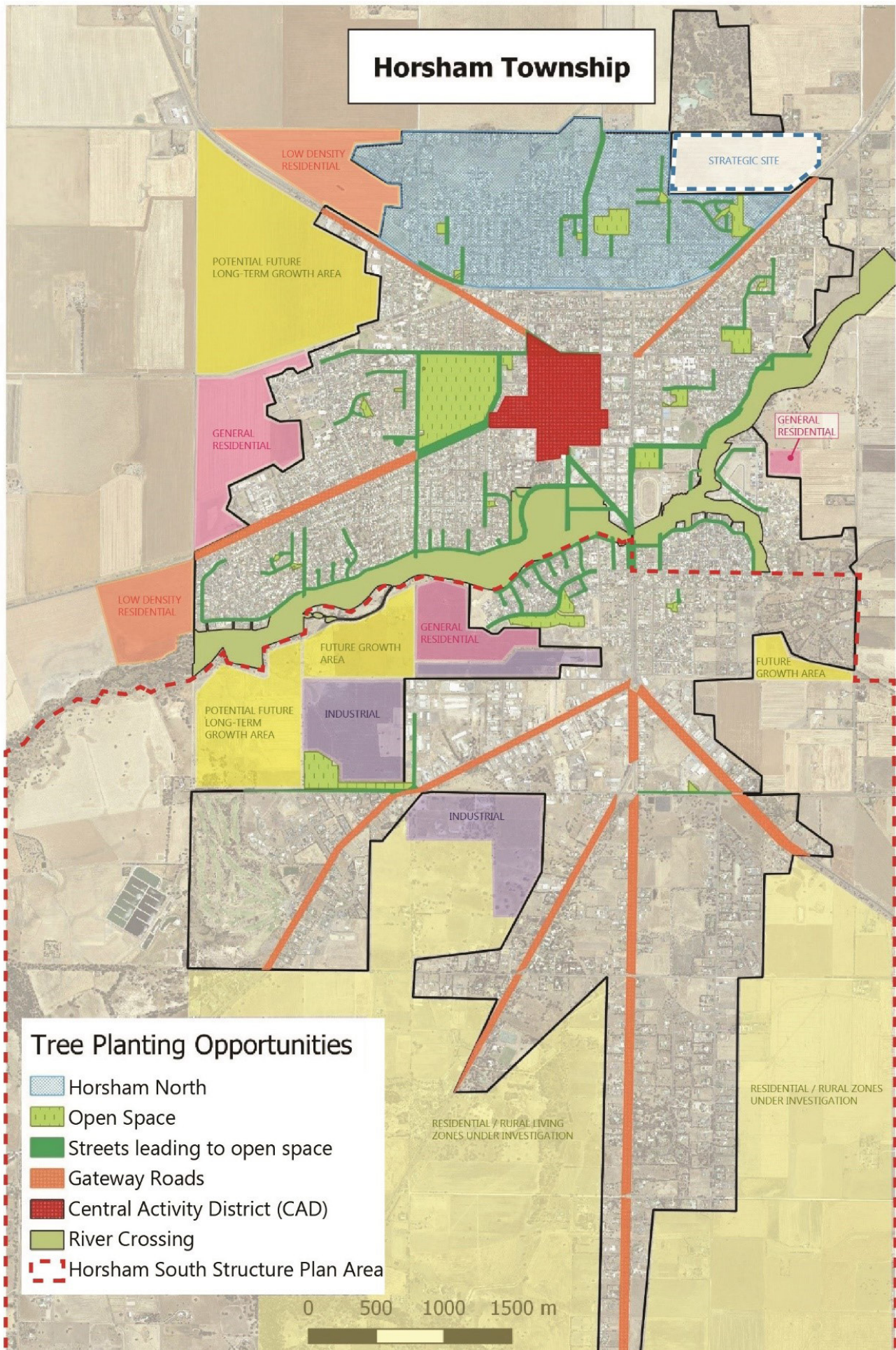


Image 16: Priority areas to consider for the annual tree planting program

IMPLEMENTATION

A series of actions, including six headline actions have been identified to guide investment towards Council's trees. The actions reflect the key objectives of our tree management program:

1. Protect and Enhance
2. Increase Tree Canopy
3. Improve character and biodiversity
4. Educate and engage
5. Deliver best practice
6. Celebrate cultural heritage

HEADLINE ACTIONS

1. Undertake a detailed inventory of all street and park trees within Horsham, Haven and Natimuk.
2. Develop a 5-year program of proactive tree maintenance work that seeks to improve the overall health, structure and viability of all existing trees.
3. Continue to plant trees through a two-year rolling tree planting and renewal program that considers:
 - a. Appropriate species selection for the site and future climate viability, including trialling of new species. Seeking to diversify away from the use of *Pyrus*,
 - b. Contract growing these trees to improve access to quality nursery stock,
 - c. Improving the underground growing conditions e.g. passive infiltration of stormwater, trenching, mulching, access to adequate soil volumes where possible,
 - d. Aligning and integrating with infrastructure planning works,
 - e. Formal establishment program including formative pruning,
 - f. Reducing the number of vacant sites to zero by 2031 by planting 560 more trees per year than are removed,
 - g. Enhancing biodiversity outcomes along waterway corridors by focussing on indigenous species,
 - h. Targeting areas that have been prioritised for tree planting.
4. Improve the way in which Council interacts with the community regarding trees: improve access to knowledge and information, improve transparency of programs, collaborate with groups seeking to be involved, encourage private landholders to care for and plant more trees on their own land
5. Ensure that the upcoming Planning Scheme Review reflects the issues identified in the Tree Strategy, particularly the role that private trees play and how we can better protect and enhance them:
 - a. Explore the development of a Significant Tree Register, identify Council trees that require enhanced protection and identify the most appropriate regulatory mechanism for their protection,
 - b. Investigate measures to protect trees on private land from unnecessary removal and ensure that trees are planted (or replaced) during the appropriate stages of subdivision and/or development,

- c. Require that additional trees are planted in new developments to enhance neighbourhood character and contribute to a more abundant canopy cover in the future,
- d. Investigate the river corridor and ensure that appropriate planning controls protect trees and vegetation along the river corridor, and
- e. Ensure that areas of significant vegetation and biodiversity are protected under the Planning Scheme.



IMPLEMENTATION ACTIONS

Objective		Outcome	Timeframe	Budget	Responsibility**
1. Protect and Enhance	1.1	Undertake tree inventory for all street and park trees in Horsham, Haven and Natimuk	Short	\$\$\$	Parks and Gardens
	1.2	Develop Tree Management policy with clear tree protection measures and guidelines for tree removal from customer requests, development and Council works	Short	\$	Parks and Gardens
	1.3	Develop and deliver rotational proactive tree maintenance program that includes formative pruning and establishment	Short/Medium	\$\$\$	Parks and Gardens
	1.4	Review and update the Roadside Vegetation Management Plan	Short/Medium	\$	Parks and Gardens
	1.5	Review nature strip guidelines and seek to remove landscape types that hinder street tree growth	Short/Medium	\$	Parks and Gardens
	1.6	Explore the creation of a Significant Tree Register that seeks to protect trees of identified significance and consider the most appropriate regulatory protection mechanisms. Utilise tree inventory results to identify significant trees on public land	Short/Medium	\$	Strategic Planning/ Parks and Gardens
	1.7	Seek to develop and endorse a street and park tree valuation method for Horsham	Medium	\$	Assets/ Finance
	1.8	Enhance protection of street trees through the implementation of a bond over street or park trees that may be impacted by private development	Medium	\$\$	Statutory Planning
	1.9	Seek additional resourcing to enforce the protection of trees and the planting of trees on development sites and new subdivisions.	Short	\$\$	Parks and Gardens/Asset Management Team

1.10	Develop a protocol for the timing of tree planting and ongoing protection of subdivision trees during construction. Explore the use of construction management and/or landscape plans.	Better survival rates for trees in development	Short	\$	Parks and Gardens /Strategic Planning
1.11	Provide education and guidance for builders and developers to retain and protect existing trees in new developments (including early engagement at the concept stage)	Trees better considered in developments	Short	\$	Strategic Planning/Stat Planning/Infrastructure services
1.12	Develop Council landscape/ subdivision guidelines that address subdivision design, trees on private land, street trees and vegetation, lineal paths, public open space and water sensitive urban design in new development in accordance with the Infrastructure Design Manual. Educate staff on its application.	Consistency of advice for trees in development	Short-Medium	\$	Rec and Open Space /Strategic Planning/Infrastructure Services/Statutory Planning
1.13	Ensure planning conditions reflect tree planting requirements in accordance with the landscape/ subdivision guidelines.	Better outcomes in development	Short-Medium	Nil	Statutory Planning
1.14	Develop an internal process for referring planning applications and landscape plans to the Strategic Planning and Urban Design; Recreation and Open Space and Infrastructure Services units.	Stronger inter-departmental collaboration.	Short	Nil	Rec and Open Space /Strategic Planning/Infrastructure Services/Statutory Planning
1.15	Develop an appropriate policy to address the protection of significant and canopy trees on private land and explore appropriate regulatory mechanisms to enforce the policy	Significant trees and canopy trees are recognised	Short	Nil	Strategic Planning
1.16	Further analyse the high-resolution tree canopy data to quantify the losses of tree cover on private land and seek to understand the main causes and solutions	Build the evidence base for planning reform	Medium	Nil	Strategic planning
1.17	Investigate as part of the Planning Scheme Review the shortfalls of the Planning Scheme in terms of tree provision and protection and undertake the strategic work to inform local planning policy and planning scheme requirements to ensure new developments protect existing large trees and where lacking establish new canopy trees, strengthening the tree canopy provision in the private realm.	Build the evidence base for planning reform	Short-Medium	\$	Strategic Planning

1.18	Advocate for changes to Clause 56 to ensure climate responsive landscape design to support the provision of canopy trees and help reduce the impact of urban heat in the public realm	Strengthen Horsham Planning Scheme	Medium	\$	Strategic Planning
1.19	Engage with servicing authorities at the concept stage and planning permit stage of new developments to plan for the consolidation of existing / planned assets that will enable sufficient space for the planting of canopy trees in new subdivisions.	Improved collaboration for the planning of trees.	Short	Nil	External partners & stakeholders this needs to have a council department responsible
1.20	Prepare a Conservation Management Plan for the Botanical Gardens and apply the heritage overlay to ensure its protection	Protection for Botanical Gardens	Short	\$	Parks & Gardens/Strategic Planning
1.21	Seek funding opportunities to restore / enhance avenues of honour.	Renewal of heritage landscapes	Medium	\$ (grant)	Parks & Gardens/Strategic Planning
1.22	Consider planning mechanisms best suited for the protection and retention of existing woodland trees in Haven that contribute to the liveability and character of the area	Significant trees and canopy trees are recognised	Medium	Nil	Strategic Planning
2.1	Ground truth existing vacant sites and identify tree planting sites in all smaller townships such as Natimuk, Pimpinio, Jung, Dooen, Haven, Quantong, Riverside and Laharum	Tree planting opportunities identified	Short	Existing	Parks and Gardens
2.2	Continue to identify priority tree planting areas such as walking and cycling routes as and when strategic work is developed	Priority tree planting sites identified	Short	\$	Rec and Open Space / Statutory Planning
2.3	Develop a 2-year rolling tree planting and renewal program	Trees planted and renewed for the next 10 years	Ongoing	Existing	Parks and Gardens
2.4	Utilise masterplans, streetscape plans, structure plans and/or urban design frameworks to ensure canopy trees are strategically planted to increase shade and amenity along walking routes and identified public spaces	Increased shade	Short/Medium	Included in project works	Rec and Open Space / Parks and Gardens

3. Improve character and biodiversity	2.5	Ensure CAD revitalisation prioritises the planting of trees in high pedestrian areas and seeks to increase supplementary irrigation to newly planted trees in streets	More tree shade in the CAD	Short/Medium	Existing	Parks and Gardens / Strategic Planning
	2.6	Explore opportunities to plant trees within North Horsham railway reserve	Increase open space tree canopy	Medium	\$	Strategic Planning / Parks and Gardens
	2.7	Identify all opportunities to plant trees in road reserve instead of back of kerb	Reduced infrastructure conflicts	Ongoing	Existing	Parks and Gardens / Infrastructure
	2.8	Improve the underground growing conditions for newly planted trees where possible e.g. passive infiltration of stormwater, trenching, mulching, access to adequate soil volumes	Improved growing conditions	Ongoing	Existing	Parks and Gardens
	2.9	Explore use of alternative water sources (stormwater, river or recycled water) to irrigate high profile open space and associated trees	Trees that have access to soil moisture	Short/Medium	\$\$\$	Parks and Gardens / Infrastructure
	2.10	Develop guidelines for developers to provide the detail on how trees should be selected, planted and maintained in subdivisions, including information from Dalki Garringa for indigenous species	More trees in new developments	Ongoing	Existing	Strategic Planning
	2.11	Planners to ensure that adequate space is defined for new trees in developments by requiring adequate information to accompany permit applications (landscape plans that detail tree planting schedules).	Space provision for trees in new developments	Ongoing	Existing	Strategic Planning / Statutory Planning
	2.12	Contract grow and negotiate with local nurseries for tree planting program	High quality tree stock	Ongoing	\$	Parks and Gardens
	2.13	Encourage private landholders to protect existing trees and plant new ones on their land	More trees on privately owned land	Ongoing	\$	Strategic Planning
	3.1	Ensure Precinct Planning for Horsham North includes objectives for increased tree canopy cover, including around the Dudley Cornell reserve, identified walking and cycling routes, and public realm opportunities close to the rail corridor.	More trees in areas of need	Short/Medium	Existing	Rec and Open Space

4. Educate and engage	3.2	Ensure any climate change, environmental or sustainability strategy or planning work identifies the clear climate change adaptation benefits of trees and provides implementation actions for tree planting to increase canopy cover.	Integrated, multi-outcome Council strategy	Short/Medium	Existing	Waste & Sustainability
	3.3	Develop pilot projects within the CAD Revitalisation project that showcase use of innovative design solutions e.g. trenching, water sensitive urban design, permeable paving	Trial sites	Short	\$	Urban design consultants /Strategic Planning / Parks and Gardens / Infrastructure
	3.4	Seek to increase supplementary irrigation to CAD trees to improve overall health and growth	Healthier CAD trees, cooler environment	Short/Medium	\$	Urban Design consultants / Infrastructure
	3.5	Seek to map culturally significant trees on Council owned land for planning and internal purposes. Working with BGCL to ensure cultural sensitivity is respected and maintained and to ensure greater protection and management practices are implemented in Horsham's Planning Scheme, where appropriate	Culturally significant trees register	Medium	\$	Strategic Planning/ Parks and Gardens
	3.6	Collaborate with WCMA and /or BGCL for revegetation projects along waterways (Wimmera River) and irrigate the trees to improve biodiversity connectivity	Collaborative revegetation projects	Short/Medium	\$	Rec and Open Space/ Parks and Gardens
	3.7	Identify potential sites within townships and along rural roads that could be planted with indigenous species to support the outcomes of the Habitat 141 project	Enhancement of biodiversity corridors	Short/Medium	Existing	Parks and Gardens
	4.1	In partnership with BGCL, develop a community engagement program to increase access to knowledge and information about trees	A more informed community	Ongoing	\$	Parks and Gardens
	4.2	Run community tree planting days with youth and community groups	Greater stewardship by community	Ongoing	\$	Parks and Gardens
	4.3	Develop community engagement standard protocol including messaging and touch points for all parks works	Defined community messaging, greater awareness	Short	\$	Parks and Gardens

