

# DRAFT COUNCIL BUDGET 2023-2024



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### Disclaimer

The information contained in this document is for general guidance only. It is not professional advice and should not be used, relied upon or treated as a substitute for specific professional advice. Given the changing nature of laws, rules and regulations, and the inherent hazards of electronic communication, there may be delays, omissions or inaccuracies in information contained in this document.

The model budget, including financial statements, has been prepared in accordance with the requirements of the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020. While every effort has been made to ensure that the information contained in this document has been accurate and complies with relevant Victorian legislation, each Council remains responsible to ensure that the budget they prepare is compliant with all statutory requirements.



## Mayor's Introduction

It is with pleasure that I introduce the 2023-24 Horsham Rural City Council Budget.

This is the second budget prepared under the guidance and influence of the Council Plan 2021-2025. The document outlines a broad range of over 50 services under Council's five themes of Community, Liveability, Sustainability, Accessibility and Leadership.

Council has also developed the second iteration of the Annual Action Plan (Year 2) incorporating community feedback. The Plan includes the priorities against the Council Plan and initiatives identified for inclusion in this year's budget for delivery in 2023-2024.

This year represents another year of budget preparation under the State Government's Fair Go Rates system which saw the introduction of rate caps in 2016. These rate caps limit the amount Council can increase its total revenue from general rates and municipal charges for the coming financial year and are announced by the Minister for Local Government. On 29 December 2022 the Minister announced a new rate cap of 3.5 per cent for all Councils for the 2023-24 financial year. Independent advice from the Essential Services Commission recommends rate cap rises in line with the Consumer Price Index however the State considered the cost of living pressures facing rate payers and set the rate cap slightly below the recommended amount. Council has accordingly increased rates in line with the 3.5 per cent rate cap for the 2023-24 financial year.

Mindful of the cost of living pressures, Council has increased the pensioner rebate amount from \$30 to \$50. This rebate is the amount Council funds over and above the State Government rebate offered to pensioners. Council has also maintained the Municipal Charge at the reduced rate of \$200 (reduced last year from \$240 to \$200) noting the detrimental impact any further reduction would have on farm and residential properties. For the same reason Council has maintained the farm differential at 50% of the general residential rates.

As with the 2022-23 budget, the costs associated with Council's waste collection services have continued to grow due to the State Government's Environmental Protection Agency (EPA) levy and the introduction of the 4 Bin Policy to comply with the State Government's bin collection policy. Given the introduction of the 4 Bin Policy, Council have dramatically increased their service performance indicator for waste diversion from landfill (from 24% in 2022-23 to 40% in the 2023-24 budget year).

The proposed capital works budget is \$22.86 million, made up of \$6.88 million of new projects, \$12.04 million in renewal and \$3.95 million in upgrades. The program will be funded by \$8.26 million of grant funding, \$13.67 million of Council cash from operations, reserves and investments and \$400,000 of new borrowings.

While the complete Capital Works program is provided on page 38 of the budget document, some of the highlights from this year's capital works budget are:

- Further progress on the City to River works, featuring the City Oval netball courts and netball pavilion, the events stage and initial works on the community centre/change room facility. \$4.2 million is budgeted for these works in 2023-24.
- The Wesley Performing Arts Centre refurbishment, with \$1.958 million budgeted dependent on significant grant funding of around \$1.4 million to enable these works to proceed.
- An ongoing focus on renewal of key infrastructure, including roads and related infrastructure in rural and urban areas. This includes upgrades of sections of the Dimboola-Minyip Road, Noradjuha-Tooan East Road and North East Wonwondah Road, as featured in the Rural Road Network Plan, and enabled through significant funding from the Australian Government's Heavy Vehicle Safety and Productivity Program.



- The roads and related infrastructure capital program has a budget provision of \$6.8 million, of which some \$5.5 million relates to renewal of existing assets. This includes an increase from \$0.9 million in 2022-23 to \$1.0 million in the 2023-24 budget for re-sheeting gravel roads, and \$0.52 million for heavy patching on sealed rural roads.
- The purchase of the Johnson Asahi site in Plumpton Road for Council's new depot and detailed planning to adapt that site to Council's needs – with \$2.26 million budgeted.

Council endorses the 2023-24 Budget as financially responsible, fair & equitable, and are pleased to provide the budget to our community.

**Cr Robyn Gulline**  
**Mayor**



## Executive summary

Horsham Rural City is a regional city in the Wimmera Southern Mallee region of Western Victoria. Horsham is approximately 300 kilometres north-west of Melbourne. The municipality covers an area of 4,267 square kilometres. The Wimmera Southern Mallee encompasses 20 percent of the area of Victoria and only 1 percent of the population. Horsham Rural City Council has an estimated residential population of approx. 20,000 and three quarters of residents live within the urban area of Horsham.

The work of the Community Panel to develop the Horsham 2041 Community Vision, together with a new Council Plan, Asset Plan and 10-year Financial Plan, has guided the development of this budget.

The Ministerial Rate Cap of 3.5% means Council must continue to find ways to deliver its services more efficiently and to consider what services that the community still needs council to deliver and at what level that service should be delivered.

The replacement of the financial systems as part of the Rural Council's Corporate Collaboration project will see our relationship with Hindmarsh and Loddon Councils improve our capacity to drive efficiencies in Corporate Services through collaborative arrangements and to also help us to respond to new legislative requirements and challenges.

### Major capital projects in the 2023-24 budget include:

- Further progress on the City to River works, featuring the City Oval netball courts and netball pavilion, the events stage and initial works on the community centre/change room facility. \$4.2 million is budgeted for these works in 2023-24.
- The Wesley Performing Arts Centre refurbishment, with \$1.958 million budgeted for this. This is dependent on significant grant funding of around \$1.4 million to enable these works to proceed.
- An ongoing focus on renewal of key infrastructure, including roads and related infrastructure in rural and urban areas. This includes upgrades of sections of the Dimboola-Minyip Road, Noradjuha-Tooan East Road and North East Wonwondah Road, as featured in the Rural Road Network Plan, and enabled through significant funding from the Australian Government's Heavy Vehicle Safety and Productivity Program.
- The roads and related infrastructure capital program has a budget provision of \$6.8 million, of which some \$5.5 million relates to renewal of existing assets, which includes an increase from \$0.9 in 2022-23 to \$1.0 million in the 2023-24 budget for resheeting gravel roads, and \$0.52 million for heavy patching on sealed rural roads.
- Purchase of the Johnson Asahi site in Plumpton Road for Council's new depot and detailed planning to adapt that site to Council's needs - \$2.26 million.

## Budget on a Cash Basis

Council traditionally delivers a budget that is balanced on a cash basis in line with its objectives in the 10-year Financial Plan. This means that rate revenues received plus other general revenue (such as interest and untied grants) are equal to the net cash cost of the provision of services and the delivery of capital works. This budget has also been enhanced by preparation on the accrual basis.

## Key Statistics

- Total Revenue: \$62.0 million (2022-23 = \$59.6 million)
- Total Expenditure: \$56.1 million (2022-23 = \$55.6 million)
- Surplus/(Deficit)for the year: \$5.9 million surplus (2022-23 = \$4.0 million surplus)  
or (Accounting Result) (Refer Income Statement in Section 3)
- Underlying operating result: \$3.9 million deficit (2022-23 = \$5.7 million deficit)  
(Note: Underlying operating result is an important measure of financial sustainability as it excludes income which is to be used for capital, from being allocated to cover operating expenses)



## Budget Influences

### External Influences

The following external influences have been taken into consideration in the preparation of the 2023-24 Budget as they are likely to impact on the services delivered by Council:

- **ECONOMIC CHALLENGES** – The economy generally is very uncertain, and the impacts of Covid-19 have been wide-ranging and disruptive. In framing the budget, council has considered closely the capacity of the community to pay versus the need to play a role in continuing economic activity within the community.
- **OPERATING COSTS:** The Consumer Price Index (CPI) rose 1.4% during the March 2023 quarter and over the twelve months to the March the CPI rose 7.0%.
- **RATE CAPPING** – The rate cap for 2022-23 is 3.5%.
- **SEASONAL CONDITIONS** – the last 3 seasons have seen good production levels and strong prices across most of the agricultural sectors. The strong economic performance continues to be reflected in ever increasing property prices for farmland.
- **STATUTORY SUPERANNUATION** – Statutory Superannuation contributions will rise by 0.5% in 2023-24 to 11% and will continue to rise by 0.5% each year for the next 2 years until it reaches 12% on 1 July 2025.

### Internal Influences:

The following internal influences have been taken into consideration in the preparation of the 2023-24 Budget as they are likely to impact on the services delivered by Council:

- **RURAL COUNCIL'S CORPORATE COLLABORATION** – Council received a \$5m State Government grant in 2019-20 for a collaborative project with originally six neighbouring councils, to implement a common finance, payroll, revenue and regulatory management system. Three councils now remain Horsham, Hindmarsh and Loddon. This will, in the longer term facilitate the sharing of corporate services functions across the councils which is expected to deliver efficiencies. Implementation of the new shared system will continue in 2023-24
- **WAGE MOVEMENT:** The Council's Enterprise Agreement expired on 30 June 2022 and negotiations continue.



## 1. Link to the Integrated Strategic Planning and Reporting Framework

This section describes how the Annual Budget links to the achievement of the Council Plan within Council's overall planning and budgeting framework. This framework guides the Council in identifying community needs and aspirations over the long term, medium term (Council Plan) and short term (Annual Budget) and the timing of the planning and budgeting cycle during the year.

### 1.1 Legislative Planning and accountability framework

Part 4 of the Local Government Act 2020 addresses planning and financial management. The legislative requirements to develop strategic planning, budgeting and annual reporting documents in Part 4 came into operation on 24 October 2020. The Act introduces strategic planning principles for Victorian Councils which include an integrated approach to planning, monitoring and performance reporting. This is an important shift from a more prescriptive form of legislation to a new Act that is principles-based.

The requirements in the new Local Government Act 2020 are to have the following documents:

- A Community Vision (for at least the next 10 financial years);
- A Council Plan (for at least the next 4 financial years);
- A Financial Plan (for at least the next 10 financial years);
- An Asset Plan (for at least the next 10 financial years);
- A Revenue and Rating Plan (for at least the next 4 financial years);
- A Budget (for at least the next 4 financial years);
- A Workforce Plan (including projected staffing requirements for at least 4 years);

Council has in place a Planning and Budgeting Framework that reflects these new requirements. The diagram below depicts the planning relationships for Horsham Rural City Council's planning processes:





## 1.2 Our purpose

Council has recently developed the Horsham 2041 Community Vision through a deliberative engagement process and a Community Panel. The Vision has been utilised to inform the Council Plan and to structure the themes within the plan.

### THE HORSHAM 2041 COMMUNITY VISION

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

#### SUSTAINABILITY

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

#### 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.

#### LIVEABILITY

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

#### COMMUNITY

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



The Council's Strategic Direction that will support the achievement of the Community Vision:

**Horsham Rural City Council commits to working with the community, listening to and considering the knowledge and experience of residents, embracing social connection and valuing our natural environment. Opportunities for strong economic growth, accessibility and sustainability, will be delivered through good governance, strategic planning and transparent decision making.**



Council's Values:



1.3 Themes (Strategic objectives)

Council delivers services and initiatives for 43 separate service categories. Each contributes to the achievement of one of the five Themes as set out in the Council Plan for the years 2021-25.





## 2. Services and service performance indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2023-24 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives for key areas of Council's operations. Council is required by legislation to identify major initiatives, initiatives and service performance outcome indicators in the Budget and report against them in their Annual Report to support transparency and accountability.