4.4	Apply for appropriate government grants to help fund the tree management program	Partner with other State agencies and utility providers	Ongoing	Existing	Parks and Gardens
4.5	Continue to work with Powercor and VicRoads on ways to better protect trees and plant suitable ones on land managed by these agencies	Partner with other State agencies and utility providers	Ongoing	Existing	Parks and Gardens, Infrastructure
4.6	Explore the possibility of reinstating the Walking Trees tour developed for Art Wimmera	Educational community engagement tool	Medium	\$	
4.7	Develop clear messaging about the benefits of the tree assets and provide to works crews who interact with the community	Clear community messaging for use in all Council works/ programs	Short	Existing	Parks and Gardens / Community Relations & Advocacy
4.8	Communicate with the community about annual tree planting and maintenance programs	Transparency around Council's tree programs	Ongoing	Existing	Parks and Gardens
4.9	Educate the community and encourage property owners to plant trees (potentially through incentives) in order to increase the overall canopy cover of Horsham	More trees on privately owned land	Ongoing	Existing	Parks and Gardens /
4.10	Utilise the Precinct Plans engagement process to include community preferences for trees, shade and improved landscape amenity	Community understanding the importance of trees	Ongoing	Existing	Rec and Open Space
4.11	Utilise the City to River masterplan engagement process to raise awareness and understanding about the importance of trees for shade and amenity	Community understanding the importance of trees	Short/Medium	Existing	
4.12	Continue to engage with State Government regarding investment in blue green infrastructure and biodiversity	Opportunities for co-funded projects	Ongoing	Existing	Parks and Gardens

5. Deliver best practice	5.1	Develop technical drawings for tree planting typologies relevant to Horsham, including water sensitive urban design	Increase staff knowledge and capacity	Short	\$	Infrastructure / Parks and Gardens
	5.2	Review Council Infrastructure Design Manual and seek to update Council standard drawings to include space and consideration for street trees	Integrated standard drawings that include considerations for street trees	Short	\$\$	Infrastructure
	5.3	Analyse the tree inventory once captured to identify the extent of maintenance works required to minimise known risk	Evidence based maintenance schedule	Short	\$	Parks and Gardens
	5.4	Implement a formal establishment program including formative pruning as part of the tree planting program	Establishment program	Short	\$	Parks and Gardens
	5.5	Ensure tree canopy targets are embedded in capital works and infrastructure renewal works	Strong incentive to plant trees as part of other works	Short	Existing	Infrastructure
	5.6	Develop cost benefit analysis for street and park trees and include in asset planning. Showcase the value of trees as appreciating asset	Trees are valued assets	Short	Existing	Assets / Infrastructure
	5.7	Develop clear guidelines for Tree Removal	Tree Removal Policy	Short	\$	Parks and Gardens/
	5.8	Tree planning to align with road reconstruction works	integrated asset and tree planning	Short	Existing	Parks and Gardens / Infrastructure
	5.9	Explore alternative tree asset database system that is fit for purpose	Tree asset system that integrates with other Council systems	Short	Existing	Parks and Gardens / Operations / Asset Management
	5.10	Include the tree inventory onto Council's asset management system	Trees documented as a Council asset	Medium	Existing	Assets

5.11	Audit tree stock delivered from nursery so that it conforms to AS2303 - Tree Stock for Landscape Use	Tree stock that is fit for purpose	Short	Existing	Parks and Gardens
5.12	Measure tree canopy cover every 5 years to determine progress towards canopy targets	Evaluation of progress towards canopy targets	Ongoing	\$	
5.13	Evaluate status of actions within this Strategy every 2 years to determine progress towards vision, objectives and targets	Evaluation of Strategy progress	Ongoing	Existing	Parks and Gardens / Rec and Open Space
6.1	Work with BGLC to develop a culturally sensitive process to respectfully manage knowledge that is shared with council staff for the protection and preservation of significant trees.	Building partnerships, protecting significant trees	Short	Existing	Parks and Gardens/Strategic Planning
6.2	Work with BGLC to develop appropriate interpretation strategies and signage to educate the community	Community education	Medium	Existing	
6.3	Work with BGLC to develop communication procedures to ensure protection of significant trees during the course of works by Council staff	Building partnerships, Protection of significant trees	Short	Existing	Parks and Gardens
6.4	Require participation in Cultural Induction program lead by BGLC for all relevant staff	Staff education, Protection of Significant Trees	Short	Existing	Parks and Gardens
6.5	Work with BGLC to map culturally significant trees on Council managed land to ensure greater protection and improved management practices and include in a separate register that is protected through appropriate regulation	Culturally significant trees identified and protected	Short	Existing	Strategic Planning
6.6	Partner with BGLC for tree planting along waterways and other key sites as identified by BGLC	Building partnerships	Medium	\$	Parks and Gardens / Strategic Planning

*Budget:

\$ = up to \$10,000

\$ = up to \$100,000

\$ = over \$100,000

** Department with Primary Responsibility Listed First

GLOSSARY

Biodiversity - the variety of plant and animal life in the world or in a particular habitat

Climate change adaptation - taking deliberate and considered actions to avoid, manage or reduce the consequences of a hotter, drier and more extreme climate and to take advantage of the opportunities that such changes may generate.

Climate resilience - the ability to anticipate, prepare for, and respond to hazardous events, trends, or disturbances related to climate

Culturally significant trees – are commonly the last vestiges of former natural and cultural landscapes. These trees retain exceptional values in terms of their contribution to our urban environment. They have a recognisable range of values– natural, cultural, aesthetic, visual, social and historic. These trees can be symbols of great spiritual power, they may have associations with individual people and communities or tell stories of other times and places, or the historic development of a place, trade routes, connections and communications. Significant trees often visually dominate a place by their sheer size, scale and visual impact. Remnant trees from former natural ecological communities may retain valuable habitat and faunal corridors for other endangered and dependent species. These trees also offer a valuable gene pool for future scientific research, conservation and restoration.

Urban Tree Canopy Cover - refers to the layer of tree leaves, branches, and stems that provide tree coverage of the ground when viewed from above

Water Sensitive Urban Design - uses better urban planning and design to reuse stormwater, stopping it from reaching our waterways by mimicking the natural water cycle as closely as possible.

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GREENING GREATER HORSHAM

CONSULTATION REPORT



Horsham Rural City
Council urban rural balance

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

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INTRODUCTION

This report summarises community engagement activities in relation to the development of *Greening Greater Horsham: A Municipal Tree Strategy*.

The Recreation and Open Space Planning (ROSP) team recognises the importance of engaging deeply and consistently throughout the development of a project. Acknowledging and respecting the interest and expertise throughout our community helps develop plans and strategies that are practical, valued and widely supported.

The development of the strategy involved input from HRCC officers and work teams, external stakeholders and our broader community.

A diversity of methods were used to reach a broad audience and representative mix of our community. Methods included: use of the HRCC website, Social Media, Newsletters, Local Papers, and Face-to-Face Events.

The primary tool used to collect feedback and information was a 5-question survey. We received 129 completed surveys from community members.

We consulted directly with organisational stakeholders including Powercor, Grampians Wimmera Mallee Water (GWM Water) and the Wimmera Catchment Management Authority (Wimmera CMA), and finally, we worked in partnership with Barengi Gadjin Land Council (BGLC) to ensure the strategy supported their land rights and land-stewardship objectives.

The final draft of Greening Greater Horsham: A Municipal Tree Strategy and the supporting Horsham Tree Management Policy documents being submitted for endorsement by Council contain all updates and edits resulting from the consultation process.

PRIOR ENGAGEMENT WORK

The Greening Greater Horsham Strategy builds upon many years of community input where the need for specialised tree selection, enhanced tree protection and management has been identified. The 2010 Environmental Sustainability Strategy and related strategies have consistently identified the need for a comprehensive Tree Strategy for our municipality. Consultation for the development of the 2019 Open Space Strategy re-affirmed our community's expectation of enhanced tree management to provide shade, improve neighbourhood amenity and to mitigate the effects of climate change.

During the early stages of development of the Greening Greater Horsham Strategy, the ROSP team participated in a Community Consultation Expo (June 2021).

At the Expo, the project was introduced to the community and we asked for early input into issues important to our community. We heard that our community:

- Overwhelmingly want more trees
- Want consideration into the choice of tree (appropriate habitat, scale and lifespan)
- Don't want more Ornamental Pears
- Need appropriate pruning and management of trees.



Image 1: Community Expo. Feedback from participants identifying key areas of interest

Community feedback from the Expo event revealed enthusiastic support for the planting of more trees.

We also heard concerns re: a lack of consultation/communication from HRCC prior to tree removals, over-reliance on ornamental Pear trees for street trees in Horsham, a need for ongoing maintenance, pruning and watering of new plantings, and the need to select the proper species for the location (i.e. no big trees under power lines).

These concerns have been addressed in the development of the Strategy document.

IAP2 LEVELS

GENERAL COMMUNITY - INFORM

Provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions

SPECIFIC GROUPS - INVOLVE

Work directly with key (internal and external) stakeholders throughout the process to ensure that concerns and aspirations are consistently understood and considered

PROMISE TO THE COMMUNITY

Inform - We will share information that is accurate, balanced and objective.

Involve - We will work directly with identified groups to ensure concerns and aspirations are directly reflected in alternatives developed and we will provide feedback on how your input influenced decisions.

PUBLIC PARTICIPATION GOAL

Internal and external stakeholders are key to the success of the strategy. Engagement will strengthen existing partnerships, will ensure detailed aspects of the strategy are identified and considered and will be essential in the implementation of the strategy.

Our community will be asked to reflect on the vision in the strategy and how the strategy adds to the amenity and liveability of our community.

VISION

A shared Vision was developed.

Trees will be healthy, vibrant and valued assets of the municipality's infrastructure. Using integrated, sustainable management practices, Council will create a welcoming landscape with a canopy cover that supports biodiversity and climate resilience, contributes to the community's physical and mental well-being and raises awareness of the importance of culturally significant trees.

COMMUNITY ENGAGEMENT PLAN

A Community Engagement Plan was endorsed by Council (27 September 2021). (Appendix 1)

The Plan identified a 6 week period of engagement that involved:

- Face to Face 'Pop Up' events
- Direct stakeholder engagement – internal and external groups
- Print media – HRCC Community \notices
- Posters
- Social media posts
- On-line survey – hosted via the HRCC webpage and 'Have Your Say' option
- HRCC newsletter – the Active newsletter

Face to Face 'Pop Up' events

Events were held at:

- Roberts' Place
- Horsham Plaza
- Weir Park
- Haven Market

The events provided an opportunity for people to ask questions and share their ideas re: the importance of trees throughout our municipality.

At Weir Park, coffee was provided to people completing a survey and at Haven Market, people who completed a survey received a tree (tube) tree. Respondents were provided with information re: tree types (soil preference, height, foliage, bird or bee attracting) and people carefully selected a tree to be planted on private land.



Image 2: At the Weir Park consultation.
Members of the HRCC Youth Council with Cr Bowe and
David Hwang, ROSP Precinct Development Officer



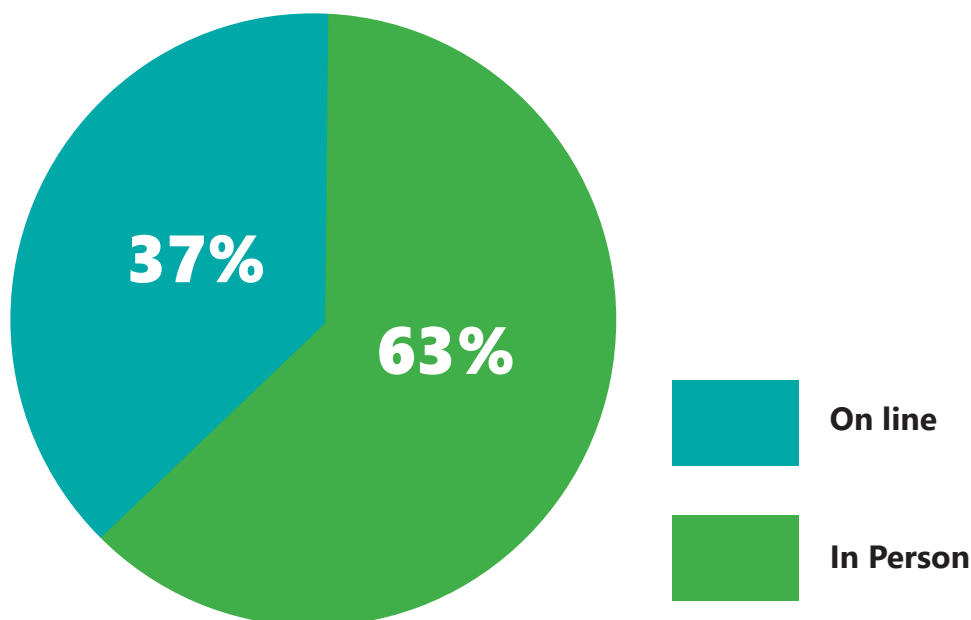
Image 3: At the Weir Park consultation
Members of the Wimmera River Improvement Group, with
Mayor Cr Guilline.

SURVEY

A 5-question survey was the primary tool used to collect feedback re: the Greening Greater Horsham strategy. The survey was completed either online or via paper copies, usually at in-person events.

Of the 129 surveys completed, approximately 60% were completed online and 40% using paper copies. Surveys were anonymous and demographic data was not collected.

HOW THE COMMUNITY ENGAGED WITH THE SURVEY



Graph 1: How feedback was received

SURVEY RESULTS

Question 1: Which of the key objectives do you feel is the most important?

The intent of the question to was to identify objectives strongly valued by our community. Many people chose to provide multiple responses to the question. Although not the intent of the question, the response indicates our community regards all of the 6 key objectives as being important.

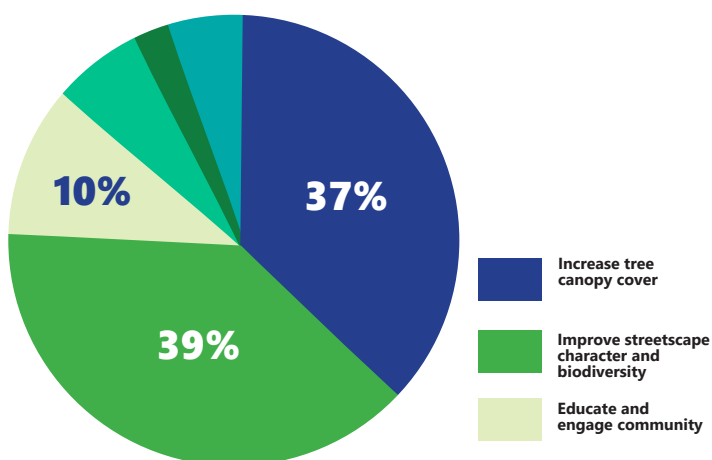
Assessing all results we found that increasing *tree canopy cover* and *improving streetscape character/biodiversity* were the most important objectives identified by our community.

Canopy cover is quantifiable and specific targets for increased canopy cover have been included in the strategy.

Specific actions to broaden the selection of trees planted and favour native species will result in increased biodiversity.

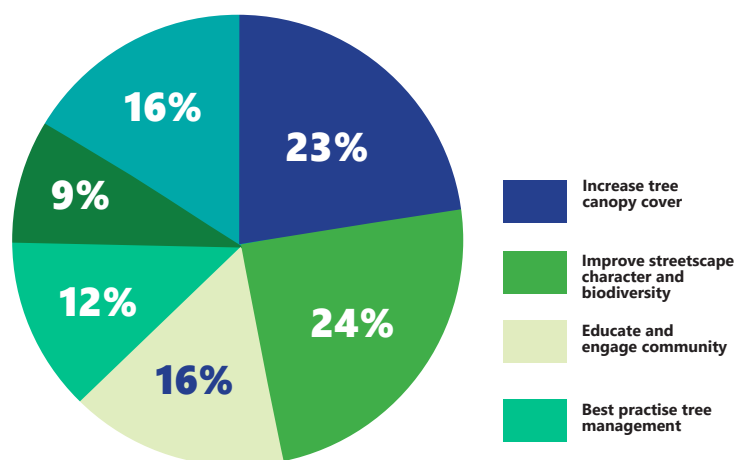
Streetscape character will be improved through actions targeting strategic planning for development and redevelopment of our communities.

WHICH OF THE KEY OBJECTIVES DO YOU FEEL IS THE MOST IMPORTANT?



Graph 2: Question 1 – where only a single objective was identified

WHICH OF THE KEY OBJECTIVES DO YOU FEEL IS THE MOST IMPORTANT?



Graph 3: Question 1 – where multiple objectives were selected

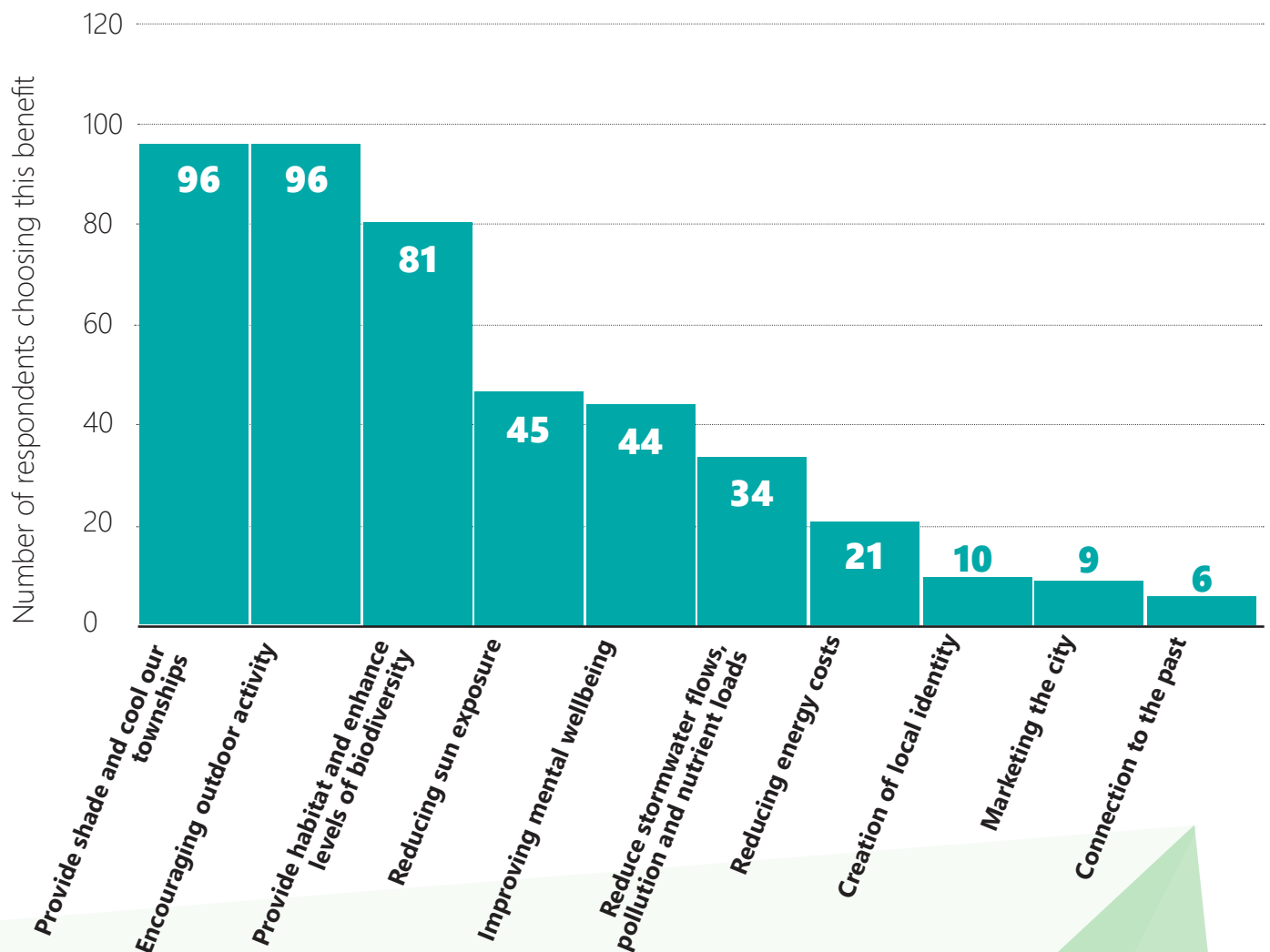
Question 2: Trees offer many benefits, which are the 3 most important to you?

As can be seen in Graph 4 (below) the three benefits our community found most important were:

- providing shade and cooling for our townships,
- encouraging outdoor activity, and
- providing habitat and enhanced levels of biodiversity.

While increasing the canopy cover across the municipality has the potential to achieve all of the benefits listed, knowing what is important to our community will assist our teams in our communication processes and messaging when designing outreach and educational programs.

MOST IMPORTANT BENEFITS OF TREES



Graph 4: Benefits of Trees

Question 3: What types of trees would you like to see more of?

This was an open-ended question allowing respondents to suggest a specific species of tree or respond more generally with a type of tree.

Ninety-seven of the responses fell into five general categories of answers. The five categories of answers were: native, native and deciduous, deciduous, shade trees, and other.

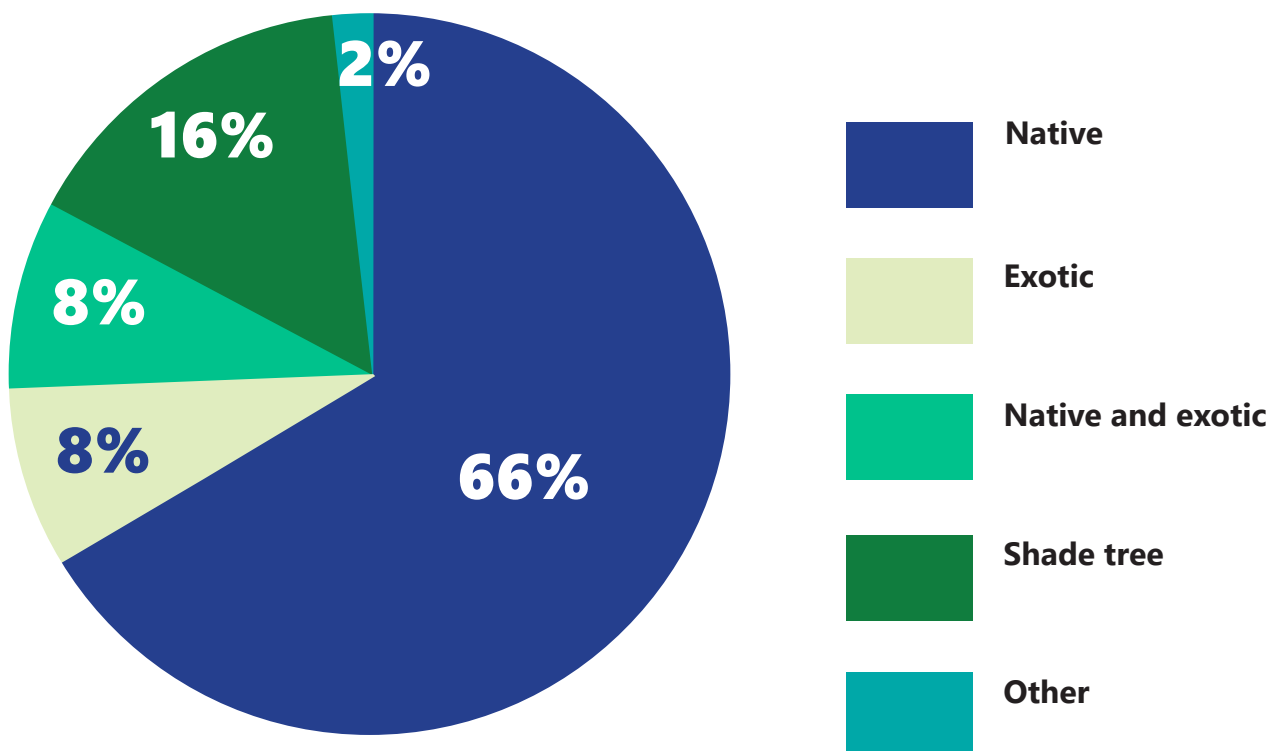
Another 32 responses were either left blank or were answered in a non-specific way, such as: 'colourful ones', 'ones that attract bees', 'any tree is good', or 'no preference'. These non-specific responses are not represented in the graph below (Graph 5).

A majority of respondents (66%) want to see native species being planted with an additional 16% wanting some type of shade tree that could also be native or exotic. Eight-percent want a mix of native and exotic and 8% specifically want exotics planted. Most respondents answered this question with a general type of tree (i.e. native or exotic) but during the consultation process we also received specific species suggestions.

Specific species were suggested twenty-nine times with only four species being suggested more than once. Crepe myrtle, palms and river red gums were suggested twice each while eucalyptus more generally was suggested 6 times.

The Parks and Gardens' teams will be considering the feedback in their selection of trees and plant species.

WHAT TYPE OF TREES ARE PREFERRED?



Graph 5: Tree preferences

Question 4: How Can Council Encourage Individuals to Plant and Maintain Trees on Their Own Property?

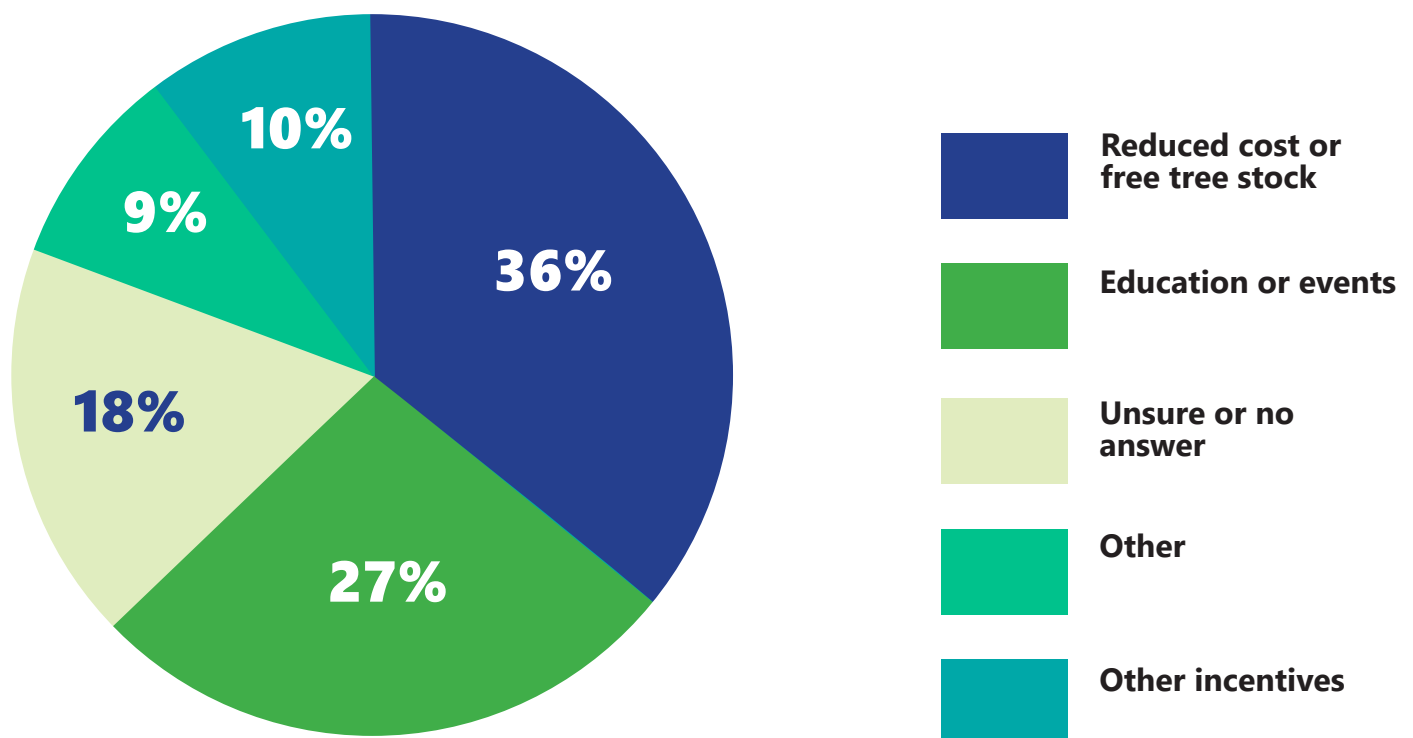
Overwhelmingly, residents saw incentives as being the best way to encourage people to plant trees on their own property, with 46% suggesting either free/reduced cost trees or other incentives. (Graph 6: Trees on Private Property)

A further 27% believed that education was important to encourage our community to embrace the planting of trees.