### 2.1 Theme 1 - Community

***“HRCC will develop the municipality as a diverse inclusive and vibrant community”***

Service area	Description of service areas		2022/23 Budget \$'000	2023/24 Budget \$'000
Animal Management	This service provides animal management through implementation of appropriate rules and regulations in relation to keeping of cats, dogs and other animals and livestock within the municipality to minimise disturbance to residents and the community, and ensure public safety. It also includes the operation of Council's dog and cat rehousing program.	Exp	420	469
		Rev	419	419
		NET	1	50
Community Safety	This service deals with matters concerning Local Laws including permits and licences, enforcement and fines and fire hazard enforcement.	Exp	145	161
		Rev	38	38
		NET	107	123
Emergency Management	To prepare for and mitigate if possible the impacts of an emergency on HRCC and the community through good planning and interoperability with all agencies, includes the Wimmera Emergency Management Resource Sharing Partnership.	Exp	258	273
		Rev	240	240
		NET	18	33
Emergency Support	This service supports community health and wellbeing during times of an emergency and to support the community to recover from emergency events. Includes support provided to the SES.	Exp	8	8
		Rev	-	-
		NET	8	8
Environmental Health	This service provides health administration, health vending machines and other preventative measures including needle exchange, Tobacco Act reforms and mosquito monitoring. A variety of legislative based services and functions around environmental health issues are also provided.	Exp	263	328
		Rev	150	150
		NET	113	178
Social Infrastructure Support	This service provides Recreational and Open space planning plus the maintenance, insurance and other ongoing costs for the municipality's recreation groups and community facilities. Also includes the community inclusion and the oversight of the Horsham Centre Cinema contract.	Exp	1,258	1,113
		Rev	140	53
		NET	1,118	1,060
Net Cost to Council for Theme 1 - Community			1,365	1,452

Initiatives	\$
Theme 1 - Community - Horsham Rural City Council will develop the municipality as a diverse, inclusive and vibrant community.	
Update HRCC advocacy priority resources to support funding applications	\$5,000
Grants Guru community workshops	\$20,000
Community Panel - Horsham Regional Art Gallery 40th Anniversary Gala	\$5,000
Community Panel - Heritage Hall 80th Anniversary	\$5,000



## Service Performance Outcome Indicators

Service	Indicator	Budget 2022/23	Budget 2023/24
Animal Management	Animal management prosecutions	100%	100%
Food safety	Critical & major non-compliance notifications	100%	100%

## 2.2 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”*

Service area			2022/23 Budget \$'000	2023/24 Budget \$'000
Aquatic Recreation	Management of the strategic use of the Aquatic Centre, including major refurbishment and upgrades.	Exp Rev NET	769 - 769	762 - 762
Library	Provides resources and programs aimed at meeting the information, creation, educational and cultural needs of the diverse community of Horsham in an equitable, effective, efficient, responsive and forward looking manner in accordance with the values and objectives of the Library Plan.	Exp Rev NET	801 207 594	974 381 593
Management & Administration	This service provides local and regional facilitation and leadership for planning, developing and delivering community services to meet the needs of the community.	Exp Rev NET	697 30 667	766 30 736
Parks & Gardens	Provision of managed areas for sport, recreation and amenity – includes sports grounds, parks, gardens, the Botanic Gardens and playgrounds throughout the municipality.	Exp Rev NET	2,938 30 2,908	2,942 30 2,912
Performing Arts Centre & Visitor Services	This service encompasses the running of the Horsham Performing Arts Centre operations, including Performing Arts, the Regional Art Gallery and support to visitors accessing the Visitor Services.	Exp Rev NET	2,499 1,124 1,375	2,606 1,147 1,459
Sports & Recreation	Provision and maintenance of outdoor and indoor sports and recreation facilities throughout the municipality, and works with community groups and user groups to increase participation.	Exp Rev NET	697 105 592	713 105 608
Streetscape & Public Conveniences	This service provides street tree maintenance, tree planting and removal, along with city centre maintenance on lighting, signage and street furniture, and street cleaning. Climate change initiatives such as environmental footprint reduction program fall within this service. This service also provides operations and maintenance of the public conveniences in Horsham, Natimuk and several rural facilities.	Exp Rev NET	1,278 3 1,275	1,313 - 1,313
Youth & Early Years	This service provides support to families with parenting, health and development, promotion of health, wellbeing and safety, social supports, youth facility "The Station", referrals and linking with local communities.	Exp Rev NET	1,522 798 724	1,584 798 786
Net Cost to Council for Theme 2 - Liveability			8,904	9,169



Initiatives	\$
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	
Staff training on the implementation of the Disability Access and Inclusion plan	\$40,000
Wimmera River Discovery Trail Feasibility Study	\$100,000

### Service Performance Outcome Indicators

Service	Indicator	Budget 2022/23	Budget 2023/24
Statutory planning	Council planning decisions upheld at VCAT	0%	100%
Libraries	Active library members	7%	8%
Aquatic Facilities	Utilisation of aquatic facilities	4.8	5.2
Maternal and Child Health	Participation in the MCH service	88%	90%
Maternal and Child Health	Participation in MCH service by Aboriginal children	90%	92%



## 2.3 Theme 3 – Sustainability

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

Service area	Description of service areas		2022/23 Budget \$'000	2023/24 Budget \$'000
Business Development & Tourism	This service provides covers tourism marketing and development as well as promotion for major events and festivals.	Exp	734	740
		Rev	175	158
		NET	559	582
Commercial Activities	This service includes the contracted facilities such as the Caravan Park and the Wimmera Intermodal Freight Terminal.	Exp	168	199
		Rev	1,460	1,460
		NET	(1,292)	(1,261)
Commercial Operations	This service includes the Horsham Regional Livestock Exchange, which provides weekly sheep sales at the Burnt Creek Drive facility servicing primary industry across the Wimmera. Horsham Regional Livestock Exchange is the fourth largest sheep selling centre in Victoria. This service also includes the operations of the Horsham Aerodrome which provides a regional airport for commercial and private aircraft.	Exp	769	765
		Rev	886	886
		NET	(117)	(121)
Economic Development	This service provides support to the Wimmera Development Association, maintenance and administration for the Wimmera Business Centre and general economic development and promotion for the municipality. Land sales and acquisitions, tree plantation and land management costs for the Burnt Creek and Enterprise Industrial estates and Wimmera Agricultural Logistics (WAL) Hub, are also provided under this service.	Exp	363	398
		Rev	-	50
		NET	363	348
Natural Resource Management	This service provides a mix of environmental services covering fire hazards, fire disaster clean up, grass removal, fire plugs, their replacement and markers, footpath cleaning in the CBD and weir operations.	Exp	149	149
		Rev	64	64
		NET	85	85
Statutory Planning & Regulations	This service provides statutory planning services such as planning permits, notice of applications, information certificates, scheme appeals, subdivision costs, administration of building control services including building approval, inspection fees, easement approval and State Government levies.	Exp	880	970
		Rev	332	370
		NET	548	600
Strategic Planning Services	The function of strategic planning, aims to strategically plan the municipality's land use needs for the future.	Exp	363	400
		Rev	-	-
		NET	363	400
Sustainability	This service manages a range of sustainability related projects from Council's Sustainability Strategy. A reserve has been established to facilitate future energy and water deficiency projects.	Exp	347	317
		Rev	100	-
		NET	247	317
Waste Management Services	This service manages a range of sustainability related projects from Council's Sustainability Strategy. A reserve has been established to facilitate future energy and water deficiency projects.	Exp	7,848	8,019
		Rev	3,036	3,733
		NET	4,812	4,286
Net Cost to Council for Theme 3 - Sustainability			5,568	5,237



Initiatives	\$
Theme 3 - Sustainability - Horsham Rural City Council will actively lead in sustainable growth and development of the community and the economy	
Natimuk Social and Economic Plan Implementation	\$10,000
Develop and implement the Dadswells Bridge Community Plan	\$10,000
Recycling service regulatory compliance and customer compliance support	\$50,000
Significant Tree Register	\$40,000

### Service Performance Outcome Indicators

Service	Indicator	Budget 2022/23	Budget 2023/24
Waste collection	Kerbside collection waste diverted from landfill	24%	40%

## 2.4 Theme 4 – Accessibility

***“HRCC will meet community needs through connected transport networks and the provision of accessible and welcoming places and spaces”***

Service area	Description of service areas		2022/23 Budget \$'000	2023/24 Budget \$'000
Engineering Services	Has overall responsibility for delivery of Council's capital works delivery and annual programming, traffic planning, waste planning, road, street and drain design and monitoring of standards adherence (quality assurance) for the infrastructure.	Exp Rev NET	1,897 830 1,067	1,891 782 1,109
Infrastructure - Rural	This service is responsible for maintaining and constructing roads, bridges and related assets in all non-urban areas of Horsham and Natimuk. This includes the Rural Roads Victoria maintenance contract (which excludes major highways).	Exp Rev NET	2,907 801 2,106	2,946 801 2,145
Infrastructure - Urban	This service provides maintenance and construction of roads, streets, bridges and related assets to the required standards within Horsham and Natimuk. This also includes maintenance of bicycle tracks, drainage, footpaths and off-street car parks.	Exp Rev NET	1,686 3 1,683	1,784 3 1,781
Management & Administration	This service provides administration and support services for the Infrastructure Services department.	Exp Rev NET	845 38 807	891 38 853
Operations Management	This service includes management and administration of the Operations Department to facilitate the delivery of core functions and capital programs.	Exp Rev NET	425 1 424	190 1 189
Parking & Traffic Management	This service provides management of parking infringements, maintenance on parking meters, car parking fees, fines and associated costs.	Exp Rev NET	413 398 15	421 398 23
Strategic Asset Management	Responsible for the strategic management of Council's Infrastructure, including the long term planning of asset renewal and capital works.	Exp Rev NET	657 - 657	638 - 638
<b>Net Cost to Council for Theme 4 - Accessibility</b>			<b>6,759</b>	<b>6,738</b>



Initiatives	\$
Theme 4 - Accessibility - HRCC will meet community needs through connected transport networks and the provision of accessible and welcoming places and spaces	
Support PCP deliver the Sons and Daughters of the West wellness program	\$20,000
Asset Management System Phase 2 - Proactive Planning and Maintenance System Improvement	\$50,000
Energy Efficiency High Consuming Site (Phase-I) - upgrade light globes	\$45,000
Safety audit of lighting deficiencies across Council Facilities and Open Spaces	\$10,000

#### Service Performance Outcome Indicators

Service	Indicator	Budget 2022/23	Budget 2023/24
Roads	Satisfaction with sealed local roads	50	50



## 2.5 Theme 5 – Leadership

***“HRCC will build trust and connections with the community through good governance, community consultation, accountability, transparent decision making and financial stability”***

Service area	Description of service areas		2022/23 Budget \$'000	2023/24 Budget \$'000
Accounting Services	Provides financial services internally to all staff, department managers, project leaders, Council, plus delivers external services in the form of information to government and the community and specific services to Wimmera Development Association and the Wimmera Regional Library Board.	Exp Rev NET	1,018 81 937	1,069 65 1,004
Community Relations & Advocacy	Responsible for three key areas: Advocacy and grant seeking, media and communications and community engagement.	Exp Rev NET	515 - 515	559 - 559
General Revenue	Provides treasury management including additional borrowings and interest repayments	Exp Rev NET	1,125 460 665	355 730 (375)
Governance & Leadership	This service manages and facilitates Council's governance services, the implementation of Council decisions and policies, and compliance with legislative requirements. This also includes the Customer Service, the management of Council's property portfolio (including Leases/Licenses & land sales/purchases), Records Management, the office of the Mayor and Councillors, and the office of the Chief Executive.	Exp Rev NET	2,243 1 2,242	2,554 2 2,552
Information Technology	Provides IT hardware and software systems, IT support services to staff, customer services at Horsham and Natimuk and the Council's Records Management service. The goal of this service is to provide efficient and effective access to the information needs of staff and the community, and the management of systems that support this whilst at all times keeping secure Council's information assets from accidental or malicious access, modification or destruction.	Exp Rev NET	1,295 - 1,295	1,401 - 1,401
Management & Administration	This service provides management across the areas of finance, IT, rates and organisation development	Exp Rev NET	4,154 2,855 1,299	1,916 552 1,364
People & Culture	This service is responsible for human resources, payroll, OHS, risk management, industrial relations and organisational performance functions. Payroll also provides services to three separate Council related entities.	Exp Rev NET	877 - 877	953 - 953
Revenue Services	Rate collection services encompasses collection of Council rateable income which ensures consistency in debt management, general rate, municipal and garbage charges. Property services encompasses, collection of property valuations, maintaining a strategically focused property management system.	Exp Rev NET	507 82 425	543 85 458
<b>Net Cost to Council for Theme 5 - Leadership</b>			<b>8,255</b>	<b>7,914</b>