Educating and engaging with the community is one of the six key objectives in the Greening Greater Horsham strategy with several actions aligned to this objective.

Resulting from the strong response re: incentives (46% believing that incentives are a useful motivator), the Action list supporting the strategy has been amended to reflect this suggestion.

HOW CAN COUNCIL ENCOURAGE INDIVIDUALS TO PLANT AND MAINTAIN TREES ON THEIR OWN PROPERTY?



Graph 6: Trees on Private Property

Question 5: Where would you like to see more trees planted?

As with other open-ended questions, responses to this question were more general than specific in nature, referring to an area (e.g. along the river, in parks, near me) as opposed to a precise location.

The intent of the question had been to map responses and identify similarities of locations but the responses did not enable this to occur. The most common response to the question was 'everywhere.'

Additionally, areas within the Central Activity District (CAD) and specific streets within the CAD were frequently mentioned, particularly: Urquhart, McPherson, and Darlot Streets).

We also received feedback that rural townships and rural roadways should also be considered for additional tree planting programs.

INTERNAL OFFICER SUPPORT

Throughout the development of this strategy, communication and feedback was maintained with the various departments and teams responsible for implementing the actions within the strategy. (Appendix 2)

Each department with responsibility for an action in this strategy has endorsed the strategy and acknowledged acceptance and responsibility for actions attributed to their team.

OTHER ENGAGEMENT

A range of external stakeholders were consulted throughout the development of the Greening Greater Horsham strategy. (Appendix 3).

We received direct feedback and/or edits from Powercor and WCMA which have been incorporated in the final version of the strategy.

We re-engaged with the external stakeholders to confirm their input had been recorded in the draft strategy.

Two community groups expressed particular interest in the species lists used by HRCC and the selection process for the lists. While particular species lists are not within the scope of the project the ROSP team has worked with the Operations' Team to facilitate engagement with the community groups.

As noted in the draft strategy endorsed by Council to be released for public comment, sections of the strategy involving collaborative work with BGLC were still under review. These sections of the strategy have now been updated and confirmed by BGLC.

FOLLOW-UP WORK

Feedback from our community and various internal and external stakeholders has resulted in some changes to the strategy that provide greater clarity and detail. The intent, objectives and action items have remained largely unchanged.

Importantly, the development of a Tree Management Policy provides clarity regarding how HRCC will manage trees. The policy specifies the processes and procedures that the Parks and Gardens team will follow.

Many of the concerns and questions we heard from the community are addressed in the policy. Together, the strategy and policy document provide a clear understanding as to the ways HRCC will manage our tree resources into the future.

SUMMARY

The development of *Greening Greater Horsham: A Municipal Tree Strategy* was driven by community demand for clarity and consistency in the ways our trees are selected, valued and cared for.

Misunderstanding and miscommunication in the past have created a sense of uncertainty and mistrust by the community regarding Council's tree management.

The development of the strategy commenced after a deep and broad engagement process with HRCC staff and other stake holders to identify current practices, concerns and challenges. The development of a shared Vision provided a focus for the development of the strategy.

Engagement and consultation continued throughout the process of developing and amending draft versions of the strategy.

An 6-week period of community consultation provided an opportunity to all stakeholders for a further review of the draft strategy. Departments responsible for actions in the strategy have acknowledged their roles and responsibilities for actions and future work that will achieve the goals of the strategy.

The resulting documents are tools to guide HRCC into a future of greater tree canopy cover, shade, habitat and biodiversity.

The final version of the *Greening Greater Horsham – A Municipal Tree Strategy*, now before Council for endorsement is practical, achievable and assessable.



Greening Greater Horsham - a Municipal Tree Strategy Community Engagement Plan

Background:

Prior to the completion of the current Draft 'Greening Greater Horsham' Strategy, the Recreation and Open Space (ROSP) team participated in the Expo at Jubilee Hall (24-27 June 2021).

At the event there was opportunity to discuss with the community their concerns and desires for the management of trees across the municipality. Our community told us they:

- Overwhelmingly want more trees
- Want consideration into the choice of tree (appropriate habitat, scale and lifespan)
- Don't want more Ornamental Pears
- Need appropriate pruning and management of trees.

Concerns and desires expressed by visitors to the Expo reflect the goals and action plan of the draft Strategy.

Current Situation:

We now have a Draft *Greening Greater Horsham* (Strategy) that has been developed with on-going and widespread input from a broad cross-section of HRCC departments and external stakeholders.

When approved for release by Council, the draft Strategy will be shared with our community for their input and feedback. The consultation process has been developed to be accessible and interesting to a broad range of interest groups and individuals as well as external stakeholders.

Purpose

The two main outcomes of this period of community engagement are to:

- Receive feedback from community and key stakeholders regarding the Strategy, with a focus on key themes and actions identified in the Strategy;
- Share with our community key benefits of trees and the role 'Greening Greater Horsham' will have improving the comfort and attractiveness of our streets, parks and built environment.

Engagement tools

The tables below identify the different ways we will engage with our community regarding the Greening Greater Horsham strategy.

A wide variety of options have been selected to enable as many people as possible to respond to the Strategy.

A four-week timeframe provides the balance between gaining and holding the attention of our community, resourcing and providing opportunities and time for feedback to occur. If required, the proposed timeframe can be extended to six weeks.

All face to face engagement will be subject to COVID restrictions.

Tool	Detail	Proposed Frequency
Face to Face engagement	<p>A schedule of pop-ups will be planned to engage with community members face to face. This will allow for more detail to be shared and questions to be answered by Council staff responsible for the Strategy.</p> <p>Proposed locations will be targeted during high traffic times and include:</p> <ul style="list-style-type: none"> - Horsham Plaza - Roberts Avenue Pop-up Parklet - Local Markets (Haven, Jung) - 	<ul style="list-style-type: none"> - Weekly pop-ups – combination of weekends and weekdays (COVID dependent)
Stakeholder Engagement	<p>Particular stakeholders will be directly invited to respond to the Strategy, with the approach varying between stakeholders and their needs.</p> <p>Potential Stakeholders include:</p> <ul style="list-style-type: none"> - Horsham Landcare, Natimuk Landcare, Wimmera River Improvement Committee, Grampians Wimmera Mallee Water, Wimmera Catchment Management Authority, Barengi Gadjin Land Council Aboriginal Corporation, PowerCor - 	<ul style="list-style-type: none"> - Individual meetings aimed to be held in the first three weeks of engagement
Print Media	<p>Informative material will be graphically designed with key summary points and QR links to the project webpage and survey to be distributed through:</p> <ul style="list-style-type: none"> - Public notices within local newspapers - Outdoor Posters in high traffic areas 	<ul style="list-style-type: none"> - Necessary material will be prepared to be posted and available for the duration of engagement. - Two occurrences within community notices
Radio	<p>Radio to reach a wide range of Horsham residents with opportunities to promote giving feedback and providing information.</p> <ul style="list-style-type: none"> - Radio advertisements - Potential interview on ABC Wimmera 	<ul style="list-style-type: none"> - Two occurrences timed with community notices
Digital and online	<p>Online tools to complement other approaches</p> <p>Tools include:</p> <ul style="list-style-type: none"> - Social Media (i.e HRCC Facebook Page, Horsham Youth Instagram) - A Project page on Council's website with details and survey - Q&A Webinar with recordings shared through other platforms - The HRCC email newsletter with over 400 subscribers 	<ul style="list-style-type: none"> - Social media promotion of events as well to as encourage online feedback - Cross promotion opportunities with key partners - Survey open for the duration of engagement - One Q&A webinar to respond to questions mid-way through engagement

Engagement timing

Please refer to the table above for details of each of the activities.

Scheduling has been designed for a four week period of community consultation (as indicated in the preceding table). The consultation period can be extended for six weeks if required.

Activity	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
Face to Face engagement						
Stakeholder Engagement						
Print Media (Community notices)						
Posters						
Radio ads and interviews						
Social media posts						
Online Survey						
Q&A webinar						
HRCC Newsletter						

Next Steps:

Following the community engagement process, feedback will be summarized and provided to the community via:

- Emails to people who have provided contact details
- Social media postings: Facebook
- Information with link via Council's Public Notice page of local printed media

Summarised feedback will also be provided to the Internal Working Group for consideration. The draft strategy will be amended or updated as required then will be forwarded to the Executive Management team (EMT) and Council for consideration and endorsement.

APPENDIX 2

INTERNAL STAKEHOLDERS

NAME	HORSHAM RURAL CITY COUNCIL ROLE
Kevin O'Brien	Director Communities and Place
Carolynne Hamdorf	Manager Arts Culture and Recreation
Mandy Kirsopp	Coordinator Recreation and Open Space
David Hwang	Precinct Development Officer
Sue Sheridan	Project Management Contractor
Krishna Shrestha	Manager Strategic Asset Management
Martin Bride	Community Development Advocacy
John Martin	Director Infrastructure
Lyndon White	Coordinator Design, Engineering Service
Jared Hammond	Coordinator Waste and Sustainability
Robyn Evans	Manager Operations
Keith Emmerson	Coordinator Civil Works
Rod Lawson	Coordinator Parks and Gardens
Chris Vincent	Team Leader Environment
Grant Preece	Leading hand Tree Care
Ryan Johnstone	Team Leader Streetscapes and Botanic
Stephanie Harder	Coordinator Strategic Planning
Evan Burman	Strategic Planning Officer

APPENDIX 3

EXTERNAL STAKEHOLDERS

ORGANISATION AND NAME	ROLE
BGLC – Darren Griffin	RAP Manager and Acting On-Country General Manager
GWM Water - Dean Robertson	Environment Officer
WCMA - David Brennan	Chief Executive Officer
WCMA – Luke Austin	Operational Delivery Manager
DELWP – Emily Lee	Senior Environmental Planner/Officer
GREENING AUSTRALIA - Jess Gardner	Senior Ecologist
POWERCOR - Leo Hourigan	Council Liaison Officer



1. PURPOSE

The purpose of this policy is to provide clear and transparent direction regarding the best practice management of all trees that are the responsibility of Horsham Rural City Council (HRCC).

2. INTRODUCTION

Council plays a key leadership role in protecting, maintaining, and enhancing public tree assets as part of each township's vegetation. This means purposefully planning for a greener, shadier city, protecting existing tree assets, renewing ageing tree assets, and ensuring that risk is managed appropriately.

This Policy is informed by the vision and key objectives of Greening Greater Horsham – A Municipal Tree Strategy:

1. ***Protect and enhance existing public trees:***

Ensure existing trees are protected from unnecessary removal or damage and that they are cared for to ensure longevity, optimum health, and minimisation of risk.

2. ***Increase tree canopy cover:***

Improve the cover of natural shade in our townships to create attractive and walkable streets

3. ***Improve streetscape character and biodiversity linkages of Horsham and townships including river frontage***

Utilise tree planting to improve the look and feel of our streetscapes and to increase connectivity and habitat for biodiversity

4. ***Educate and engage with the community***

Raise awareness within our community about the importance of urban trees, including on private land and increase participation in decision making

5. ***Deliver a best practice tree management program***

Ensure the care of our trees is based on industry best practice of urban tree management techniques and methods.

6. ***Celebrate cultural heritage***

Plan for the City's landscape to help define its character, culture and image and reinforce the value placed on culturally and historically significant trees.

This policy also directly informs HRCC's operational tree management program.

3. SCOPE

The Tree Management Policy refers to all public trees that occur on Council managed land: street, park, reserve and council land trees in townships as well as trees alongside rural roadways. Council is also responsible for trees along VicRoads Road reserves in speed limit zones up to 80 kilometres per hour. Council manages approximately 15,000 street trees and an unknown amount of park and rural roadside trees.

Trees excluded from the policy are:



- Trees on private property
- Roadsides with speed limits over 80km/hr that are managed by VicRoads
- Public trees in national or state parks or on land managed by DELWP or Parks Victoria
- Bushland reserves

4. PRINCIPLES

HRCC is committed to managing its trees in line with relevant legislative requirements, strategic policies, principles of sustainability and industry best practice tree care methods. Any operation that is known to be detrimental to long-term tree health will not be accepted.

Policy statements have been developed for the following key tree management areas:

- Tree Planting and Establishment
- Species Selection
- Tree Pruning and Maintenance
- Tree Root Management
- Tree Removal
- Tree Protection
- Data
- Tree Risk Management
- Trees for Biodiversity
- Community Engagement

4.1 Tree Planting and Establishment

HRCC will proactively carry out annual tree planting in nature strips, parks and reserves and other Council managed land to meet the following objectives:

- To improve shade cover over our townships and contribute to the canopy cover targets set within Greening Greater Horsham
- To preserve and enhance the local character of the distinct areas within our townships
- To reinforce plantings along entrance ways and main streets into our townships
- To reinforce habitat links and improve biodiversity outcomes across the Shire
- To ensure that every urban residence has at least one healthy street tree on the nature strip.

HRCC will ensure every tree planted in townships either street, park or public land trees is watered and actively maintained for three years post planting. Any tree that dies or is damaged during this period will be replaced when feasible.



4.2 Species Selection

Tree Species will be selected by HRCC arborists for planting based on their function and suitability for each site and will include planting:

- Larger canopy trees in areas that provide adequate space for their future growth
- A mix of indigenous, native and exotic species depending on the site function and desired landscape character. As a general guide, trees endemic to the area will be considered for planting in areas outside of townships, while in townships, both exotic and native species will be considered where it is in line with an established look and feel for the township
- A diversity of species to ensure the overall public tree population maintains adequate diversity
- Species that are resilient to the predicted climatic changes for the region

HRCC will not plant tree species that are declared noxious weeds in the Wimmera region under the Catchment and Land Protections Act 1994.

HRCC will not plant environmental weeds that have been identified for the Wimmera region.

4.3 Tree Pruning and Maintenance

HRCC will provide adequate resources to carry out best practice tree maintenance in road reserves, parks and reserves and other Council managed land to appropriately manage risk as follows:

- Undertake tree inspections for a range of programs such as risk assessments, tree planting requests, customer service requests, tree health assessments, electrical line clearance assessments and routine inspections as part of the maintenance program. Inspections will be undertaken by a suitably qualified arborist.
- Tree maintenance and pruning works will be undertaken on a reactive and proactive basis depending on the request, as required to protect, enhance and preserve existing trees and public space to a high standard while minimising known risks
- Where required, trees may be given supplementary irrigation during extended dry periods
- The principles of integrated pest and disease management (IPDM) will be adopted for pest and disease management with a focus on problem prevention through appropriate tree selection, planting and tree maintenance.
- Any operation known to be detrimental to long-term tree health is not appropriate

4.3.1 Significant Trees

HRCC will identify a complete list of significant trees on Council managed land. Information and identity of culturally significant trees will be negotiated with Pupangari Marnmarnepu principles in a process developed with Barengi Gadjin Land Council in consultation with the Wimmera Catchment Management Authority (WCMA).

HRCC, in collaboration with Barengi Gadjin Land Council and in consultation with the WCMA where relevant, will undertake reactive and proactive maintenance work on public trees that are deemed significant from a cultural, environmental or heritage perspective to ensure their viability and health. Such care will include:



- i. Mulching
- ii. Soil aeration
- iii. Irrigation and fertilisation
- iv. Increased frequency of inspection
- v. Bracing or cabling of weak branches and stems
- vi. Landscape design interventions to remove possible targets and create a more favourable growing environment

The eventual removal and succession of Significant Trees including the collection and propagation of appropriate genetic plant material will be managed proactively by HRCC.

Care and succession of culturally significant trees will be negotiated with Barengi Gadjin Land Council. No removal or succession will be undertaken on culturally significant trees without the express consent of Barengi Gadjin Land Council, though HRCC may undertake works to mitigate known hazards.

4.3.2 Rural Roadside Trees

Rural roadside trees will be pruned to ensure adequate and appropriate vehicle envelopes that balance both the needs of road users and the protection of biodiversity. Council will develop and implement a hierarchy of rural roads and respective appropriate clearance envelopes suited to each hierarchy. The rural road hierarchy will recognise the environmental, cultural and tourism values associated with vegetated roadsides.

4.3.3 Pruning

- All tree pruning on public trees will be in accordance with AS 4373 *Pruning of amenity trees*.
- All tree pruning on public trees outside of the HRCC annual pruning program i.e. those arising from customer requests or development/construction works must be approved by an HRCC arborist.
- No more than 30 per cent of the total tree crown will be removed at any one time.
- Pruning underneath powerlines is conducted as per HRCC Electrical Line Clearance Management Plan and the *Victorian Electricity Safety (Electric Line Clearance) Regulations 2020*.

The City will not allow pruning of trees under the following circumstances:

- a. For solar access.
- b. To reduce leaf, fruit and litter debris.
- c. For causing minor allergenic and irritant responses.
- d. To minimise obstructions of advertising signage and desired views.
- e. For awnings, verandas and other projections over public open space.
- f. To reduce the impact from any bird / bat / other animal waste or noise.
- g. For personal aesthetic preference
- h. Where a feasibly alternative route is available to allow for farm machinery envelopes

4.4. Tree Root Management

HRCC will consider a range of strategies, such as species selection and site assessment, infrastructure design solutions, root pruning and barrier placement, to avoid or manage tree root conflicts with infrastructure as follows:

- The conflicting requirements of trees and infrastructure will be minimised where possible.



- Council will investigate claims of alleged public tree root conflicts to public and private infrastructure and base management decisions on evidence-based findings. All claims will need to be accompanied by a geotechnical report evidencing the root conflicts, damage while considering soil type and suitability of buildings footings.
- Damage to tree root systems is to be avoided to ensure ongoing tree health. It is understood however, that certain tree root treatment works, including root pruning and root barrier/ deflector installation, are required to be performed on HRCC managed trees from time to time. This work is required for risk management, to maintain public safety and contain tree root growth where necessary to prevent damage to property, roads and pavements.
- Root pruning of Council managed trees will always be undertaken in accordance with AS 4373 and AS 4970 to ensure the health, stability, and longevity of the tree.
- The pruning of a tree's root system can have detrimental effects on tree health and stability. Root pruning of trees on Council managed land will not be permitted without the approval of an HRCC arborist. All approvals for root pruning and barrier installation on Council managed land shall be authorised by the HRCC arborist after relevant investigations.

4.5 Tree Removal

HRCC will manage and monitor all public trees throughout their lifecycle and remove and replace them as appropriate. Whilst tree removal is a last resort management option, public safety always takes priority. HRCC will investigate all tree management options prior to the recommendation for tree removal. Tree removal will only be authorised when no other viable options are available.

All trees that are removed will be replaced as close as practically possible to the tree being removed to ensure that there is no net loss of trees from the immediate area.

Waste and debris generated from tree maintenance and removal activities will be utilised for other parks maintenance programs and projects e.g. mulch and logs. Recycling of waste materials will be undertaken where feasible e.g. logs for nature play.

Appropriate levels of resident/property owner consultation will be undertaken prior to any tree removals.

Public trees may not be removed unless approved by a HRCC arborist in accordance with the tree removal criteria stipulated in 4.5.1 below.

4.5.1 Tree Removal Criteria

Trees may be considered for removal under the following circumstances:

- If the trees is hazardous and will be removed immediately.
- Trees that are dead, dying or in severe decline, from natural causes or irreversibly diseased; unless it is defined that they must remain in the landscape for habitat provision or other purposes.
- The tree poses an environmental threat
- The tree is stunted in its growth and removal and replacement is necessary to achieve the intended effect of a tree scape



- The tree is interfering with other trees to such an extent that neither tree can develop to its full potential
- The tree is being replaced as part of a strategic redevelopment of a street scape, avenue or notable plantation.
- Trees identified as being inappropriate for a location, in consultation with the community e.g. trees under powerlines
- In the case of development, only if all possible design solutions have been considered to retain the tree and have been deemed by Council's arborist to be exhausted.
- Trees causing damage to private infrastructure or causing conflicts to utilities and services only when the appropriate investigations have been made and all feasible interventions to retain the tree have been considered and deemed to be exhausted.
- Trees recognised as inducing severe allergenic or health responses based on assessment on a case-by-case basis.
- If the tree is defined by Council's arborist to be a poor arboricultural specimen and contributes little amenity or ecological services.
- If the development project results in an improvement to green space/infrastructure that would not be possible without the removal of existing trees.
- The tree is of a species listed as Weeds of National Significance or Declared Plants under the Catchment and Land Protection Act.
- The tree is harbouring a pest e.g. white ants and poses a risk to the environment and the community

Instances when public tree removals **will not** be considered include:

1. If there is a safe and practical means for tree retention
2. To minimise obstruction of views, advertising or signage.
3. To reduce leaf and fruit litter debris.
4. For solar access including the establishment and maintenance of turf on nature strips
5. For unjustified property damage claims.
6. For causing minor allergenic or irritant responses
7. If the tree/s provides an important biodiversity function such as recognised high conservation road reserves.
8. For personal aesthetic preference.

4.6 Tree Protection

Council managed trees, their stems, roots and crown, shall always be protected from construction works, events, development and other activities, reducing where possible the negative impacts that threaten tree condition, health, safety and/or amenity.

- All contractors, relevant responsible authorities, including Council and property owners shall be responsible for the protection of trees on Council managed land that are likely to be affected by development, events, construction and temporary works.
- All public trees will be protected from construction and works activities in accordance with Australian Standard AS 4970- *Protection of trees on development sites*.



- Construction and development projects within the Tree Protection Zone (TPZ) of a Council managed tree are required to prepare a Tree Protection Management Plan, seek Council arborist endorsement and take responsibility for its implementation.
- TPZs will be calculated in accordance with the methodology outlined in Australian Standard AS 4970-*Protection of trees on development sites*.
- Any damage caused to public trees during construction, event or development activities, including damage caused by contractors, will be the liability of the property owner or representative. These costs will be determined by Council arborists.

4.6.1 Vandalism

- If Council suspects a tree has been vandalised, a sign will be posted on the tree as Council investigates the matter.
- Where feasible, Council may seek information from surrounding residents and may prosecute known offenders
- Council will replace vandalised trees where feasible

4.7 Tree Valuation

When a requested removal of a public tree is deemed necessary for construction, development or utility works, all costs associated with its removal and replacement must be paid by the property owner, utility or developer prior to removal.

The costs associated with the removal of a public tree include:

A. Tree Amenity Value	Calculated in accordance with Council's Amenity Formula which is based on the City of Melbourne Method.
B. Removal Costs	Costs associated with the removal of the tree including stumps, disposal of debris and any community engagement.
C. Tree Replacement Costs	Costs associated with the suitable replacement of the tree being removed. The level of reinstatement required will be determined by HRCC and include a 3-year maintenance period. Opportunities to improve soil conditions will be explored.

HRCC's Tree Valuation Formula Methodology is included in **Appendix 1**.

A Tree amenity value will not be charged in the following instances:

- Trees that are dead (except in cases of intentional vandalism or poisoning).
- Trees with a ULE of less than five years.
- Where the tree is a declared weed species for a particular location.
- Trees that have been assessed by a qualified arborist that pose a medium, high or very high level of residual risk in accordance with HRCC's risk management framework (Based on *Australian Standard for Risk Management ISO 31000:2009*).
- Trees proven to be causing damage to public and or private infrastructure or services where all interventions to retain the tree have been exhausted.



4.7.1 Bonds

HRCC will impose bonds on representatives of development works and event organisers where necessary to ensure the adequate protection of all trees that are to be retained during the construction or event process. The bond or bank guarantee amount will be the combined amenity, removal and replacement value determined in accordance with this policy (See Appendix 1). The bond or bank guarantee will be held for the duration of the works, subject to an approved Tree Protection Management Plan.

4.8 Tree Management Data

HRCC will develop, maintain and update tree related records for townships to adequately monitor and evaluate the diversity, health, status and risk of the inventoried public tree population. To maintain the integrity and content of the asset inventory and works program:

1. A register of trees that pose a heightened risk of failure or limb drop will be kept on a central HRCC database and will be subject to a programmed inspection and maintenance regime according to levels of identified risk
2. All newly planted trees considered to be public tree assets in townships are to be electronically recorded when planted which identifies the species of the tree, its location and age at planting.
3. All tree inspections are to be recorded electronically in the City's asset management system where possible
4. All HRCC staff and contractors are to electronically record works for every tree asset as they occur where possible

4.9 Trees for Biodiversity

Urban trees create important habitat for a diverse range of native and exotic fauna including mammals, birds, reptiles and invertebrates and therefore can be either positively or negatively impacted by routine tree management activities. In recognition of the contribution that urban trees make to biodiversity in the region, HRCC will:

- Endeavour to relocate native fauna that will be displaced from routine tree management activities where it is possible and reasonable to do so;
- Leave the task until the end of the breeding or nesting season if safe, reasonable and practical to do so.
- Actively plant indigenous tree species that will support fauna habitat and food provision
- Seek to plant species that are listed as threatened to ensure their survivability if appropriate

4.9.1 Hollows

Hollows provided by large old trees provide critical habitat for many species that are typically not present in younger trees. Eucalypts for example will not start forming hollows until they are over a century old and are therefore extremely difficult to replace once they are removed. In order to retain as many hollows as feasible, HRCC will:

- Ensure that hollow bearing trees that meet the criteria for removal as outlined in this policy will be made safe and retained as habitat trees wherever it is safe, practical and appropriate to do so.
- Endeavour to seek practical design and management alternatives to maximise the health and longevity of existing large, hollow bearing trees.



4.10 Community Engagement

All community engagement activities will be governed by HRCC's Community Engagement Policy 2021 - C04/095. In relation to engagement regarding HRCC public trees:

- The operations will be informed by the partnership agreement developed by HRCC and the Barengi Gadjin Land Council
- The community will be informed and consulted about all major projects involving tree removal and planting and any other specialised projects that involve HRCC public trees.
- The type and extent of community engagement will vary depending on the impact of the works on the local community and will be determined in accordance with a number of factors including the prominence of the location, the significance of the tree, the size of the tree, the number of trees being impacted and the visual impact of proposed works.
- Community engagement may include direct contact with the customer, letters to immediately affected residents, signage on site and via information on HRCC's website.
- HRCC will assess customer requests regarding urban trees in line within the parameters of this policy. All customer service requests will be responded to in a timely manner in accordance with HRCC's Customer Commitment Charter 2020 and the following requirements.
 1. Where it is contemplated to plant a series of street trees in a road, or undertake whole street replacement of existing street trees, the adjoining property owners will be consulted on the proposal, including the details of proposed tree species
 2. HRCC's annual tree planting program will be available on Council's website prior to the planting season
 3. HRCC will notify adjoining property owners of the removal of large trees from residential streets, unless the tree requires immediate removal to maintain public safety in which case there may not be adequate time to notify residents
 4. Signage will be placed on large park trees notifying users of any upcoming removal works.
 5. HRCC will notify the community of unauthorised works and undertake site specific responses following tree poisoning, vandalism or prohibited tree removal.

5. COMMUNICATION

This policy will be available on Council's website and on the internal intranet. It should be referred to when making any decisions regarding Horsham's urban trees both at operational and strategic level.

6. RESPONSIBILITY

Policy Owner: Manager, Operations



7. DEFINITIONS.

Term	Meaning
Avenues	means rows or stands of trees or remaining individual trees, that have been planted in a distinct place (or on a roadside) and can be clearly distinguished as being a 'feature' of the landscape in their own right. They may have been planted as a memorial, in commemoration of an event or as part of a community initiative. In any case, they generally hold significance to a measurable portion of the community for either historic, cultural, commercial or amenity reasons.
Biodiversity	a measure of flora and fauna species richness and diversity
DBH	Trunk diameter at breast height. Measured vertically at 1.4m from ground level.
Declared trees	defined in the Catchment and Land Protection Act, Natural Resource Management plans and associated Regulations
Exotic tree	An introduced, alien, exotic, non-indigenous, or non-native species, or simply an introduced species living outside its native distributional range
Noxious weed	means; (a) a State prohibited weed; (b) a regionally prohibited weed; (c) a regionally controlled weed; or (d) a restricted weed
Public tree	defined as any tree that has any part of its trunk growing from Council managed land.
Retention value	is a concept which accounts for the social, economic, environmental and/or cultural benefits of retaining a tree. Retention value is often difficult to quantify, but the benefits can be identified and understood. It is also important to understand the extent of the benefit (e.g. whether the benefit applies broadly or to a limited number of individuals; critical habitat benefit to an endangered fauna species or general environmental benefit; etc)
Risk	The combination of the likelihood of an event and the severity of the potential consequences. In the context of trees, risk is the likelihood of a conflict or tree failure occurring and affecting a target and the severity of the associated consequences
Significant Trees	are defined as those with horticultural, aesthetic, historical, environmental, social or cultural value
Street tree	specifically refers to trees planted within a road reserve
TPZ	Tree Protection Zone. A TPZ is measured by multiplying the DBH by 12
Tree	A tree is defined as a long-lived woody perennial plant with one or relatively few main stems with the potential to grow to a height greater than 3 metres
Tree debris	Remains of a tree that fall to the ground e.g., bark, leaves, branches and sometimes trunks
Tree failure	structural failure or breakage of a tree trunk, branch or root. A tree failure does not include the death of a tree that is still intact and standing, nor a tree that has been or will be removed due to its probability of failure
ULE	Useful life expectancy, which is the length of time a tree remains useful in the landscape before it is likely to require removal due to old age, inadequate space, poor health, poor structure or inappropriate species for the location



8. SUPPORTING DOCUMENTS

Document
Council Plan 2020-2024
Health and Wellbeing Plan 2017-2021
Horsham Planning Scheme (Victorian Planning Provisions)
Environment Sustainability Strategy 2010
Horsham Framework for Managing Growth 2013
Open Space Strategy 2019
Municipal Bike and Shared Path Plan 2012-2015
Horsham Urban Transport Plan 2020
CAD Revitalisation Streetscape Strategy 2017
Horsham North Urban Design Framework 2013
Roadside Vegetation Management Plan
Electrical Line Clearance Management Plan 2020
Municipal Tree Strategy 2021
Horsham North Project
Horsham CAD & Streetscape Plan

9. DOCUMENT CONTROL

Version Number	Approval Date	Approval By	Amendment	Review Date
			New Policy	Every four years, or minor amendments can be made as needed by approval of the CEO



APPENDIX 1 – Tree Valuation Methodology

Where a public tree removal is approved by Council's Parks and Gardens Department, construction or works, the associated cost of the tree, its removal and replacement shall be paid by the property owner or representative prior to its removal.