Initiatives	\$
Theme 5 - Leadership - HRCC will build trust and connections with the community through good governance, community consultation, accountability, transparent decision making and financial stability	
Targeted planning compliance a customer/stakeholder focused approach	\$30,000
Implement the actions from the Gender Equality Action Plan	\$40,000
Strategic and Operational Risk Registers	\$50,000
Implement recommendations from the Operations Efficiency Project	\$40,000
Community Leadership Program	\$50,000

#### Service Performance Outcome Indicators

Service	Indicator	Budget 2022/23	Budget 2023/24
Governance	Satisfaction with Council decisions	55	55



## 2.6 Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions (Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community
Statutory planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.
Libraries	Participation	Active library borrowers. (Percentage of the population that are active library borrowers)	[The sum of the number of active library borrowers in the last 3 financial years / The sum of the population in the last 3 financial years] x100
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities. (Number of visits to aquatic facilities per head of population)	Number of visits to aquatic facilities / Population
Animal Management	Health and safety	Animal management prosecutions. (Percentage of animal management prosecutions which are successful)	Number of successful animal management prosecutions / Total number of animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance outcome notifications (Percentage of critical and major non-compliance outcome notifications that are followed up by Council)	[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100



## 2.7 Reconciliation with budgeted operating result

	Expenditure \$'000	Attributed Revenue \$'000	Net Cost \$'000
Theme 1 - Community	(2,353)	900	(1,453)
Theme 2 - Liveability	(11,660)	2,490	(9,170)
Theme 3 - Sustainability	(11,958)	6,722	(5,235)
Theme 4 - Accessibility	(8,761)	2,022	(6,739)
Theme 5 - Leadership	(9,349)	1,434	(7,916)
<b>Total services and initiatives</b>	<b>(44,080)</b>	<b>13,567</b>	<b>(30,513)</b>
<b><u>Non-cash financial Reporting Adjustments</u></b>			
Gain / (loss) on assets disposed			1,415
Borrowing costs			(171)
Depreciation and amortisation			(12,871)
Other non-attributable revenue/expenditure			(59)
<b>Total non-cash financial reporting adjustments</b>			<b>(11,686)</b>
<b>Deficit before funding sources</b>			<b>(42,199)</b>
<b>Funding sources</b>			
Rates and charges			32,636
Victorian Grants Commission Financial Assistance Grants			7,205
Capital project income			8,257
<b>Surplus/(deficit) for the year</b>			<b>5,899</b>



### 3. Financial statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2023/24 has been supplemented with projections to 2026/27.

This section includes the following financial statements prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

Comprehensive Income Statement  
Balance Sheet  
Statement of Changes in Equity  
Statement of Cash Flows  
Statement of Capital Works  
Statement of Human Resources



## Comprehensive Income Statement

For the four years ending 30 June 2027		Forecast Actual	Budget	Projections		
	Notes	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>Income</b>						
Rates and charges	4.1.1	30,666	32,636	33,788	34,979	36,209
Statutory fees and fines	4.1.2	498	539	550	561	572
User fees	4.1.3	5,569	6,212	6,336	6,463	6,592
Grants - Operating	4.1.4	11,502	9,563	10,944	11,198	11,459
Grants - Capital	4.1.4	8,757	8,257	10,841	10,959	11,021
Contributions - monetary	4.1.5	121	509	578	590	601
Contributions - non-monetary	4.1.5	450	410	422	435	448
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		(132)	1,415	2,355	5,233	1,357
Fair value adjustments for investment property		20	21	21	22	23
Net gain/(loss) on disposal of investment property		-	-	-	-	-
Net gain/(loss) on disposal of intangible assets		-	-	-	-	-
Share of net profits/(losses) of associates and joint ventures		30	32	46	48	50
Other income	4.1.6	2,156	2,356	2,403	2,451	2,500
<b>Total Income</b>		<b>59,637</b>	<b>61,949</b>	<b>68,286</b>	<b>72,939</b>	<b>70,832</b>
<b>Expenses</b>						
Employee costs	4.1.7	(20,854)	(22,724)	(22,951)	(23,181)	(23,413)
Materials and services	4.1.8	(21,649)	(19,837)	(20,234)	(20,638)	(21,051)
Depreciation	4.1.9	(12,188)	(12,554)	(12,931)	(13,319)	(13,718)
Amortisation - intangible assets	4.1.10	(260)	(261)	(269)	(277)	(285)
Amortisation - right of use assets	4.1.11	(55)	(56)	(56)	(56)	(56)
Bad and doubtful debts		(88)	(65)	(66)	(66)	(67)
Borrowing costs		(171)	(171)	(24)	(236)	(487)
Finance Costs - leases		(10)	(11)	(11)	(10)	(11)
Other expenses	4.1.12	(365)	(388)	(441)	(445)	(450)
<b>Total Expenses</b>		<b>(55,640)</b>	<b>(56,067)</b>	<b>(56,982)</b>	<b>(58,228)</b>	<b>(59,538)</b>
<b>Surplus/(deficit) for the year</b>		<b>3,997</b>	<b>5,882</b>	<b>11,304</b>	<b>14,711</b>	<b>11,294</b>
<b>Other comprehensive income</b>						
Items that will not be reclassified to surplus or deficit in future periods:						
Net asset revaluation increment/(decrement)		(11,753)	1,075	1,117	(1,110)	231
Share of other comprehensive income of associates and joint ventures		-	-	-	-	-
Items that may be reclassified to surplus or deficit in future periods		-	-	-	-	-
<b>Total comprehensive result</b>		<b>(7,756)</b>	<b>6,956</b>	<b>12,421</b>	<b>13,601</b>	<b>11,525</b>



## Balance Sheet

For the four years ending 30 June 2027		Forecast Actual	Budget	Projections		
		2022/23	2023/24	2024/25	2025/26	2026/27
	Notes	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents		38,196	32,147	24,741	23,145	18,030
Trade and other receivables		1,717	2,598	3,050	3,107	3,161
Other financial assets		5,630	5,686	5,743	5,801	5,859
Inventories		258	261	263	266	268
Non-current assets classified as held for sale		350	1,425	2,542	1,431	1,662
Other assets		1,200	1,200	1,200	1,200	1,200
<b>Total current assets</b>	4.2.1	47,351	43,316	37,538	34,950	30,181
<b>Non-current assets</b>						
Trade and other receivables		750	758	765	773	780
Other financial assets		-	-	-	-	-
Investments in associates and joint ventures		1,730	1,320	1,333	1,347	1,360
Property, infrastructure, plant & equipment		562,366	573,083	590,905	611,674	628,796
Right-of-use assets	4.2.4	232	176	120	64	8
Investment property		2,640	2,661	2,682	2,704	2,728
Intangible asset		1,118	857	588	311	26
Landfill rehabilitation intangible asset		-	-	-	-	-
<b>Total non-current assets</b>		568,836	578,854	596,394	616,873	633,698
<b>Total assets</b>		616,187	622,170	633,932	651,823	663,879
<b>Liabilities</b>						
<b>Current liabilities</b>						
Trade and other payables		4,049	3,686	3,751	3,807	3,864
Trust funds and deposits		-	-	-	-	-
Unearned income/revenue		4,200	4,200	4,200	4,200	4,200
Provisions		8,174	8,174	8,174	8,174	8,174
Interest-bearing loans and borrowings	4.2.3	76	4,305	-	-	-
Lease liabilities	4.2.4	48	55	55	55	55
<b>Total current liabilities</b>	4.2.2	16,547	20,420	16,180	16,236	16,293
<b>Non-current liabilities</b>						
Provisions		4,883	4,883	4,932	4,981	5,031
Interest-bearing loans and borrowings	4.2.3	5,239	400	3,932	8,117	8,541
Lease liabilities	4.2.4	239	232	232	232	232
<b>Total non-current liabilities</b>	4.2.2	10,361	5,515	9,096	13,330	13,804
<b>Total liabilities</b>		26,908	25,935	25,276	29,566	30,097
<b>Net assets</b>		589,279	596,235	608,656	622,257	633,782
<b>Equity</b>						
Accumulated surplus		249,786	257,786	271,741	288,751	305,571
Reserves		339,493	338,450	336,916	333,505	328,211
<b>Total equity</b>		589,279	596,235	608,656	622,257	633,782
Revaluation Reserve		322,652	323,727	324,844	323,733	323,964
Other Reserves		16,841	14,723	12,072	9,772	4,247



## Statement of Changes in Equity

For the four years ending 30 June 2027	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2022/23</b>				
Balance at beginning of the financial year	596,242	244,996	334,405	16,841
Surplus/(deficit) for the year	3,997	3,997	-	-
Net asset revaluation increment/(decrement)	(11,753)	-	(11,753)	-
Transfer (to)/from reserves	793	793	-	-
<b>Balance at end of financial year</b>	<b>589,279</b>	<b>249,786</b>	<b>322,652</b>	<b>16,841</b>
<b>2023/24</b>				
Balance at beginning of the financial year	589,279	249,786	322,652	16,841
Surplus/(deficit) for the year	5,882	5,882	-	-
Net asset revaluation increment/(decrement)	1,075	-	1,075	-
Transfer (to)/from reserves	-	2,118	-	(2,118)
<b>Balance at end of financial year</b>	<b>596,235</b>	<b>257,786</b>	<b>323,727</b>	<b>14,723</b>
<b>2024/25</b>				
Balance at beginning of the financial year	596,235	257,786	323,727	14,723
Surplus/(deficit) for the year	11,304	11,304	-	-
Net asset revaluation increment/(decrement)	1,117	-	1,117	-
Transfer (to)/from reserves	-	2,651	-	(2,651)
<b>Balance at end of financial year</b>	<b>608,656</b>	<b>271,741</b>	<b>324,844</b>	<b>12,072</b>
<b>2025/26</b>				
Balance at beginning of the financial year	608,656	271,741	324,844	12,072
Surplus/(deficit) for the year	14,711	14,711	-	-
Net asset revaluation increment/(decrement)	(1,110)	-	(1,110)	-
Transfer (to)/from reserves	-	2,300	-	(2,300)
<b>Balance at end of financial year</b>	<b>622,257</b>	<b>288,751</b>	<b>323,733</b>	<b>9,772</b>
<b>2026/27</b>				
Balance at beginning of the financial year	622,257	288,751	323,733	9,772
Surplus/(deficit) for the year	11,294	11,294	-	-
Net asset revaluation increment/(decrement)	231	-	231	-
Transfer (to)/from reserves	-	5,525	-	(5,525)
<b>Balance at end of financial year</b>	<b>633,782</b>	<b>305,571</b>	<b>323,964</b>	<b>4,247</b>



## Statement of Cash Flow

For the four years ending 30 June 2027	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>					
Rates and charges	30,657	32,606	33,761	34,969	36,198
Statutory fees and fines	424	526	548	559	570
User fees	5,569	6,672	6,941	7,083	7,225
Grants - operating	10,557	9,337	10,806	11,155	11,415
Grants - capital	8,701	8,061	10,607	10,927	10,993
Contributions - monetary	121	509	578	590	601
Interest received	345	-	-	-	-
Dividends received	-	-	-	-	-
Trust funds and deposits taken	-	-	-	-	-
Other receipts	1,639	2,518	2,626	2,684	2,738
Net GST refund / payment	-	2,805	3,909	4,048	4,132
Employee costs	(20,717)	(22,907)	(22,927)	(23,162)	(23,394)
Materials and services	(21,646)	(21,999)	(22,219)	(22,668)	(23,122)
Short-term, low value and variable lease payments	-	-	-	-	-
Trust funds and deposits repaid	-	-	-	-	-
Other payments	(767)	(430)	(431)	(435)	(439)
<b>Net cash provided by/(used in) operating activities</b>	<b>14,883</b>	<b>17,697</b>	<b>24,199</b>	<b>25,750</b>	<b>26,918</b>
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and equipment	(21,296)	(24,897)	(33,364)	(37,018)	(33,431)
Proceeds from sale of property, infrastructure, plant and equipment	1,605	1,557	2,591	5,756	1,493
Payments for investment property	-	-	-	-	-
Proceeds from investment property	-	-	-	-	-
Payments for intangible assets	-	-	-	-	-
Proceeds from intangible assets	-	-	-	-	-
Payments for investments	-	-	(24)	(23)	(22)
Proceeds from investments	2,886	385	-	-	-
Loan and advances made	-	-	-	-	-
Repayments of loans and advances	-	-	-	-	-
<b>Net cash provided by/(used in) investing activities</b>	<b>(16,805)</b>	<b>(22,955)</b>	<b>(30,797)</b>	<b>(31,285)</b>	<b>(31,960)</b>
<b>Cash flows from financing activities</b>					
Finance costs	(171)	(171)	(24)	(236)	(487)
Proceeds from borrowings	1,000	400	3,582	4,683	1,507
Repayment of borrowings	-	(1,010)	(4,355)	(498)	(1,083)
Interest paid - lease liability	(10)	(11)	(11)	(10)	(11)
Repayment of lease liabilities	(46)	-	-	-	-
<b>Net cash provided by/(used in) financing activities</b>	<b>773</b>	<b>(792)</b>	<b>(808)</b>	<b>3,939</b>	<b>(74)</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	<b>(1,149)</b>	<b>(6,049)</b>	<b>(7,406)</b>	<b>(1,596)</b>	<b>(5,115)</b>
Cash and cash equivalents at the beginning of the financial year	39,345	38,196	32,147	24,741	23,145
<b>Cash and cash equivalents at the end of the financial year</b>	<b>38,196</b>	<b>32,147</b>	<b>24,741</b>	<b>23,145</b>	<b>18,030</b>



## Statement of Capital Works

For the four years ending 30 June 2027	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Projections		
			2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
<b>Property</b>					
Land	-	2,505	-	-	-
Land improvements	-	-	-	-	-
<b>Total land</b>	-	2,505	-	-	-
Buildings	5,371	7,863	4,699	7,396	7,314
Heritage buildings	-	-	-	-	-
Building improvements	-	-	-	-	-
Leasehold improvements	-	-	-	-	-
<b>Total buildings</b>	5,371	7,863	4,699	7,396	7,314
<b>Total property</b>	5,371	10,368	4,699	7,396	7,314
<b>Plant and equipment</b>					
Heritage plant and equipment	-	-	-	-	-
Plant, machinery and equipment	2,158	2,720	1,668	2,013	1,929
Fixtures, fittings and furniture	383	-	135	119	194
Computers and telecommunications	-	231	-	-	-
Library books	-	-	-	-	-
<b>Total plant and equipment</b>	2,541	2,951	1,803	2,132	2,123
<b>Infrastructure</b>					
Roads	8,527	6,848	5,844	6,889	6,767
Bridges	105	214	100	108	111
Footpaths and cycleways	584	429	205	410	338
Drainage	142	144	135	146	150
Recreational, leisure and community facilities	1,991	881	11,288	5,853	4,543
Waste management	-	54	1,030	432	3,362
Parks, open space and streetscapes	403	185	990	864	1,839
Aerodromes	-	258	-	-	-
Off street car parks	288	54	-	-	-
Other infrastructure	1,344	475	4,236	9,422	3,844
<b>Total infrastructure</b>	13,384	9,542	23,828	24,125	20,955
<b>Total capital works expenditure</b>	21,296	22,861	30,330	33,653	30,391
<b>Represented by:</b>					
New asset expenditure	6,623	6,877	11,068	10,994	13,084
Asset renewal expenditure	11,119	12,039	11,617	11,668	12,544
Asset expansion expenditure	-	-	-	-	-
Asset upgrade expenditure	3,554	3,945	7,645	10,991	4,763
<b>Total capital works</b>	21,296	22,861	30,330	33,653	30,391
<b>Funding sources represented by:</b>					
Grants	8,757	8,257	10,631	10,739	10,791
Contributions	46	509	-	-	-
Council Cash	11,493	13,696	16,119	18,232	18,094
Borrowings	1,000	400	3,581	4,682	1,507
<b>Total capital works expenditure</b>	21,296	22,861	30,330	33,653	30,391



## Statement of Human Resources

For the Four Years ending 30 June 2027	Forecast	Budget		Projections	
	Actual				
	2022/23	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Staff expenditure</b>					
Employee costs - operating	20,854	<b>22,724</b>	22,951	23,181	23,413
Employee costs - capital	2,224	<b>931</b>	1,005	1,010	995
<b>Total staff expenditure</b>	<b>23,078</b>	<b>23,655</b>	<b>23,956</b>	<b>24,191</b>	<b>24,408</b>
	FTE	FTE	FTE	FTE	FTE
<b>Staff numbers</b>					
Employees	211.0	<b>220.2</b>	221.2	222.2	223.2
<b>Total staff numbers</b>	<b>211.0</b>	<b>220.2</b>	<b>221.2</b>	<b>222.2</b>	<b>223.2</b>

A summary of human resources expenditure categorised according to the organisational structure of Council is included below :

	Budget	Permanent	
	2023/24	Full Time	Part time
	\$'000	\$'000	\$'000
Communities and Place	<b>5,782</b>	3,311	2,471
Corporate Services	<b>4,850</b>	3,501	1,349
Infrastructure Services	<b>12,093</b>	11,972	121
Total permanent staff expenditure	22,724	18,784	3,940
Capitalised labour costs	<b>931</b>		
<b>Total expenditure</b>	<b>23,655</b>		

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below :

	Budget	Permanent	
	2023/24	Full Time	Part time
Communities and Place	<b>57</b>	33	24
Corporate Services	<b>46</b>	33	13
Infrastructure Services	<b>117</b>	116	1
<b>Total staff</b>	<b>220</b>	182	38



## Statement of Planned Human Resources Expenditure

For the Four Years ending 30 June 2027	2023/24	2024/25	2025/26	2026/27
	\$'000	\$'000	\$'000	\$'000
<b>Communities and Place</b>				
Permanent - Full time				
Women	2,072	2,179	2,191	2,203
Men	1,238	1,245	1,252	1,259
Permanent - Part time				
Women	1,939	1,950	1,960	1,971
Men	532	534	537	540
<b>Total Communities and Place</b>	<b>5,782</b>	<b>5,908</b>	<b>5,941</b>	<b>5,973</b>
<b>Corporate Services</b>				
Permanent - Full time				
Women	1,953	1,868	1,878	1,888
Men	1,548	1,556	1,565	1,574
Permanent - Part time				
Women	1,184	1,190	1,197	1,203
Men	165	166	167	168
<b>Total Corporate Services</b>	<b>4,850</b>	<b>4,781</b>	<b>4,807</b>	<b>4,833</b>
<b>Infrastructure Services</b>				
Permanent - Full time				
Women	1,445	1,556	1,669	1,783
Men	10,527	10,584	10,642	10,700
Permanent - Part time				
Women	121	121	122	123
Men	0	0	0	0
<b>Total Infrastructure Services</b>	<b>12,093</b>	<b>12,262</b>	<b>12,434</b>	<b>12,607</b>
<b>Total staff expenditure</b>	<b>22,724</b>	<b>22,951</b>	<b>23,181</b>	<b>23,413</b>

	2023/24	2024/25	2025/26	2026/27
	FTE	FTE	FTE	FTE
<b>Communities and Place</b>				
Permanent - Full time				
Women	21.0	21.0	21.0	21.0
Men	12.0	12.0	12.0	12.0
Permanent - Part time				
Women	18.8	18.8	18.8	18.8
Men	5.2	5.2	5.2	5.2
<b>Total Communities and Place</b>	<b>56.9</b>	<b>56.9</b>	<b>56.9</b>	<b>56.9</b>
<b>Corporate Services</b>				
Permanent - Full time				
Women	18.0	18.0	18.0	18.0
Men	15.0	15.0	15.0	15.0
Permanent - Part time				
Women	11.5	11.5	11.5	11.5
Men	1.6	1.6	1.6	1.6
<b>Total Corporate Services</b>	<b>46.1</b>	<b>46.1</b>	<b>46.1</b>	<b>46.1</b>
<b>Infrastructure Services</b>				
Permanent - Full time				
Women	14.0	15.0	16.0	17.0
Men	102.0	102.0	102.0	102.0
Permanent - Part time				
Women	1.2	1.2	1.2	1.2
Men	0.0	0.0	0.0	0.0
<b>Total Infrastructure Services</b>	<b>117.2</b>	<b>118.2</b>	<b>119.2</b>	<b>120.2</b>
<b>Total staff numbers</b>	<b>220.2</b>	<b>221.2</b>	<b>222.2</b>	<b>223.2</b>



## 4. Notes to the financial statements

This section presents detailed information on material components of the financial statements.

### 4.1 Comprehensive Income Statement

#### 4.1.1 Rates and charges

Rates and charges are required by the Act and the Regulations to be disclosed in Council's budget.

As per the Local Government Act 2020, Council is required to have a Revenue and Rating Plan which is a four year plan for how Council will generate income to deliver the Council Plan, program and services and capital works commitments over a four-year period.

In developing the Budget, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount Councils may increase rates in a year. For 2023-24 year the FGRS cap has been set at 3.50%. The cap applies to both general rates and municipal charges and is calculated on the basis of Council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community. To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average revenue generated by the general rate and municipal charge will increase by 3.50% in line with the rate cap.

##### 4.1.1(a) Reconciliation of Rates

The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	2022/23	2023/24	Change	%
	Forecast Actual	Budget		
	\$'000	\$'000	\$'000	
General rates*	23,762	25,141	1,379	5.80%
Municipal charge*	2,283	2,292	9	0.40%
Waste management charge	4,093	4,664	571	13.95%
Supplementary rates and rate adjustments	224	220	-4	-1.63%
Interest on rates and charges	40	40	-	0.00%
Revenue in lieu of rates	265	280	15	5.85%
<b>Total rates and charges</b>	<b>30,666</b>	<b>32,636</b>	<b>1,971</b>	<b>6.43%</b>

\*These items are subject to the rate cap established under the FGRS.

##### 4.1.1(b) Rate in the dollar

The rate in the dollar to be levied as general rates under Section 158 of the Act for each type or class of land compared with the previous financial year

Type or class of land	2022/23 cents/\$CIV*	2023/24 cents/\$CIV*	Change
General rate for rateable residential properties	0.004476	0.004058	-9.34%
General rate for rateable commercial properties	0.004252	0.003855	-9.34%
General rate for rateable industrial properties	0.004476	0.004058	-9.34%
General rate for rateable Culture & Rec. Land	0.002238	0.002029	-9.34%
General rate for rateable farm properties	0.002238	0.002029	-9.34%



#### 4.1.1(c) Total Rate Revenue from General Rates

The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year:

Type or class of land	2022/23 \$'000	2023/24 \$'000		\$'000	Change %
Residential	14,373	<b>14,979</b>		606	<b>4.22%</b>
Commercial	1,637	<b>1,558</b>	-	80	<b>-4.87%</b>
Industrial	836	<b>1,046</b>		211	<b>25.22%</b>
Culture and Recreation Land (50% rate)	15	<b>16</b>		1	<b>6.18%</b>
Farm	6,901	<b>7,542</b>		641	<b>9.28%</b>
<b>Total amount to be raised by general rates</b>	<b>23,762</b>	<b>25,141</b>		<b>1,379</b>	<b>5.80%</b>

#### 4.1.1(d) Assessment numbers

The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year.

Type or class of land	2022/23 Number	2023/24 Number		Number	Change %
Residential	9,532	<b>9,590</b>		58	<b>0.61%</b>
Commercial	523	<b>520</b>	-	3	<b>-0.57%</b>
Industrial	440	<b>447</b>		7	<b>1.59%</b>
Culture and Recreation Land (0% rate)	60	<b>60</b>		-	<b>0.00%</b>
Culture and Recreation Land (50% rate)	3	<b>3</b>		-	<b>0.00%</b>
Farm	2,191	<b>2,196</b>		5	<b>0.23%</b>
<b>Total number of assessments</b>	<b>12,749</b>	<b>12,816</b>		<b>67</b>	<b>0.53%</b>

#### 4.1.1(e) Basis of valuation

The basis of valuation to be used is the Capital Improved Value (CIV).