The costs associated with removal of a public tree in Horsham Rural City Council include:

A. Tree Amenity Value	Calculated in accordance with Council's Amenity Formula which is based on the City of Melbourne Method.
B. Removal Costs	Costs associated with the removal of the tree including stumps, disposal of debris and any community engagement.
C. Tree Replacement Costs	Costs associated with the suitable replacement of the tree being removed. The level of reinstatement required will be determined by HRCC and include a 3-year maintenance period. Opportunities to improve soil conditions will be explored.

A - Amenity Value

The following formula has been prepared to assist with calculating the monetary amenity value of a public tree in Horsham Rural City Council. This formula is based on the City of Melbourne's Amenity Value Formula developed in 1990 by Dr. Peter Yau and has been modified for application in HRCC

$$\text{Amenity Value} = \text{Basic Value (\$)} \times \text{Species (S)} \times \text{Aesthetics (A)} \times \text{Locality (L)} \times \text{Condition (C)}$$

Read through the following formula definitions to calculate the tree amenity value.



Basic Value (\$)

The basic monetary value of a tree was taken from the internationally accepted table of values devised by the American Council of Tree and Landscape Appraisers and the International Society of Arboriculture, which in the base year 1988 was \$US27 per square inch trunk basal area. This has been converted to Australian dollars to a value corresponding to centimetres in trunk diameter at breast height (DBH). Basic values were updated in January 2017 to reflect the current CTLA value of \$13 per square centimetre. Young trees with a trunk diameter of 6 centimetres or less do not attract an amenity value charge.

2018 Basic Values

DBH cm	Base Value	DBH cm	Base Value	DBH cm	Base Value	DBH cm	Base Value
<6	\$ -	42	\$ 18,010.75	79	\$ 63,721.71	116	\$ 137,388.13
6	\$ 367.57	43	\$ 18,878.62	80	\$ 65,345.13	117	\$ 139,767.10
7	\$ 500.30	44	\$ 19,766.90	81	\$ 66,988.97	118	\$ 142,166.49
8	\$ 653.45	45	\$ 20,675.61	82	\$ 68,653.22	119	\$ 144,586.30
9	\$ 827.02	46	\$ 21,604.73	83	\$ 70,337.90	120	\$ 147,026.54
10	\$ 1,021.02	47	\$ 22,554.28	84	\$ 72,043.00	121	\$ 149,487.19
11	\$ 1,235.43	48	\$ 23,524.25	85	\$ 73,768.52	122	\$ 151,968.26
12	\$ 1,470.27	49	\$ 24,514.63	86	\$ 75,514.46	123	\$ 154,469.75
13	\$ 1,725.52	50	\$ 25,525.44	87	\$ 77,280.82	124	\$ 156,991.67
14	\$ 2,001.19	51	\$ 26,556.67	88	\$ 79,067.60	125	\$ 159,534.00
15	\$ 2,297.29	52	\$ 27,608.32	89	\$ 80,874.81	126	\$ 162,096.76
16	\$ 2,613.81	53	\$ 28,680.38	90	\$ 82,702.43	127	\$ 164,679.93
17	\$ 2,950.74	54	\$ 29,772.87	91	\$ 84,550.47	128	\$ 167,283.53
18	\$ 3,308.10	55	\$ 30,885.78	92	\$ 86,418.93	129	\$ 169,907.54
19	\$ 3,685.87	56	\$ 32,019.11	93	\$ 88,307.81	130	\$ 172,551.98
20	\$ 4,084.07	57	\$ 33,172.86	94	\$ 90,217.12	131	\$ 175,216.83
21	\$ 4,502.69	58	\$ 34,347.03	95	\$ 92,146.84	132	\$ 177,902.11
22	\$ 4,941.73	59	\$ 35,541.62	96	\$ 94,096.98	133	\$ 180,607.81
23	\$ 5,401.18	60	\$ 36,756.63	97	\$ 96,067.55	134	\$ 183,333.92
24	\$ 5,881.06	61	\$ 37,992.07	98	\$ 98,058.53	135	\$ 186,080.46
25	\$ 6,381.36	62	\$ 39,247.92	99	\$ 100,069.94	136	\$ 188,847.42
26	\$ 6,902.08	63	\$ 40,524.19	100	\$ 102,101.76	137	\$ 191,634.80
27	\$ 7,443.22	64	\$ 41,820.88	101	\$ 104,154.01	138	\$ 194,442.59
28	\$ 8,004.78	65	\$ 43,137.99	102	\$ 106,226.67	139	\$ 197,270.81
29	\$ 8,586.76	66	\$ 44,475.53	103	\$ 108,319.76	140	\$ 200,119.45
30	\$ 9,189.16	67	\$ 45,833.48	104	\$ 110,433.26	141	\$ 202,988.51
31	\$ 9,811.98	68	\$ 47,211.85	105	\$ 112,567.19	142	\$ 205,877.99
32	\$ 10,455.22	69	\$ 48,610.65	106	\$ 114,721.54	143	\$ 208,787.89
33	\$ 11,118.88	70	\$ 50,029.86	107	\$ 116,896.31	144	\$ 211,718.21
34	\$ 11,802.96	71	\$ 51,469.50	108	\$ 119,091.49	145	\$ 214,668.95
35	\$ 12,507.47	72	\$ 52,929.55	109	\$ 121,307.10	146	\$ 217,640.11
36	\$ 13,232.39	73	\$ 54,410.03	110	\$ 123,543.13	147	\$ 220,631.70
37	\$ 13,977.73	74	\$ 55,910.92	111	\$ 125,799.58	148	\$ 223,643.70
38	\$ 14,743.49	75	\$ 57,432.24	112	\$ 128,076.45	149	\$ 226,676.12
39	\$ 15,529.68	76	\$ 58,973.98	113	\$ 130,373.74	150	\$ 229,728.96
40	\$ 16,336.28	77	\$ 60,536.13	114	\$ 132,691.45		
41	\$ 17,163.31	78	\$ 62,118.71	115	\$ 135,029.58		

Based on CTLAv9 \$AUD13/cm2



Aesthetics (A)

The aesthetic value of a tree is determined by the impact on the landscape if the tree were removed. This category is closely tied to the locality factor (L).

Aesthetic Factor	Score
Contributes little to the landscape	0.5
One of a group of close plantings	0.6
Wide plantings	0.7
Irregular spacing between trees; regular spacing one side	0.8
Street or pathway plantings, regular spacing both sides	0.9
Solitary feature specimen tree	1.0

Locality (L)

The locality factor is determined by the tree's geographical situation. Trees in within a highly urbanised environment score highest because of the stressful growing environment in which the tree must survive. As the location becomes more rural, the significance of the tree diminishes.

Locality Factor	Score
In rural areas (outside of urban centres/townships)	0.5
In bushland reserve or public open space within urban centre or township	0.75
Residential or commercial street in urban centre, suburb or township	1
In neighbourhood park or garden	1.25
Part of an avenue planting in urban area, suburb or township	1.5
Part of a key boulevard or town entrance planting; park or garden in city or town centre	1.75
Primary location within city or town centre, main street, mall, or civic space or street within CBD	2
LOCALITY (L)	



Tree Condition (C)

The tree condition value is determined by the corresponding total score of the assessment criteria.

Assessment Criteria	Criteria Condition	Score
Trunk	solid and sound	5
	sections of bark damaged/missing	3
	extensive decay, hollow trunk	1
Growth	>15cm twig elongation this season	3
	5-15cm twig elongation	2
	<5cm twig elongation	1
Structure	healthy, stable and sound	5
	some deadwood and dead limbs	3
	extensive dieback and deadwood	1
Pests and Diseases	no pest/disease infestation	3
	minor symptoms of infestation	2
	advanced symptoms of infestation	1
Canopy Development	full balance canopy	5
	full but unbalanced, lop-sided	3
	unbalanced and lacking full canopy	1
Life Expectancy	>50 years	5
	10-50 years	3
	<10 years	1
Total Condition Score		

Total Score	Tree Condition	Factor
6-9	Very Poor	0.2
10-13	Poor	0.4
14-18	Fair	0.6
19-22	Good	0.8
23-26	Excellent	1.0
Condition Factor (C)		

Amenity Value = Basic Value (\$) x Species (S) x Aesthetics (A) x Locality (L) x Condition (C)

**B - Removal Costs**

Costs will be based on the current costs of tree removal. It includes the physical removal of the tree and the stump.

C – Reinstatement Costs

The level of reinstatement required will be determined by Council and will take into consideration the location, significance, biodiversity provision and the amenity of the tree removed.

Reinstatement costs will also include a 3-year tree establishment fee and any treatment or Water Sensitive Urban Design (WSUD) or soil improvement measure deemed to be required to establish suitable replacement trees or vegetation.

Total Costs

A. Amenity Value	
B. Removal Costs	
C. Reinstatement Costs	
Total Costs (A+B+C) =	

Horsham Rural City Council

ANNUAL ACTION PLAN

2022-2023



STRATEGIC OBJECTIVES

Theme 1 Community

Horsham Rural City Council will develop the municipality as a diverse, inclusive and vibrant community.



Theme 3 Sustainability

Horsham Rural City Council will actively lead in sustainable growth and development of the community and the economy.

Theme 4 Accessibility

Horsham Rural City Council will meet community needs through connected transport networks and the provision of accessible and welcoming places and spaces.

Theme 2 Liveability

Horsham Rural City Council will actively work to create a healthy and connected community that is a great place to live, work invest and explore for all ages, abilities and backgrounds.



Theme 5 Leadership

Horsham Rural City Council, will build trust and connections with the community through good governance, community consultation, accountability, transparent decision making and financial stability.



Theme 1 - Community - Horsham Rural City Council will develop the municipality as a diverse, inclusive and vibrant community.		(** Health and Wellbeing Priorities and Initiatives)		
Priorities & Initiatives	Action	Measure	Team	Due By
1.1 Communicate and engage effectively with our community to understand their needs and advocate on their behalf	1.1.1 Implement the recommendations in relation to a strategic planning committee (s) from the Committee Structure Review #Community Panel	Committees in place and operational	Governance	31 July 2022
	1.1.2 Review and update the HRCC Advocacy Priorities resource document	Updated HRCC Advocacy Priorities Resource and Report	Community Relations & Advocacy	Annually
1.2 Support and empower localised community groups in their goals and plans**	1.2.1 Increased reach and diversity of allocation of Annual Community Grants program #Council Plan Target	Report to Council on % increase of new successful applications	Community Relations & Advocacy	31 May each year
	1.2.2 Provide support and educate community groups on grant applications to external funding bodies	Report to Council on applications and assistance provided	Community Relations & Advocacy	31 May each year
	1.2.3 Support Wesley Committee to make the Wesley Performing Arts Centre operational, (subject to funding).	Venue is operational	Performance & Events	30 June 2023
	1.2.4 Increase activation and promotion of outdoor venues	Report to EMT on usage of indoor and outdoor venues	Performance & Events	30 June 2023
1.3 Enhance the inclusivity, accessibility and safety of our places and spaces **	1.3.1 Implementation of all actions identified in the 2019-2022 Community Inclusion Plan #Council Plan Target	Annual progress report to Council	Project Office - Community Services & Safety	31 January each year
	1.3.2 Develop a new Community Inclusion Plan following the close out of the 2019-2022 plan	New Community Inclusion Plan adopted by Council	Project Office - Community Services & Safety	31 December 2022
	1.3.3 Develop a policy on open space within subdivisions (consider pedestrian, cyclist and vehicle movements)	Policy adopted by Council	Strategic Planning & Heritage	31 July 2022
	1.3.4 Develop a policy for developer's open space contributions & amend the planning scheme	Policy adopted by Council	Strategic Planning & Heritage	30 June 2023
	1.3.5 Develop the Horsham North Local Area Plan	Horsham North Local Area Plan adopted by Council	Strategic Planning & Heritage	31 December 2022
	1.3.6 Implement the Horsham North Local Area Plan	Progress report on implementation plan	Executive	31 December in each year
		Horsham North Local Area Plan adopted by Council		
1.4 Develop a principles based and community need driven planning approach for our infrastructure **	1.4.1 Develop policies and procedures to ensure use of Council owned or managed recreational facilities is transparent and fair	Recreation Facilities Maintenance and Use Policies and Procedures adopted by Council	Recreation & Open Space	30 June 2023
	1.4.1 Work with Victoria Police to update the CCTV Memorandum of Understanding. Update CCTV policy and procedure.	CCTV MOU, policy and procedure all updated	Community Safety	31 December 2022
1.5 Value and respect the culture of our traditional owners through strengthening relationships and partnerships with the Aboriginal and Torres Strait Islander community in Horsham **	1.5.1 In consultation with Barengi Gadjin Land Council develop a partnership agreement #Council Plan Target	Partnership agreement developed and adopted by Council	Executive	30 June 2023
	1.5.2 Deliver on the Horsham Silo project with Barengi Gadjin Land Council to promote, celebrate & share first nation stories of significance	Silo art complete	Arts Culture & Recreation	30 September 2022
	1.5.3 Identify and recognise areas and places of cultural and historical significance that maintain connection to places, land and culture and engage early.	Report presented to Council	Strategic Planning & Heritage	30 June 2023
		Cultural Heritage Overlay completed		31 December 2024
1.6 Promote and support the municipality's key tourism, events and local and cultural offerings **	1.6.1 Increase the range, quality and appropriateness of Visitor Services information and products	Process established to record and utilise suitable names	Executive	30 June 2025
	1.6.1 Increase the range, quality and appropriateness of Visitor Services information and products	Visitation and product sales reported monthly to Council	Marketing & Customer Service (Horsham Town Hall)	30 June 2023