#### 4.1.1(f) Valuation by Type

The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year

Type or class of land	2022/23 \$'000	2023/24 \$'000		\$'000	Change %
Residential	3,220,050	<b>3,691,249</b>		471,199	<b>14.63%</b>
Commercial	385,095	<b>404,069</b>		18,974	<b>4.93%</b>
Industrial	186,689	<b>257,842</b>		71,153	<b>38.11%</b>
Culture and Recreation Land (0% rate)	23,053	<b>26,458</b>		3,405	<b>14.77%</b>
Culture and Recreation Land (50% rate)	6,642	<b>7,779</b>		1,137	<b>17.12%</b>
Farm	3,083,620	<b>3,717,003</b>		633,383	<b>20.54%</b>
<b>Total value of land</b>	<b>6,905,149</b>	<b>8,104,400</b>		<b>1,199,251</b>	<b>17.37%</b>



**4.1.1(g) Municipal Charge per assessment**

The estimated total amount to be raised by municipal charges compared with the previous financial year.

Type of Charge	Per Rateable Property 2022/23	Per Rateable Property 2023/24		Change
	\$	\$	\$	%
Municipal	200	<b>200</b>	-	<b>0.00%</b>

**4.1.1(h) Total revenue from municipal charge**

The estimated total amount to be raised by municipal charges compared with the previous financial year

Type of Charge	2022/23	2023/24		Change
	\$'000	\$'000	\$	%
Municipal	2,283	<b>2,292</b>	9	<b>0.39%</b>

**4.1.1(i) Garbage Charges**

The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2022/23	Per Rateable Property 2023/24		Change
	\$	\$	\$	%
Urban Bin Service	-	<b>497</b>		<b>New</b>
Rural Bin Service	-	<b>348</b>		<b>New</b>
Commercial Bin Service	-	<b>480</b>		<b>New</b>
<b>Total</b>	-	1,325		

**4.1.1(j) Total revenue from garbage charges**

The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year

Type of Charge	2022/23	2023/24		Change
	\$'000	\$'000	\$	%
Urban Bin Service	3,237	<b>4,021</b>	784	<b>24.23%</b>
Rural Bin Service	625	<b>522</b>	103	<b>-30.63%</b>
Commercial Bin Service	231	<b>120</b>	111	<b>-48.05%</b>
<b>Total</b>	4,093	4,664	571	<b>13.94%</b>

**4.1.1(k) Rates & Charges - Summary**

The estimated total amount to be raised by all rates and charges compared with the previous financial year

	2022/23	2023/24		Change
	\$'000	\$'000	\$'000	%
General rates	23,762	<b>25,141</b>	1,379	<b>5.80%</b>
Municipal charge	2,283	<b>2,292</b>	9	<b>0.40%</b>
Waste management charge	4,093	<b>4,664</b>	571	<b>13.95%</b>
Supplementary rates and rate adjustments	224	<b>220</b>	4	<b>-1.63%</b>
Interest on rates and charges	40	<b>40</b>	-	<b>0.00%</b>
Revenue in lieu of rates	265	<b>280</b>	15	<b>5.85%</b>
<b>Total Rates and charges</b>	<b>30,666</b>	<b>32,636</b>	1,971	<b>6.43%</b>



#### 4.1.1(l) Fair Go Rates System Compliance

Horsham Rural City Council is fully compliant with the State Government's Fair Go Rates System. The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

	2022/23	2023/24
Total Rates	\$ 26,070,126	\$ 27,432,882
Number of rateable properties	12,686	12,816
Base Average Rate	\$ 2,055.03	\$ 2,140.52
Maximum Rate Increase (set by the State Government)	1.75%	3.50%
Capped Average Rate	\$ 2,055.03	\$ 2,140.53
Maximum General Rates and Municipal Charges Revenue	\$ 26,073,347	\$ 27,433,014
Budgeted General Rates and Municipal Charges Revenue	\$ 26,070,126	\$ 27,432,882
Budgeted Supplementary Rates	\$ 223,641	\$ 220,000
Budgeted Total Rates and Municipal Charges Revenue	\$ 26,293,767	\$ 27,652,882

#### 4.1.1(m) Significant changes

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations (2023/24: estimated \$220,000 and 2022/23: \$223,641)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

#### 4.1.1(n) Differential rates

##### Differential Rates to be levied

The rate and amount of rates payable in relation to land in each category of differential are:

- A general rate of 0.4058% (0.004058 cents in the dollar of CIV) for all rateable residential properties.
- A general rate of 0.3855% (0.003855 cents in the dollar of CIV) for all rateable commercial properties.
- A general rate of 0.4058% (0.004058 cents in the dollar of CIV) for all rateable industrial properties.
- A general rate of 0.2029% (0.002029 cents in the dollar of CIV) for all rateable farm properties.
- A general rate of 0.2029% (0.002029 cents in the dollar of CIV) for all rateable cultural and recreational properties.

Each differential rate will be determined by multiplying the Capital Improved Value of rateable land (categorised by the characteristics described below) by the relevant percentages indicated above.

Council believes each differential rate will contribute to the equitable and efficient carrying out of Council functions. Details of the objectives of each differential rate, the types of classes of land, which are subject to each differential rate and the uses of each differential rate are set out below.

##### Farm Land

Farm land is any land, which, under the Valuation of Land Act 1960 is:

- Not less than 2 hectares in area
- That is used primarily for agricultural purposes
- That is used by a business that has significant and substantial commercial purpose or character

The Revenue & Rating Plan update for 2022-23 includes further requirements for these properties to be eligible for the farm differential that includes the following requirements:

- The Farm business must have an ABN
- The Farm business must be registered for GST (A review will be undertaken of these properties at least once every 4 years)
- Further information is contained in the Revenue & Rating Plan

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Provision of general support services.



The differential rate is provided in recognition of the changes to relative property values, the high value of land as an input to farm operations, and in recognition of some lesser access to services associated with the rural isolation of the majority of the farming sector.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land. The geographic location of the land within this differential rate is wherever it is located within the municipal district. The use of the land within this differential rate, in the case of improved land, is any use of land.

### **Commercial Land**

Commercial land is identified as any rateable land on which a building designed or adapted for occupation is erected which is used for commercial purposes.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Provision of general support services.

The differential rate is provided in recognition of the changes to relative property values and reliance on the level of economic activity of the farming sector.

The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land. The geographic location of the land within this differential rate is wherever it is located within the municipal district. The use of the land within this differential rate, in the case of improved land, is any use of land.

### **Industrial Land**

Industrial land is identified as any rateable land on which a building designed or adapted for occupation is erected which is used for industrial purposes.

The objective of this differential rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council, including (but not limited to) the:

- Construction and maintenance of infrastructure assets
- Development and provision of health and community services
- Provision of general support services.

The differential rate is provided in recognition of the changes to relative property values and reliance on the level of economic activity of the farming sector. The types and classes of rateable land within this differential rate are those having the relevant characteristics described above. The money raised by the differential rate will be applied to the items of expenditure described in the Budget by Council. The level of the rate for land in this category is considered to provide for an appropriate contribution to Council's budgeted expenditure, having regard to the characteristics of the land. The geographic location of the land within this differential rate is wherever it is located within the municipal district. The use of the land within this differential rate, in the case of improved land, is any use of land.

### **Other Concessional Rates - Culture and Recreational Land**

Culture and Recreational land is any outdoor land, which under the provisions of the Cultural and Recreational Lands Act 1963 is:

- Occupied by a body which exists for cultural or recreational purposes and applies its profits in promoting the furthering of this purpose
- The lands must be owned by the body, by the Crown or by Council to be eligible
- Agricultural showgrounds are included

Council has a policy in relation to concessions for Cultural and Recreational Organisations and has established two concessions, a 50% concession for those organisations that have significant revenue raising capacity and a 100% concession for those with limited revenue raising capacity.

The objective of this concessional rate is to recognise the large contribution that these community organisations and the volunteers make to the Municipality in the provision of sporting, cultural and recreational activities.



### 4.1.2 Statutory fees and fines

	Forecast Actual 2022/23	Budget 2023/24		Change
	\$'000	\$'000	\$'000	%
Infringements and costs	154	156	2	1.30%
Issue of certificates	25	28	3	12.00%
Local law s - permits & licences	32	32	-	0.00%
Tow n planning	144	180	36	25.00%
Health registrations	143	143	-	0.00%
<b>Total statutory fees and fines</b>	<b>498</b>	<b>539</b>	<b>41</b>	<b>8.23%</b>

### 4.1.3 User fees

	Forecast Actual 2022/23	Budget 2023/24		Change
	\$'000	\$'000	\$'000	%
Administration fees	221	217	- 4	-1.81%
Animal control	378	378	-	0.00%
Car Parking	220	220	-	0.00%
Building	146	146	-	0.00%
Performing Arts	551	546	- 5	-0.91%
Livestock operations	588	588	-	0.00%
Parking meters	220	220	-	0.00%
Waste Management Services	2,633	3,290	657	24.95%
Other user charges	612	607	- 5	-0.82%
<b>Total user fees</b>	<b>5,569</b>	<b>6,212</b>	<b>643</b>	<b>11.55%</b>

Waste Management Services revenue is projected to increase primarily due to the resumption of receipt of hard waste, following the fire in late 2020 which led to closure of the hard waste cell.



## 4.1.4 Grants

	Forecast Actual	Budget		Change
	2022/23	2023/24		
	\$'000	\$'000	\$'000	%
<b>Grants were received in respect of the following:</b>				
Summary of grants				
Commonwealth funded grants	8,469	8,645	176	2%
State funded grants	11,790	9,175	- 2,615	-22%
<b>Total grants received</b>	<b>20,259</b>	<b>17,820</b>	<b>- 2,439</b>	<b>-12%</b>
<b>(a) Operating Grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Financial Assistance Grants	6,964	7,205	241	3%
Environmental Health	47	12	- 35	-74%
Home and Community Care	30	-	- 30	-100%
<b>Recurrent - State Government</b>				
Art Gallery	90	90	-	0%
Art Gallery Education Program	53	97	44	83%
Immunisation	-	47	47	
Community Facilities	5	30	25	500%
Horsham Town Hall Operations	80	80	-	0%
Library	193	-	- 193	-100%
Maternal & Child Services - Universal	576	576	-	0%
School Crossing Supervision	49	49	-	0%
Landcare	59	59	-	0%
<b>Total recurrent grants</b>	<b>8,146</b>	<b>8,245</b>	<b>99</b>	<b>1%</b>
<b>Non-recurrent - State Government</b>				
Community Engagement	126	57	- 69	-55%
Economic Development	-	50	50	
Youth Engagement	73	62	- 11	-15%
Environmental Health	7	7	-	0%
Library	-	317	317	
Council Transformation	2,846	546	- 2,300	-81%
Maternal & Child Services	39	39	-	0%
Environmental Sustainability	25	-	- 25	-100%
Emergency Management	240	240	-	0%
<b>Total non-recurrent grants</b>	<b>3,356</b>	<b>1,318</b>	<b>- 2,038</b>	<b>-61%</b>
<b>Total operating grants</b>	<b>11,502</b>	<b>9,563</b>	<b>- 1,939</b>	<b>-17%</b>
<b>(b) Capital Grants</b>				
<b>Recurrent - Commonwealth Government</b>				
Roads to recovery	1,428	1,428	-	0%
<b>Total recurrent grants</b>	<b>1,428</b>	<b>1,428</b>	<b>-</b>	<b>0%</b>
<b>Non-recurrent - Commonwealth Government</b>				
<b>Non-recurrent - State Government</b>				
Buildings	1,559	3,817	2,258	145%
Footpaths and cycleways	499	209	- 290	-58%
Aerodromes	-	196	196	
Recreation, leisure and community facilities	909	263	- 646	-71%
Roads	3,919	2,237	- 1,682	-43%
Bridges	52	107	55	106%
Other infrastructure	391	-	- 391	-100%
<b>Total non-recurrent grants</b>	<b>7,329</b>	<b>6,829</b>	<b>- 500</b>	<b>-7%</b>
<b>Total capital grants</b>	<b>8,757</b>	<b>8,257</b>	<b>- 500</b>	<b>-6%</b>
<b>Total Grants</b>	<b>20,259</b>	<b>17,820</b>	<b>- 2,439</b>	<b>-12%</b>



Operating grants include monies from State and Commonwealth Government sources for the purposes of funding the delivery of the Council's services to residents. The level of operating grants is projected to decrease by \$1.9M compared to the 2022-2023 forecast. This is predominately due the Council Transformation Grant received in 2022-2023.

Capital grants include monies from State and Commonwealth government sources which contributes to funding the capital works program. The amount of capital grants received each year can fluctuate dramatically, depending on the timing of specific projects and state and federal government programs and priorities. The Capital Works Program includes further analysis of the grants and contributions expected to be received during the 2023-2024 financial year.

### 4.1.5 Contributions

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change	
			\$'000	%
Monetary	121	509	388	320.66%
Non-monetary	450	410	40	-8.89%
<b>Total contributions</b>	571	919	348	60.95%

Monetary contributions represent funds received from community groups to contribute toward specific projects. Non-monetary contributions are developer constructed assets contributed by developers in accordance with planning permits issued for property development, including land, roads, footpaths, play spaces and drainage.

### 4.1.6 Other income

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change	
			\$'000	%
Interest	385	600	215	55.84%
Rental and Lease Income	475	522	47	9.89%
Vicroads Maintenance	775	775	-	0.00%
Other	521	459	62	-11.90%
<b>Total other income</b>	2,156	2,356	200	9.28%

### 4.1.6 Employee costs

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change	
			\$'000	%
Wages and salaries	18,895	19,698	803	4.25%
Library Salaries (To In-house Council service)	-	562	562	New
WorkCover	288	305	17	5.90%
Superannuation	1,671	2,159	488	29.20%
<b>Total employee costs</b>	20,854	22,724	1,870	8.97%

Employee costs have risen because of the expected successful conclusion to the new enterprise agreement negotiation, increases in general FTE, and the addition of the Library staff, moving employment in-house.



### 4.1.7 Materials and services

	Forecast Actual 2022/23	Budget 2023/24	Change	
	\$'000	\$'000	\$'000	%
Administration expenses	359	360	1	0.28%
Contract cleaning	362	373	11	3.04%
Consumables	1,439	1,446	7	0.49%
Contractors*	6,310	3,696	-2,614	-41.43%
Donations	398	398	-	0.00%
External plant hire	244	249	5	2.05%
Agency Staff - Temporary	593	610	17	2.87%
Insurances	753	803	50	6.64%
Maintenance and Operations	9,370	10,031	661	7.05%
Utilities	1,884	1,871	-13	-0.69%
<b>Total materials and services</b>	<b>21,712</b>	<b>19,837</b>	<b>-1,875</b>	<b>-8.64%</b>

\* Contractor variance due to Council Transformation expense decrease in 2023-24. There is a similar decrease in grant income.

### 4.1.8 Depreciation

	Forecast Actual 2022/23	Budget 2023/24	Change	
	\$'000	\$'000	\$'000	%
Property	1,340	1,385	45	3.36%
Plant & equipment	1,430	1,473	43	3.01%
Infrastructure	9,418	9,696	278	2.95%
<b>Total depreciation</b>	<b>12,188</b>	<b>12,554</b>	<b>366</b>	<b>3.00%</b>

### 4.1.9 Amortisation - Intangible Assets

	Forecast Actual 2022/23	Budget 2023/24	Change	
	\$'000	\$'000	\$'000	%
Intangible assets	260	261	1	0.38%
<b>Total amortisation - intangible assets</b>	<b>260</b>	<b>261</b>	<b>1</b>	<b>0.38%</b>

### 4.1.10 Amortisation - Right of use Assets

	Forecast Actual 2022/23	Budget 2023/24	Change	
	\$'000	\$'000	\$'000	%
Right of use assets	55	56	1	1.82%
<b>Total amortisation - right of use assets</b>	<b>55</b>	<b>56</b>	<b>1</b>	<b>1.82%</b>

### 4.1.11 Other expenses

	Forecast Actual 2022/23	Budget 2023/24	Change	
	\$'000	\$'000	\$'000	%
Auditors Fees	80	80	-	0.00%
Councillor Allowances	285	308	23	8.07%
<b>Total other expenses</b>	<b>365</b>	<b>388</b>	<b>23</b>	<b>6.30%</b>



## 4.2 Balance Sheet

### 4.2.1 Assets

#### Current Assets

Cash and cash equivalents include cash and investments such as cash held in the bank, petty cash and the value of investments in deposits or other liquid investments.

#### Trade Receivables

Trade and other receivables are monies owed to Council by ratepayers and other debtors as at 30 June

### 4.2.2 Liabilities

#### Current Liabilities

Trade and other payables are those to whom Council owes money as at 30 June.

### 4.2.3 Borrowings

The table below shows information on borrowings specifically required by the Regulations.

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	Projections 2026/27 \$'000
Amount borrow ed as at 30 June of the prior year	4,305	5,315	4,705	3,932	8,117
Amount proposed to be borrow ed	1,000	400	3,582	4,683	1,507
Amount projected to be redeemed	- -	1,010 -	4,355 -	498 -	1,083
<b>Amount of borrowings as at 30 June</b>	<b>5,305</b>	<b>4,705</b>	<b>3,932</b>	<b>8,117</b>	<b>8,541</b>

### 4.2.4 Leases by Category

As a result of the introduction of AASB 16 Leases, right-of-use assets and lease liabilities have been recognised as outlined in the table below.

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000
<b>Right-of-use assets</b>		
Property	260	176
<b>Total right-of-use assets</b>	<b>260</b>	<b>176</b>
<b>Lease liabilities</b>		
<b>Current lease Liabilities</b>		
Land and buildings	55	55
<b>Total current lease liabilities</b>	<b>55</b>	<b>55</b>
<b>Non-current lease liabilities</b>		
Land and buildings	247	232
<b>Total non-current lease liabilities</b>	<b>247</b>	<b>232</b>
<b>Total lease liabilities</b>	<b>302</b>	<b>287</b>

Where the interest rate applicable to a lease is not expressed in the lease agreement, Council applies the average incremental borrowing rate in the calculation of lease liabilities. The current incremental borrowing rate is 5%.



## 4.3 Statement of changes in Equity

### 4.3.1 Discretionary Reserves

Although not restricted by statutory purpose, Council has made decisions regarding the future use of discretionary Reserve funds as described below:

**CBD Development Reserve – (30 June 2024 estimated closing balance \$1.5M)**

For the Development of Horsham CBD and surrounds

**Plant Replacement Reserve (30 June 2024 estimated closing balance \$1.3M)**

Funds Council's purchases of replacement plant and equipment.

**Waste Management Reserve (30 June 2024 estimated closing balance \$1.1M)**

The waste management reserve is created to provide funds to rehabilitate landfills at the end of their useful lives and other major capital or operating expenditure in the waste management area.

**Major Capital Projects Reserve (30 June 2024 estimated closing balance \$3.4M)**

This reserve is for major strategic projects, including the Livestock Exchange

**Open Spaces Reserve (30 June 2024 estimated closing balance \$0.4M)**

This reserve is mainly used for Developer Contributions

**Small Projects Reserve (30 June 2024 estimated closing balance \$1.3M)**

This reserve is for sustainability projects, (such as solar and zero carbon) Information Technology and other initiatives.

**Industrial Reserve (30 June 2024 estimated closing balance \$1.2M)**

The reserve is for industrial land and building development including their associated costs.

**Loan Fund Reserves (30 June 2024 estimated closing balance \$4.0M)**

The reserve is set aside for interest only loans, so the initial loan amount can be paid back on the due date.

**Unfunded Superannuation Reserve (30 June 2024 estimated closing balance \$0.4M)**

This reserve had been created to hold funds for possible future contributions towards Council's unfunded superannuation liabilities.

**Internal Loan Borrowings Reserve (30 June 2024 estimated closing balance -\$2.1M)**

This reserve funds borrowings, by using the cash and cash equivalent's balance available, instead of accessing external loans.



## 4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2023-24 year, classified by expenditure type and funding source.

### 4.5.1 Summary

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change \$'000	%
Property	5,371	<b>10,368</b>	4,997	<b>93.04%</b>
Plant and equipment	2,541	<b>2,951</b>	410	<b>16.14%</b>
Infrastructure	13,384	<b>9,542</b>	- 3,842	<b>-28.71%</b>
<b>Total</b>	<b>21,296</b>	22,861	1,565	<b>7.35%</b>

	Project Cost \$'000	Asset expenditure types				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowings \$'000
Property	<b>10,368</b>	4,945	3,071	2,352	-	3,816	337	5,815	400
Plant and equipment	<b>2,951</b>	686	2,242	23	-	-	25	2,926	-
Infrastructure	<b>9,542</b>	1,247	6,725	1,570	-	4,441	147	4,954	-
<b>Total</b>	<b>22,861</b>	6,878	12,038	3,945	-	8,257	509	13,695	400



## 4.5.2 Capital works detail current budget

Capital Works Area	Project Cost	Asset expenditure types			Summary of Funding Sources			
		New	Renewal	Upgrade	Grants	Contrib.	Council cash	Borrowings
	\$	\$	\$	\$	\$	\$	\$	\$
<b>PROPERTY</b>								
<b>Land</b>								
Railway Corridor Land Purchase	535,000	535,000	-	-	-	-	535,000	-
Depot Land	1,800,000	1,800,000	-	-	-	-	1,800,000	-
Land Acquisition - Other	170,000	170,000	-	-	-	-	170,000	-
<b>Total Land</b>	<b>2,505,000</b>	<b>2,505,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,505,000</b>	<b>-</b>
<b>Buildings</b>								
Aquatic Centre Gym Area Heating & Aircon Upgrade	16,680	-	-	16,680	-	-	16,680	-
Aquatic Centre Miscellaneous Provision	10,000	10,000	-	-	-	-	10,000	-
Wesley Performing Arts Refurbishment	1,958,000	1,958,000	-	-	1,397,438	336,606	223,956	-
Firebrace Street Commercial - Veranda Works	64,200	-	64,200	-	-	-	64,200	-
Hamilton/Menadue/Helipad Public Convenience Design	16,050	16,050	-	-	-	-	16,050	-
Depot Relocation	545,000	185,300	179,850	179,850	-	-	545,000	-
WIFT Office Relevelling Building, Decking & Ramp	133,750	-	133,750	-	-	-	133,750	-
Building Renewal Program	493,670	-	493,670	-	-	-	493,670	-
Cinema Painting Works External	45,000	-	45,000	-	-	-	45,000	-
City Oval/Sawyer Park Netball Facilities, Courts & Clubrooms	1,050,000	-	525,000	525,000	377,524	-	272,476	400,000
City Oval/Sawyer Park Event Stage, Box, Storage	2,100,000	-	1,050,000	1,050,000	2,000,000	-	100,000	-
City Oval Community Centre/Changeroom	1,050,000	-	525,000	525,000	-	-	1,050,000	-
Sustainability Projects - Energy Saving Measures - Zero Carbon Plan Projects	164,300	164,300	-	-	41,075	-	123,225	-
Natimuk Bus Shelter, Charging Station, Seating	42,800	42,800	-	-	-	-	42,800	-
Solar for Community Halls - Jubilee Hall, Girl Guides, Dudley Cornell, Scout Hall	48,685	48,685	-	-	-	-	48,685	-
The Station Solar	14,800	14,800	-	-	-	-	14,800	-
Buildings External Project Design & Scoping	110,000	-	55,000	55,000	-	-	110,000	-
<b>Total Buildings</b>	<b>7,862,935</b>	<b>2,439,935</b>	<b>3,071,470</b>	<b>2,351,530</b>	<b>3,816,037</b>	<b>336,606</b>	<b>3,310,292</b>	<b>400,000</b>
<b>TOTAL PROPERTY</b>	<b>10,367,935</b>	<b>4,944,935</b>	<b>3,071,470</b>	<b>2,351,530</b>	<b>3,816,037</b>	<b>336,606</b>	<b>5,815,292</b>	<b>400,000</b>