Theme 1 - Community - Horsham Rural City Council will develop the municipality as a diverse, inclusive and vibrant community.		(** Health and Wellbeing Priorities and Initiatives)		
Priorities & Initiatives	Action	Measure	Team	Due By
1.6 Promote and support the municipality's key tourism, events and local and cultural offerings **	1.6.2 Ensure Visitor Services successfully integrates into the Horsham Town Hall venue	Visitation reported monthly to Council	Marketing & Customer Service (Horsham Town Hall)	31 December 2022
	1.6.3 Encourage, promote and celebrate events enriching cultural diversity #Community Panel	Report on the number of cultural events at Horsham Town Hall	Marketing & Customer Service (Horsham Town Hall)	Annually
	1.6.4 Implement the Horsham Heritage Study to protect buildings and places of historic cultural heritage to reinforce 'sense of place' and celebrate Horsham's character and distinctiveness	Horsham Planning Scheme amended	Strategic Planning & Heritage	31 December 2023
	1.6.5 Prepare a conservation management plan for Horsham Botanical Gardens	Horsham Botanical Gardens Conservation Management Plan is endorsed by Council	Strategic Planning & Heritage	31 December 2024
	1.6.6 Prepare heritage controls and complete amendment to the HRCC Planning Scheme.	Heritage Controls complete and incorporated into HRCC Planning Scheme	Strategic Planning & Heritage	30 June 2023
1.7 Partner on public initiatives to reduce family violence, alcohol and other drugs, tobacco and gambling related harm **	1.7.1 Lead and Partner on public initiatives to improve awareness and knowledge of family violence	Report on initiatives in Annual Report	Project Office - Community Services & Safety	30 September 2022
1.8 Support the communication process to increase knowledge of local health and community services available to the public **	1.8.1 Implementation and training on use of the newly developed accessible documents guide	Training is provided and guidelines embedded within Council	Project Office - Community Services & Safety	30 June 2023

Theme 2 - Liveability - HRCC will actively work to create a healthy and connected community that is a great place to live, work, invest and explore for all ages, abilities and backgrounds			(** Health and Wellbeing Priorities and Initiatives)	
Priorities & Initiatives	Action	Measure	Team	Due By
2.1 Promote opportunities for life long social interactions and enjoyment **	2.1.1 Design and promote activities in collaboration with the Age Friendly Communities reference group	Activities reported on in the Annual Report	Project Office - Community Services & Safety	30 June in each year
	2.1.2 Design, promote, participate and support municipal activities and events as scheduled including Volunteers, International Womens Day & Seniors week	Events reported in the Quarterly Report	Executive	30 June in each year
2.2 Advocate for educational opportunities, delivered locally, to support and encourage lifelong learning **	2.2.1 Develop and implement council wide guidelines for universal inclusion and access across all activities	Universal Access Guidelines adopted by Council	Project Office - Community Services & Safety	30 June 2023
	2.2.2 Partner with the WRLC to promote the library and related events through Council's public notice page #Council Plan Target	Report to Council via the Quarterly Report (LGPRF)	Community Relations & Advocacy	Quarterly each year
2.3 Create engaging spaces and places for social connection and wellbeing to build community resilience **	2.3.1 Finalise actions from Stage 1 Concept Plans for Riverfront Activation Project - including detailed design drawings	Stage 1 Actions finalised	Project Office - Infrastructure	31 Dec 2022
	2.3.2 Work with community to develop Concept Plans for Sawyer Park & City Oval and develop detailed designs and drawings - Stage 2	Concept plan endorsed by Council. Works underway.	Recreation & Open Space	31 December 2022
2.4 Encourage participation, diversity and growth in sports, events, arts and culture	2.4.1 Seek funding opportunities through sport and recreation grants	Monthly Finance Report - Grants	Recreation & Open Space	Annually
	2.4.2 Produce, publish & promote an annual program of HTH performances	Report to Council on participation at HTH events	Performance & Events	Quarterly
	2.4.3 Produce, publish & promote an annual program of visual art	Report to Council on participation at HTH events	Visual Arts	Quarterly
	2.4.4 Develop and deliver an annual program of Public art commissions, installations & promotion	Report to Council on Public art outcomes	Visual Arts	Quarterly
	2.4.5 Build on the quality of the Gallery's Visual Art Collection	Annual Report on the Art Gallery acquisitions	Visual Arts	Annually
	2.4.6 Implement the Horsham Aquatic Centre Masterplan - Hydro Therapy pool, spa, steam and sauna rooms	Works finalised in prep for season commencing December 2025. Progress report to Council.	Recreation & Open Space	30 June 2025
	2.4.7 Oversee Contract management of the horsham aquatic services	Monthly contract review report to EMT	Recreation & Open Space	Monthly in each year
2.5 Respond to key community needs, ensuring our municipality is child and youth friendly and encourages positive ageing **	2.5.1 Municipal Early Years Plan 2019-2023 to be reviewed and updated	Updated Municipal Early Years Plan adopted by Council	Youth & Early Years	31 December 2023
	2.5.2 Finalise the Dudley Cornell Reserve Master Plan	Master Plan adopted by Council	Recreation & Open Space	30 June 2023
2.6 Promote the municipality as a destination highlighting Horsham as a base in Western Victoria, halfway between Melbourne and Adelaide	2.6.1 Promote recreation activities in our natural environment to increase destination tourism and visitation	Investment, Attraction & Growth monthly report	Business Development & Tourism	Monthly in each year
2.7 Develop a range of recreational opportunities with a focus on our natural environment and recreational waterways	2.7.1 Identify and seek out commercial opportunities to activate the riverfront	Investment, Attraction & Growth monthly report	Business Development & Tourism	October in each year
2.8 Promote recreational opportunities in our natural environment and recreational waterways to increase visitation	2.8.1 Support the delivery of tourism opportunities on the Wimmera River, Mt Arapiles and lakes in our region	Investment, Attraction & Growth monthly report	Business Development & Tourism	Monthly in each year
2.9 Advocate and support the establishment and growth of integrated health services and facilities that meet the needs of all community members **	2.9.1 In partnership with our Health & Wellbeing partners, advocate for local mental health service provision (refer to Royal Commission into Mental Health)	Quarterly Report	Community Relations & Advocacy	Quarterly
	2.9.2 In partnership with our Health & Wellbeing partners, advocate for an alcohol and drug rehabilitation clinic in Horsham	Updated HRCC Advocacy Priorities Resource and Report	Community Relations & Advocacy	Annually
	2.9.3 In partnership with our Health & Wellbeing partners, advocate for the provision of locally based sexual health and reproductive health services and outreach programs	Quarterly Report	Youth & Early Years	Quarterly
	2.9.4 In partnership with our Health & Wellbeing partners, advocate for increased options of services for NDIS and for potential service providers to increase their understanding of options	Quarterly Report	Project Office - Community Services & Safety	Quarterly each year
2.10 Plan for sustainable and affordable housing needs of our community **	2.10.1 Implement the Horsham Planning Scheme and monitor land supply and demand #Council Plan Target	Investment, Attraction & Growth monthly report	Statutory Planning & Building Services	Monthly in each year
	2.10.2 Develop a Housing Affordability and Diversity Strategy and complete an amendment to the Planning Scheme	Strategy adopted by Council	Strategic Planning & Heritage	31 December 2024
	2.10.3 Prepare and implement the Horsham South Structure Plan (Stage 2)	Plan adopted by Council	Strategic Planning & Heritage	31 December 2023

Theme 3 - Sustainability - HRCC will actively lead in sustainable growth and development of the community and the economy		(** Health and Wellbeing Priorities and Initiatives)		
Priorities & Initiatives	Action	Measure	Team	Due By
3.1 Plan for sustainable development which balances economic, environmental and social considerations **	3.1.1 Prepare a Commercial & Industrial Land Strategy and include in the HRCC Planning Scheme	Strategy adopted by Council	Strategic Planning & Heritage	30 June 2024
	3.1.2 Implement the recommendations from the Wartook Valley Strategy	Progress report to Council	Strategic Planning & Heritage	30 June each year
	3.1.3 Implement the recommendations from the Natimuk Social and Economic Plan	Progress report to Council	Business Development & Tourism	30 June 2024
3.2 Support business, from start-ups to expansion, value adding products and services for our community	3.2.1 Work with local business leaders throughout the municipality to develop business confidence and growth	Investment, Attraction & Growth monthly report	Business Development & Tourism	Monthly in each year
	3.2.2 Implement the infrastructure works required for the next stage of development at Burnt Creek Industrial Estate and Enterprise Industrial Estate	Industrial land developed and ready for sale. Progress report to Council.	Business Development & Tourism	30 June in each year
3.3 Promote and encourage innovation and new technologies in our community	3.3.1 Source opportunities and develop partnerships with technology industry bodies to enhance connectivity	A yearly submission to the Regional Connectivity program	Business Development & Tourism	30 November each year
3.4 Support business resilience and recovery from the impact of business interruption	3.4.1 Implement the recommendations from the Investment Attraction plan	Progress report to Council	Business Development & Tourism	30 June 2025
	3.4.2 Work with local business to activate the Horsham town centre (CAD)	Investment, Attraction & Growth monthly report	Business Development & Tourism	Monthly in each year
3.5 Advocate for mining in our region to meet world's best practice	3.5.1 Submission to the Environmental Effects Statement (EES) for the Avonbank mining project to ensure that the license reflects world best practise.	Submission lodged by due date	Statutory Planning & Building Services	TBA
3.6 Support our community and region in adapting to reduce emissions, build resilience to climate change and respond to environmental challenges **	3.6.1 Promote the benefits of reducing carbon emissions using Council's actions as a model (Zero Net Emissions Carbon Action Plan) #Council Plan Target	Progress report to EMT	Waste & Sustainability	31 March in each year
	3.6.2 Implement Actions from Zero Net Emissions Carbon Action Plan #Council Plan Target	Progress report to Council	Waste & Sustainability	31 March in each year
	3.6.3 Develop a plan for the introduction of electric vehicles to Council's fleet	Plan adopted by EMT	Fleet	31 December 2022
	3.6.4 Implement the actions from the electric vehicle transition plan	Progress report to EMT	Fleet	31 December in each year
	3.6.5 Advise the community of the statewide reforms to our recycling system and implement the State Government's Four Bin Kerbside Collection Policy to enable the increased recovery of recyclable materials #Council Plan Target	Progress report to Council on the implementation plan	Waste & Sustainability	31 March in each year
	3.6.6 Upgrade water supply to parks and reserves where possible from the GWMWater reclaimed water project #Council Plan Target	Report to Council	Project Office - Infrastructure	30 June in each year
3.7 Advocate for protection, conservation and management of our natural environment to sustain biodiversity and habitats	3.7.1 Seek funds to educate and assist groups at Green Lake to maintain safe & compliant use of marine and aquatic environments #Community Panel	Monthly Finance Report - Grants	Recreation & Open Space	31 December 2022
3.8 Promote recreational and social environments for people to enjoy (open spaces, waterways, etc.)	3.8.1 Support recreational clubs and groups to gain access to information and grants to strengthen viability and health of groups	Monthly Finance Report - Grants	Recreation & Open Space	Annually
	3.8.2 Support communities to access Council owned recreational assets #Community Panel	Analysis of data to maximise utilisation of spaces	Recreation & Open Space	30 June 2023

Theme 4 - Accessibility - HRCC will meet community needs through connected transport networks and the provision of accessible and welcoming places and spaces			(** Health and Wellbeing Priorities and Initiatives)	
Priorities & Initiatives	Action	Measure	Team	Due By
4.1 Ensure a safe and connected transport network including active transport **	4.1.01 Maintain the existing road and path network to established standards, and improve these routes in accordance with priorities identified in the Road Management Plan	Community Satisfaction Survey results reported to Council annually Accident statistics (long term)	Assets	30 June each year
	4.1.02 Work with Regional Roads Victoria to undertake investigation and planning for Horsham's alternative truck route.	Progress report to Council	Assets	31 December 2022
	4.1.03 Implement prioritised actions identified in the Horsham Urban Transport Plan 2020, Rural Road Network Plan and Bicycle and Shared Path Plan 2012-2016	Community Satisfaction Survey results reported to Council annually Accident statistics (long term)	Assets	Community Satisfaction Survey Results released in May each year
	4.1.04 Develop a greater focus on safety improvements in the road and path network in urban and rural areas, including speed limit reviews, using historic crash statistics to inform priorities #Council Plan Target	Accident statistics	Assets	30 June each year
	4.1.05 Maintain assets in accordance with Councils Asset Plan 2021-2031 adopted service levels	Zero fatality on Councils local roads; 50 % reduction in road related complaints	Assets	Quarterly Report
	4.1.06 Investigate and implement new methods and materials to improve the efficiency of Council's road maintenance program	Report to Council on efficiencies achieved	Assets	30 September each year
	4.1.07 Investigate the capacity of all bridges, and upgrade where required	Report to EMT including a prioritised program of upgrades	Assets	30 June 2023
	4.1.08 Develop and implement a networked Horsham Bike and Walking Plan 2021-24 for Horsham	Plan developed and adopted by Council Progress Report to Council	Recreation & Open Space	30 September 2022 30 June each year
	4.1.09 Develop and implement a plan for the provision of footpaths in residential streets in Horsham	Plan developed and adopted by Council Progress Report to Council	Operations	30 September 2022 30 June each year
	4.1.10 Secure funding to assess municipal & regional bike tracks & trails aligned to Cycle West Strategy	Funding secured to undertake planning work	Recreation & Open Space	30 June 2024
4.2 Advocate for supporting infrastructure to ensure connections to key places and services**	4.2.1 Undertake a Community Buildings Co-location & needs Assessment- to determine space availability, options, decommission and potentially new solutions #Community Panel	Plan adopted by EMT	Project Office - Community Services & Safety	30 June 2023
	4.2.2 Seek funding to complete the Hamilton Street pedestrian bridge	Hamilton Street Pedestrian Bridge project is complete	Engineering Design	30 June 2023
4.3 Planning for places and spaces to provide connectedness and social inclusion**	4.3.1 Create a pipeline of projects as identified through the Open Space Strategy #Council Plan Target	Progress report to Council	Recreation & Open Space	31 December each year
	4.3.2 Develop Master Plan for key municipal level assets as listed in the Social Infrastructure Framework	One Plan per year developed and adopted by EMT	Recreation & Open Space	31 December each year
	4.3.3 Develop prioritised projects from outcomes from the Regional Multi Sport Facility Feasibility study	Progress report to Council	Recreation & Open Space	30 June 23
	4.3.4 Develop schematic plans for priority toilets listed in the Public Toilet Plan	Plan adopted by EMT Progress report to EMT	Project Office - Infrastructure	1 December 2021 30 June in each year
	4.3.5 Develop a detailed outdoor Play Space Plan	Plan adopted by EMT	Recreation & Open Space	30 June 2023
	4.3.6 Implement the actions from the Greening Greater Horsham Municipal Tree Strategy	Progress report to Council	Operations	31 March each year
4.4 Support lifelong learning opportunities for all people**	4.4.1 In collaboration with the Primary Care Partnership, support the delivery of the Sons and Daughters of the West wellness program	Completion of both a mens and womens program	Youth & Early Years	30 June 2022
	4.4.2 Deliver the Dept of Education & Training funded Schools Education Program at the Horsham Town Hall Venue.	Report to Council on participation at Horsham Town Hall	Visual Arts	30 June each year