Capital Works Area	Project Cost	Asset expenditure types			Summary of Funding Sources			
		New	Renewal	Upgrade	Grants	Contrib.	Council cash	Borrowings
	\$	\$	\$	\$	\$	\$	\$	\$
<b>PLANT AND EQUIPMENT</b>								
<b>Plant, Machinery and Equipment</b>								
Plant Purchases	2,665,150	631,000	2,034,150	-	-	-	2,665,150	-
Public Art Projects	30,000	30,000	-	-	-	-	30,000	-
Art Gallery Art Collections	25,000	25,000	-	-	-	25,000	-	-
<b>Total Plant, Machinery and Equipment</b>	<b>2,720,150</b>	<b>686,000</b>	<b>2,034,150</b>	<b>-</b>	<b>-</b>	<b>25,000</b>	<b>2,695,150</b>	<b>-</b>
<b>Computers and Telecommunications</b>								
IT Hardware Upgrades	15,000	-	-	15,000	-	-	15,000	-
IT Software Upgrades Small Capex Purchases	5,000	-	-	5,000	-	-	5,000	-
Replacement of Aged Workstations & Laptops	35,000	-	35,000	-	-	-	35,000	-
UPS Upgrades & Replacements	5,000	-	5,000	-	-	-	5,000	-
CCTV Hardware Renewal (Public)	5,000	-	5,000	-	-	-	5,000	-
Heritage Hall Furniture Replacement	10,000	-	7,000	3,000	-	-	10,000	-
Town Hall Lighting Desk	30,000	-	30,000	-	-	-	30,000	-
Library IT Replacements	29,482	-	29,482	-	-	-	29,482	-
Library Collection	96,798	-	96,798	-	-	-	96,798	-
<b>Total Computers and Telecommunications</b>	<b>231,280</b>	<b>-</b>	<b>208,280</b>	<b>23,000</b>	<b>-</b>	<b>-</b>	<b>231,280</b>	<b>-</b>
<b>TOTAL PLANT AND EQUIPMENT</b>	<b>2,951,430</b>	<b>686,000</b>	<b>2,242,430</b>	<b>23,000</b>	<b>-</b>	<b>25,000</b>	<b>2,926,430</b>	<b>-</b>



Capital Works Area	Project Cost	Asset expenditure types			Summary of Funding Sources			
		New	Renewal	Upgrade	Grants	Contrib.	Council cash	Borrowings
	\$	\$	\$	\$	\$	\$	\$	\$
<b>INFRASTRUCTURE</b>								
<b>Roads</b>								
<b>Urban Roads</b>								
Minor Seal Extensions	20,000	20,000	-	-	-	-	20,000	-
Consultancy/Design	21,400	21,400	-	-	-	-	21,400	-
Urban Local Roads Final Seals	64,200	-	64,200	-	-	-	64,200	-
Intersection Treatments	21,400	-	-	21,400	-	-	21,400	-
Urban Roads Donated Infrastructure	69,582	69,582	-	-	-	-	69,582	-
Urban Heavy Patching	130,000	-	130,000	-	-	-	130,000	-
Investigation Reporting	47,100	47,100	-	-	-	-	47,100	-
Urban Reseals	252,000	-	252,000	-	-	-	252,000	-
Microsurfacing Urban All Conditions	530,000	-	530,000	-	450,000	-	80,000	-
Renewal Kerb & Channel	145,000	-	145,000	-	-	-	145,000	-
<b>Rural Roads</b>								
Intersection/Traffic Improvement	15,000	-	-	15,000	-	-	15,000	-
Consultants	10,700	10,700	-	-	-	-	10,700	-
Minor Seal Extensions	10,000	10,000	-	-	-	-	10,000	-
Vegetation Clearance Road Reconstruction	30,000	-	30,000	-	-	-	30,000	-
Heavy Patching Rural	520,000	-	520,000	-	-	-	520,000	-
Dim Minyip Road (Boundary Road) Segment 4149	87,000	-	53,070	33,930	60,900	13,050	13,050	-
Dim Minyip Road (Boundary Road) Segment 559	284,200	-	173,362	110,838	198,940	42,630	42,630	-
Dim Minyip Road (Boundary Road) Segment 556	609,000	-	371,490	237,510	426,300	91,350	91,350	-
Noradjuha-Tooan East Road Segment 1670	487,481	-	292,489	194,993	243,741	-	243,741	-
North East Wonwondah Road Segment 1678	1,401,005	-	840,603	560,402	700,502	-	700,502	-
Rural Local Roads Final Seals	157,500	-	157,500	-	157,500	-	-	-
Rural Reseals	635,250	-	635,250	-	543,456	-	91,794	-
Rural Road Shoulder Resheeting/Reconstruction	300,000	-	300,000	-	300,000	-	-	-
Rural Gravel Resheeting	1,000,000	-	1,000,000	-	584,940	-	415,060	-
<b>Total Roads</b>	<b>6,847,818</b>	<b>178,782</b>	<b>5,494,963</b>	<b>1,174,072</b>	<b>3,666,279</b>	<b>147,030</b>	<b>3,034,509</b>	<b>-</b>
<b>Bridges</b>								
Renewal of Bridge Assets Polkemmet Bridge	214,000	-	214,000	-	107,000	-	107,000	-
<b>Total Bridges</b>	<b>214,000</b>	<b>-</b>	<b>214,000</b>	<b>-</b>	<b>107,000</b>	<b>-</b>	<b>107,000</b>	<b>-</b>



Capital Works Area	Project Cost	Asset expenditure types			Summary of Funding Sources			
		New	Renewal	Upgrade	Grants	Contrib.	Council cash	Borrowings
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Footpaths and Cycleways</b>								
Bikepaths Final Seals	36,946	-	36,946	-	-	-	36,946	-
Bikepaths Sealing Works	52,500	-	52,500	-	-	-	52,500	-
Footpath Rehabilitation - Disability Strategy	52,500	-	-	52,500	-	-	52,500	-
Extend Bike Tracks from Bike Plan	157,500	78,750	-	78,750	78,750	-	78,750	-
Footpaths - Condition 4 Section Renewal	130,000	-	130,000	-	130,000	-	-	-
<b>Total Footpaths and Cycleways</b>	<b>429,446</b>	<b>78,750</b>	<b>219,446</b>	<b>131,250</b>	<b>208,750</b>	<b>-</b>	<b>220,696</b>	<b>-</b>
<b>Drainage</b>								
Renewal Drainage Assets	144,450	-	144,450	-	-	-	144,450	-
<b>Total Drainage</b>	<b>144,450</b>	<b>-</b>	<b>144,450</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>144,450</b>	<b>-</b>
<b>Recreational, Leisure &amp; Community Facilities</b>								
Skatepark Precinct Upgrade & Development Planning & Design	53,500	33,500	-	20,000	-	-	53,500	-
Sunnyside Precinct Detailed Design	53,500	53,500	-	-	-	-	53,500	-
Haven Precinct Detailed Design Plan	53,500	53,500	-	-	-	-	53,500	-
City Oval New Playground	267,500	267,500	-	-	262,500	-	5,000	-
CBD Activation Design Works for Streetscape Plan	200,000	200,000	-	-	-	-	200,000	-
Lukin Court Park Development	200,000	200,000	-	-	-	-	200,000	-
Weir Park Wetlands Retaining Wall Renewal	53,000	-	53,000	-	-	-	53,000	-
<b>Total Recreational, Leisure &amp; Community</b>	<b>881,000</b>	<b>808,000</b>	<b>53,000</b>	<b>20,000</b>	<b>262,500</b>	<b>-</b>	<b>618,500</b>	<b>-</b>
<b>Waste Management</b>								
Various Design Works for Landfill	53,500	53,500	-	-	-	-	53,500	-
<b>Total Waste Management</b>	<b>53,500</b>	<b>53,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>53,500</b>	<b>-</b>
<b>Parks, Open Space and Streetscapes</b>								
Renewal Urban Open Space Assets Including Playground Equipment Condition 4 & 5	165,000	-	165,000	-	-	-	165,000	-
Renewal Rural Open Space Assets	20,000	-	20,000	-	-	-	20,000	-
<b>Total Parks, Open Spaces and Streetscapes</b>	<b>185,000</b>	<b>-</b>	<b>185,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>185,000</b>	<b>-</b>



Capital Works Area	Project Cost	Asset expenditure types			Summary of Funding Sources			
		New	Renewal	Upgrade	Grants	Contrib.	Council cash	Borrowings
	\$	\$	\$	\$	\$	\$	\$	\$
<b>Aerodromes</b>								
Aerodrome Lighting Upgrade	245,000	-	-	245,000	196,000	-	49,000	-
Aerodrome Line Marking	13,000	-	13,000	-	-	-	13,000	-
<b>Total Aerodromes</b>	<b>258,000</b>	<b>-</b>	<b>13,000</b>	<b>245,000</b>	<b>196,000</b>	<b>-</b>	<b>62,000</b>	<b>-</b>
<b>Off Street Car Parks</b>								
Solar Shade Structures Over Carparks Planning & Design	53,500	53,500	-	-	-	-	53,500	-
<b>Total Off Street Car Parks</b>	<b>53,500</b>	<b>53,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>53,500</b>	<b>-</b>
<b>Other Infrastructure</b>								
City Branding Signage Renewal	321,000	-	321,000	-	-	-	321,000	-
Renewal of Other Assets	30,000	-	30,000	-	-	-	30,000	-
WAL Hub Entrance Landscaping	74,000	74,000	-	-	-	-	74,000	-
Renewal of Assets Aquatic Centre	50,000	-	50,000	-	-	-	50,000	-
<b>Total Other Infrastructure</b>	<b>475,000</b>	<b>74,000</b>	<b>401,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>475,000</b>	<b>-</b>
<b>TOTAL INFRASTRUCTURE</b>	<b>9,541,714</b>	<b>1,246,532</b>	<b>6,724,860</b>	<b>1,570,322</b>	<b>4,440,529</b>	<b>147,030</b>	<b>4,954,155</b>	<b>-</b>
<b>TOTAL CAPITAL WORKS</b>	<b>22,861,079</b>	<b>6,877,467</b>	<b>12,038,760</b>	<b>3,944,852</b>	<b>8,256,566</b>	<b>508,636</b>	<b>13,695,877</b>	<b>400,000</b>



## 4.6 Summary of Planned Capital Works Expenditure

For the years ending 30 June 2025, 2026 & 2027

Capital Works Area 2024/25	Project cost \$'000	Asset expenditure type			Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Grants \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
<b>Property</b>								
Land	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-
<b>Total land</b>	-	-	-	-	-	-	-	-
Buildings	4,699	1,683	1,807	1,209	13	-	2,580	2,106
Heritage buildings	-	-	-	-	-	-	-	-
Building improvements	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-
<b>Total buildings</b>	4,699	1,683	1,807	1,209	13	-	2,580	2,106
<b>Total property</b>	<b>4,699</b>	<b>1,683</b>	<b>1,807</b>	<b>1,209</b>	<b>13</b>	<b>-</b>	<b>2,580</b>	<b>2,106</b>
<b>Plant and equipment</b>								
Heritage plant and equipment	-	-	-	-	-	-	-	-
Plant, machinery and equipment	1,668	123	1,545	-	320	-	1,348	-
Fixtures, fittings and furniture	135	25	110	-	-	-	135	-
Computers and telecommunications	-	-	-	-	-	-	-	-
Library books	-	-	-	-	-	-	-	-
<b>Total plant and equipment</b>	<b>1,803</b>	<b>148</b>	<b>1,655</b>	<b>-</b>	<b>320</b>	<b>-</b>	<b>1,483</b>	<b>-</b>
<b>Infrastructure</b>								
Roads	5,844	70	4,282	1,491	2,861	-	2,983	-
Bridges	100	-	100	-	50	-	50	-
Footpaths and cycleways	205	63	132	11	160	-	45	-
Drainage	135	-	135	-	-	-	135	-
Recreational, leisure and community facilities	11,288	6,429	2,485	2,374	5,887	-	4,056	1,345
Waste management	1,030	450	200	380	-	-	1,030	-
Parks, open space and streetscapes	990	628	182	181	310	-	550	130
Aerodromes	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-
Other infrastructure	4,236	1,596	640	2,000	1,030	-	3,206	-
<b>Total infrastructure</b>	<b>23,828</b>	<b>9,236</b>	<b>8,155</b>	<b>6,437</b>	<b>10,298</b>	<b>-</b>	<b>12,055</b>	<b>1,475</b>
<b>Total capital works expenditure</b>	<b>30,330</b>	<b>11,068</b>	<b>11,617</b>	<b>7,645</b>	<b>10,631</b>	<b>-</b>	<b>16,119</b>	<b>3,581</b>