Theme 5 - Leadership - HRCC will build trust and connections with the community through good governance, community consultation, accountability, transparent decision making and financial stability				
Priorities & Initiatives	Action	Measure	Team	Due By
5.1 Build trust through meaningful community engagement and transparent decision making	5.1.1 Embed the Community Engagement Policy to ensure Council reflects the communities voices in our decision making	Quarterly Engagement Report to Council	Community Relations & Advocacy	Quarterly in each year
	5.1.2 Budget developed and adopted in line with statutory obligations	Annual Budget adopted by Council	General Accounting	30 June annually
	5.1.3 Seek community input and feedback on services at Horsham Town Hall	Horsham Town Hall Community Feedback Forum held annually	Marketing & Customer Service (HTH)	Each calendar year
	5.1.4 Establish a transparent procedure for prioritising projects in the Capex plan	Procedure developed and Asset Plan reviewed annually	Assets	31 March in each year
	5.1.5 Investigate and Implement a Project Management Software System	System fully implemented	Project Office - Infrastructure	30 June 2023
5.2 Engage with community early on in projects and throughout to promote efficiencies and awareness of external funding opportunities	5.2.1 Develop a calendar of planned community engagements and proposed dates publicly available on our website	List of planned community engagements accessible on Council's website	Community Relations & Advocacy	Calendar updated quarterly
	5.2.2 Review the Project Management Framework to ensure that community engagement occurs early in the project process and at other key stages in projects	Project Management Framework reviewed and adopted by EMT	Project Office - Infrastructure	30 June in each year
	5.2.3 Manage performance and finances in line with income and regulation	Monthly Finance & Performance Report Quarterly report to the Audit and Risk Committee	General Accounting	Monthly in each year Quarterly in each year
	5.2.4 Promote grant funding options, resources and information available to community groups	Enewsletter distributed to community & recreational groups	Recreation & Open Space	Approximately once every two months
5.3 Enable a customer/stakeholder focused approach that delivers efficient and responsive services	5.3.1 Develop Organisational non-financial reporting measures	Organisational performance measures developed and endorsed by EMT Reported in the Quarterly Performance Report	Governance	Quarterly
	5.3.2 Phone system upgrade including improved staff access and customer chat options	New phone system in place and additional features functional	Information Technology	30 June 2023
	5.3.3 Be responsive to all asset related service requests, queries and complaints. #Council Plan Target	Monthly customer request report to EMT	Strategic Asset Management	Monthly in each year
	5.3.4 Prepare detailed plans for the relocation of the Council Depot	Plans adopted by EMT and presented to Council	Engineering Design	30 June 2023
	5.3.5 Review Council's Place Naming policy and procedure to align with the updated Place Names Guidelines issued by the Surveyor General	HRCC Place naming policy and procedure reviewed	Rates & Valuations	30 June 2023
5.4 Attract, retain, respect, value and invest in quality staff	5.4.1 Implement the actions from the Gender Equality Action Plan	Progress Report to EMT	Human Resources	Annually
	5.4.2 Implement the actions from the Workforce Plan	Progress Report to Council	Human Resources	Quarterly in each year
	5.4.3 Negotiate a new HRCC Enterprise Agreement #10	HRCC Enterprise Agreement #10 endorsed by Fair Work Commission	Human Resources	30 June 2022
	5.4.4 Strategic and Operational Risk Registers to be made current and a system for maintaining them embedded in the organisation	All risk registers current and being regularly reviewed.	Human Resources	31 December 2022
	5.4.5 Implement actions from all internal audits	Quarterly Report to the Audit & Risk Committee	Human Resources	Quarterly in each year
	5.4.6 Develop and implement a healthy eating charter to guide Council staff on choosing healthy options at workplace facilities.	Commitment to providing healthy options endorsed by EMT	Human Resources	30 June 2024
	5.4.7 Implement new Child Safe Standards	Standards and processes are in place that comply with the legislation	Human Resources	31 December 2022
	5.4.8 Implement Actions from the Uni SA Survey of Organisational Culture	Actions completed	Human Resources	31 December 2022
5.5 Implement systems, processes and use of technology that support efficient and secure business operations	5.5.01 Participate in the implementation plan for the Rural Council's Corporate Collaboration (RCCC) project	RCCC implementation plan is followed. Progress reports provided to EMT	General Accounting	Monthly
	5.5.02 Implement a new system for the completion of staff performance appraisals, action tracking on plans, strategies and audits.	Software is fully implemented and training completed	Governance	31 December 2022
	5.5.03 Investigate and implement options for a customer request system	Software is fully implemented and staff training completed	Customer Service	31 December 2022
	5.5.04 Investigate and implement a new electronic document management system	Software is fully implemented and staff training completed	Governance	31 December 2024
	5.5.05 Implement a zero budgeting approach. To refresh project budgets and start from a zero base	Annual Budget adopted by Council	General Accounting	30 June 2024

Theme 5 - Leadership - HRCC will build trust and connections with the community through good governance, community consultation, accountability, transparent decision making and financial stability				
Priorities & Initiatives	Action	Measure	Team	Due By
5.5 Implement systems, processes and use of	5.5.06 Implement recommendations from the Operations Efficiency Project	Progress Report to EMT	Operations	Quarterly in each year
	5.5.07 Expand Council's Geographic Information System (GIS) capability to provide near real time information to the public	GIS system contains near real time data for public access	Assets	30 June 2023
	5.5.08 Investigate an automated weighbridge operation at the Dooen Landfill	Report to EMT	Operations	31 December 2022
	5.5.09 Installation of an External Weather Proof Digital Promotions Sign in Wilson Street	Sign installed and operational	Marketing & Customer Service (HTH)	30 June 2024
	5.5.10 Upgrade & update Visit Horsham Website	Website is live	Marketing & Customer Service (HTH)	31 December 2022
	5.5.11 Installation of Smart Sensors on all Council owned facilities to measure demand and plan for asset upgrades & renewal	Asset Plan reviewed annually	Recreation & Open Space	30 June 2023
	5.6.1 Review and update Emergency Management Plans and Processes	Plans and processes are up to date, endorsed by the Municipal Emergency Management Committee and publicly available	Wimmera Emergency Management	30 June 2023
5.6 Work in partnership with key agencies and other levels of government to provide leadership and support in emergency preparedness, response and recover processes	5.6.2 Inform and educate the Community on emergency preparedness	Information available and disseminated via multiple channels and events	Wimmera Emergency Management	30 June 2023

INFORMAL MEETINGS OF COUNCILLORS**COUNCIL BUDGET BRIEFING HELD BY ZOOM
ON MONDAY 7 FEBRUARY 2022 AT 5.15PM**

Present: Cr Robyn Gulline, Mayor; Cr C Haenel, Cr D Bowe, Cr D Bell, Cr I Ross, Cr L Power, Cr P Flynn, Sunil Bhalla, Chief Executive Officer; Graeme Harrison, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure, Stephanie Harder (Item 3 & 4.1), Joel Hastings (Item 3 only), Fiona Gormann (Item 3, 4.1, 4.2, 4.3, 4.4), Evan Burman (Item 4.1 only).

1. WELCOME AND INTRODUCTION

Cr Gulline welcomed everyone.

2. DISCLOSURE OF CONFLICT OF INTEREST SEC 130 and 131, LOCAL GOVERNMENT ACT 2020 AND HORSHAM RURAL CITY COUNCIL GOVERNANCE RULES

Cr Robyn Gulline declared a Conflict of Interest at item 4.2 (WIM Resource MOU)

3. PRESENTATIONS

Wimmera Catchment Management Authority re Flood Amendment (45min) **5.15pm to 6.15pm**

Attending: Tony Baker, Statutory & Strategy Manager, WCMA
Ben Hughes, Group Manager – Flood plains/Principal Engineer, Water Technology
Mark Marsden, Managing Director, Transect Planning
Joel Hastings, Co-ordinator Statutory Planning & Building Services
Stephanie Harder, Co-ordinator Strategic Planning & Heritage
Fiona Gormann, Manager Investment Attraction & Growth

All above attendees provided a discussion on the proposed flood amendment.

Rail Freight Alliance re Transport issues relevant to HRCC **6.15pm to 6.45pm**

Attending: Reid Mather, CEO, Rail Freight Alliance

Discussed

4. COUNCIL MEETING REPORTS FOR DISCUSSION **6.45pm to 7.20pm**

4.1 CAD (CBD) Revitalisation Streetscape Plan (KOB) **Appendix 4.1**

Attending: Evan Burman, Stephanie Harder, Fiona Gormann & Rebecca Finn (Urban Fold)

All listed above attended to discuss the draft Horsham CAD revitalisation streetscape plan.

Short break was taken from 7.20pm to 7.27pm

4.2 WIM Resource MOU **Appendix 4.2** **7.27pm to 7.56pm**

Attending: Fiona Gormann

Cr Robyn Gulline left the room at 7.27pm and returned following the discussion at 7.56pm.

Discussed the proposed MOU

4.3 Investment Attraction & Growth Report (KOB) **Appendix 4.3** **7.56pm to 8.00pm**
Attending: Fiona Gormann

Discussed the Investment Attraction and Growth Report

4.4 VCAT/Planning/Building Update (KOB) **Appendix 4.4** **8.00pm to 8.10pm**
Attending: Fiona Gormann

Discussed

4.5 Workforce Plan (GH) **Appendix 4.5** **8.10pm to 8.35pm**

Discussed

4.6 Council Expenses Policy (GH) **Appendix 4.6** **8.35pm to 9.00pm**

Discussed the proposed changes to the policy and will now present this to the next council meeting.

4.7 Microsurfacing (JM) **Appendix 4.7** **9.00pm to 9.07pm**

Discussed the microsurfacing tender and additional meeting on 14 February for 5:15pm for this to go before Council.

5. GENERAL DISCUSSION (Sunil Bhalla) **9.05pm to 9.27pm**

- Flood modelling report will come to council 28 February meeting
- Funding for pedestrian bridge
- Telephone tower for Telangatuk district
- Carpark at Horsham Silos
- Budget meetings.

6. MEETING CLOSE

Meeting closed at 9.27pm

INFORMAL MEETINGS OF COUNCILLORS**COUNCIL BRIEFING HELD BY ZOOM
ON MONDAY 14 FEBRUARY 2022 AT 6.00PM**

Present: Cr Robyn Gulline, Mayor; Cr C Haenel, Cr D Bowe, Cr D Bell, Cr I Ross, Cr L Power, Cr P Flynn, Sunil Bhalla, Chief Executive Officer; Graeme Harrison, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure, Carolynne Hamdorf (item 4.1), Mandy Kirsopp (item 4.1), Mandi Stewart (4.2), Heather Proctor (4.3), Zac Gorman (4.3)

1. WELCOME AND INTRODUCTION

Cr Gulline welcomed everyone.

2. DISCLOSURE OF CONFLICT OF INTEREST SEC 130 and 131, LOCAL GOVERNMENT ACT 2020 AND HORSHAM RURAL CITY COUNCIL GOVERNANCE RULES

Cr Robyn Gulline Mayor declared a Conflict of Interest for item 3 (WIM Resource Update/MOU).

3. PRESENTATIONS

Cr Gulline left the meeting at 6:02pm and returned at 6:49pm

WIM Resource Update/MOU (45min)

6:03pm to 6:48pm

Attending: Michael Winternitz, Michael Davies, Murray Wilson

WIM Resources provided a presentation updating the status of the current mining development projects that they have underway in the council area.

Grampians Tourism Briefing (30min)

6:49pm to 7:19pm

Attending: Paul Hooper (Chair)
Marc Sleeman (CEO)

Marc Sleeman provided a presentation on the activities of Grampians Tourism and the various promotion campaigns underway.

Wimmera Regional Multi Sport Precinct Feasibility Study (30min)

7:20pm to 8:09pm

Attending: Malcom Kuhn, Otium Consulting
Kate Maddock, Otium Consulting
Carolynne Hamdorf, Manager Arts, Culture & Recreation
Mandy Kirsopp, Co-ordinator Recreation and Open Space

Appendix 3

Malcolm Kuhn provided a presentation on the work undertaken to date and the status of the first stage of the project to identify the scope of any future precinct.

4. COUNCIL MEETING REPORTS FOR DISCUSSION

4.1 Greening Greater Horsham Plan (KOB)

Appendix 4.1

8:15pm to 8:25pm

Attending: Carolynne Hamdorf, Manager Arts, Culture & Recreation
Mandy Kirsopp, Co-ordinator Recreation and Open Space

Discussed the draft council report and issues around the implementation of the plan.

4.2 Domestic Animal Management Plan (KOB) **Appendix 4.2****8:57pm to 9:08pm****Attending:** Mandi Stewart, Manager Community Services and Safety

Discussed the next steps for the review of the Domestic Animal Management Plan.

4.3 Finance & Performance Report (GH)

Appendix 4.3**8:27pm to 8:55pm**

Attending: Heather Proctor, Manager Finance
Zac Gorman, Management Accountant

Heather and Zac discussed the January Financial Report.

4.4 Flood Amendment (KOB)

Appendix 4.4**8:25 to 8:27pm**

Draft report that will go to Council meeting later this month was presented for discussion and comments.

5. GENERAL DISCUSSION (Sunil Bhalla)**9:08pm to 9:32pm**

- MAV Rules review
- CCTV
- Pedestrian Bridge funding

6. MEETING CLOSE

Meeting closed at 9:32pm

INFORMAL MEETINGS OF COUNCILLORS**COUNCIL BRIEFING HELD BY ZOOM
ON MONDAY 21 FEBRUARY 2022 AT 5.05PM**

Present: Cr R Gulline, Mayor, Cr D Bell, Cr D Bowe, Cr P Flynn, Cr C Haenel, Cr L Power, Sunil Bhalla, Chief Executive Officer; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure; Heather Proctor, Finance Manager; Kerrie Bell, Manager Governance & Information

Apologies: Cr I Ross; Graeme Harrison, Director Corporate Services

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. COUNCIL REPORTS FOR DISCUSSION**3.1 Annual Action Plan** (Kerrie Bell) **Appendix 3.1**

Kerrie Bell provided an overview of the Annual Action Plan.

3.2 Initiatives (Graeme Harrison)

Heather Proctor provided an overview of the Initiatives.

3.3 Capital Works Priorities (John Martin) **Appendix 3.3**

John Martin talked through the summary capex report.

4. GENERAL DISCUSSION (Sunil Bhalla)

Nil

5. CLOSE

Meeting closed at 7.28pm