Capital Works Area 2025/26	Project cost \$'000	Asset expenditure type			Summary of funding sources			
		New	Renewal	Upgrade	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>								
Land	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-
<b>Total land</b>	-	-	-	-	-	-	-	-
Buildings	7,396	2,374	2,874	2,148	333	-	3,823	3,240
Heritage buildings	-	-	-	-	-	-	-	-
Building improvements	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-
<b>Total buildings</b>	7,396	2,374	2,874	2,148	333	-	3,823	3,240
<b>Total property</b>	<b>7,396</b>	<b>2,374</b>	<b>2,874</b>	<b>2,148</b>	<b>333</b>	<b>-</b>	<b>3,823</b>	<b>3,240</b>
<b>Plant and equipment</b>								
Heritage plant and equipment	-	-	-	-	-	-	-	-
Plant, machinery and equipment	2,013	59	1,954	-	242	-	1,771	-
Fixtures, fittings and furniture	119	-	119	-	-	-	119	-
Computers and telecommunications	-	-	-	-	-	-	-	-
Library books	-	-	-	-	-	-	-	-
<b>Total plant and equipment</b>	<b>2,132</b>	<b>59</b>	<b>2,073</b>	<b>-</b>	<b>242</b>	<b>-</b>	<b>1,890</b>	<b>-</b>
<b>Infrastructure</b>								
Roads	6,889	302	5,238	1,348	2,835	-	4,053	-
Bridges	108	-	108	-	54	-	54	-
Footpaths and cycleways	410	194	162	54	286	-	70	54
Drainage	146	-	146	-	-	-	146	-
Recreational, leisure and community facilities	5,853	5,207	249	397	2,991	-	1,582	1,280
Waste management	432	173	-	259	-	-	432	-
Parks, open space and streetscapes	864	540	281	43	335	-	421	108
Aerodromes	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-
Other infrastructure	9,422	2,144	537	6,741	3,663	-	5,759	-
<b>Total infrastructure</b>	<b>24,125</b>	<b>8,560</b>	<b>6,721</b>	<b>8,843</b>	<b>10,165</b>	<b>-</b>	<b>12,518</b>	<b>1,442</b>
<b>Total capital works expenditure</b>	<b>33,653</b>	<b>10,994</b>	<b>11,668</b>	<b>10,991</b>	<b>10,739</b>	<b>-</b>	<b>18,232</b>	<b>4,682</b>



Capital Works Area 2026/27	Project cost \$'000	Asset expenditure type			Summary of funding sources			
		New	Renewal	Upgrade	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>								
Land	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-
<b>Total land</b>	-	-	-	-	-	-	-	-
Buildings	7,314	6,519	665	131	2,877	-	4,437	-
Heritage buildings	-	-	-	-	-	-	-	-
Building improvements	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-
<b>Total buildings</b>	7,314	6,519	665	131	2,877	-	4,437	-
<b>Total property</b>	<b>7,314</b>	<b>6,519</b>	<b>665</b>	<b>131</b>	<b>2,877</b>	<b>-</b>	<b>4,437</b>	<b>-</b>
<b>Plant and equipment</b>								
Heritage plant and equipment	-	-	-	-	-	-	-	-
Plant, machinery and equipment	1,929	61	1,868	-	-	-	1,929	-
Fixtures, fittings and furniture	194	-	194	-	-	-	194	-
Computers and telecommunications	-	-	-	-	-	-	-	-
Library books	-	-	-	-	-	-	-	-
<b>Total plant and equipment</b>	<b>2,123</b>	<b>61</b>	<b>2,062</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,123</b>	<b>-</b>
<b>Infrastructure</b>								
Roads	6,767	188	5,121	1,458	2,653	-	4,114	-
Bridges	111	-	111	-	55	-	55	-
Footpaths and cycleways	338	78	166	94	252	-	86	-
Drainage	150	-	150	-	-	-	150	-
Recreational, leisure and community facilities	4,543	3,690	366	488	2,360	-	1,297	887
Waste management	3,362	-	3,362	-	-	-	3,362	-
Parks, open space and streetscapes	1,839	1,551	244	44	1,042	-	621	177
Aerodromes	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-
Other infrastructure	3,844	997	298	2,549	1,551	-	1,849	443
<b>Total infrastructure</b>	<b>20,955</b>	<b>6,505</b>	<b>9,818</b>	<b>4,632</b>	<b>7,914</b>	<b>-</b>	<b>11,534</b>	<b>1,507</b>
<b>Total capital works expenditure</b>	<b>30,391</b>	<b>13,084</b>	<b>12,544</b>	<b>4,763</b>	<b>10,791</b>	<b>-</b>	<b>18,094</b>	<b>1,507</b>



## 5. Targeted performance indicators

The following tables highlight Council's current and projected performance across a selection of targeted service and financial performance indicators. These indicators provide a useful analysis of Council's intentions and performance and should be interpreted in the context of the organisation's objectives.

The targeted performance indicators below are the prescribed performance indicators contained in Schedule 4 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators and targets will be reported in Council's Performance Statement included in the Annual Report.

### Targeted performance indicators – Service

Indicator	Measure	Actual 2021/22	Forecast 2022/23	Target 2023/24	Target Projections			Trend
					2024/25	2025/26	2026/27	+/-
<b>Governance</b>								
Satisfaction with community consultation and engagement	Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	53	53	54	55	56	57	+
<b>Roads</b>								
Sealed local roads below the intervention level	Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	1,005	1,000	980	960	940	920	+
<b>Statutory planning</b>								
Planning applications decided within the relevant required time	Number of planning application decisions made within the relevant required time / Number of decisions made	100	98	100	100	100	100	o
<b>Waste management</b>								
Kerbside collection waste diverted from landfill	Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins	19	24	40	41	42	43	+

### Targeted performance indicators - Financial

Indicator	Measure	Actual 2021/22	Forecast 2022/23	Target 2023/24	Target Projections			Trend
					2024/25	2025/26	2026/27	+/-
<b>Liquidity</b>								
Working Capital	Current assets / current liabilities	229%	286%	210%	229%	213%	183%	-
<b>Obligations</b>								
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	79%	120%	127%	149%	170%	126%	+
<b>Stability</b>								
Rates concentration	Rate revenue / adjusted underlying revenue	61%	59%	60%	58%	56%	60%	o
<b>Efficiency</b>								
Expenditure level	Total expenses / no. of property assessments	\$4,478	\$4,364	\$4,374	\$4,376	\$4,375	\$4,370	+



## 5a. Financial Performance indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives.

The financial performance indicators below are the prescribed financial performance indicators contained in Part 3 of Schedule 3 of the *Local Government (Planning and Reporting) Regulations 2020*. Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

Indicator	Measure	Actual	Forecast	Budget	Projections			Trend
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	+/-
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	-10.23%	-7.50%	-3.40%	1.50%	6.70%	1.20%	-
Liquidity								
Unrestricted cash	Unrestricted cash / current liabilities	132%	185%	155%	150%	141%	108%	-
Obligations								
Loans and borrowings	Interest bearing loans and borrow ings / rate revenue	14.50%	17.30%	14.40%	11.70%	23.40%	24.70%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrow ings / rate revenue	0.43%	0.60%	3.60%	13.60%	2.10%	4.40%	+
Indebtedness	Non-current liabilities / ow n source revenue	11.39%	11.98%	12.80%	20.00%	26.80%	29.20%	+
Stability								
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.60%	0.60%	0.58%	0.57%	0.56%	0.55%	-
Efficiency								
Revenue level	General rates and municipal charges / no. of property assessments	\$2,354	\$2,405	\$2,546	\$2,589	\$2,601	\$2,626	+

### Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

## 6. Fees and Charges Schedule

Schedule attached on following page



## A. Schedule of Fees and Charges

This appendix presents the fees and charges of a statutory/non-statutory nature which will be charged in respect to various goods and services during the financial year 2023/24.

Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation.

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
<b>Rates and Property Management</b>							
Municipal Charge	Per Property	Non-Taxable	\$ 200.00	\$ 200.00	\$ -	0.0%	Statutory
Urban Bin Service	Per Property	Non-Taxable	\$ 479.00	\$ 497.00	\$ 18.00	3.8%	Statutory
Rural Bin Service	Per Property	Non-Taxable	\$ 407.00	\$ 348.00	\$ (59.00)	-14.5%	Statutory
Additional Garbage Bin	Per bin	Non-Taxable		\$ 140.00	NEW		Statutory
Additional Recycling Bin	Per bin	Non-Taxable		\$ 140.00	NEW		Statutory
Additional Organics Bin	Per bin	Non-Taxable		\$ 140.00	NEW		Statutory
Additional Glass Bin	Per bin	Non-Taxable		\$ 80.00	NEW		Statutory
Commercial Bin Service (weekly garbage/fortnightly recycling)	Per bin	Non-Taxable	\$ 462.00	\$ 480.00	\$ 18.00	3.9%	Statutory
Additional Commercial Garbage Bin (weekly)	Per bin	Non-Taxable		\$ 300.00	NEW		Statutory
Additional Commercial Recycling Bin	Per bin	Non-Taxable	\$ 180.00	\$ 180.00	\$ -	0.0%	Statutory
Additional Commercial Organics Bin	Per bin	Non-Taxable		\$ 180.00	NEW		Statutory
Additional Commercial Glass Bin	Per bin	Non-Taxable		\$ 90.00	NEW		Statutory
<b>Regional Livestock Exchange</b>							
Application fee	Annual Fee	Taxable	\$ 74,800	\$ 77,000	\$ 2,200.00	2.9%	Non-statutory
<b>Truck Wash</b>							
Purchase Avdata Key	Per Key	Taxable	\$ 44.00	\$ 44.00	\$ -	0.0%	Non-statutory
Occasional users - tray trucks/trailers	Per 3 mins. Min Charge 3 mins	Taxable	\$ 9.35	\$ 9.35	\$ -	0.0%	Non-statutory
Coin in the slot	Per 2 mins	Taxable	\$ 2.00	\$ 2.00	\$ -	0.0%	Non-statutory
Occasional users - semi-trailers	Per Visit	Taxable	\$ 20.00	\$ 20.00	\$ -	0.0%	Non-statutory
<b>General Sales Dues</b>							
Sales Dues - Cattle (excluding Bulls)	Per Head/Day	Taxable	\$ 15.40	\$ 16.50	\$ 1.10	7.1%	Non-statutory
Sales Dues - Bulls	Per Head/Day	Taxable	\$ 15.40	\$ 16.50	\$ 1.10	7.1%	Non-statutory
Sales Dues - Calves	Per Head/Day	Taxable	\$ 7.70	\$ 8.25	\$ 0.55	7.1%	Non-statutory



## APPENDIX 9.1A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST	2023/24 Fee Inc GST	Fee Increase / (Decrease)	Fee Increase / (Decrease)	Basis of Fee
			\$	\$	\$	%	
Sales Dues - Sheep	Per Head/Day	Taxable	\$ 1.14	\$ 1.19	\$ 0.04	3.8%	Non-statutory
Sales Dues - Goats	Per Head/Day	Taxable	\$ 1.14	\$ 1.19	\$ 0.05	4.4%	Non-statutory
<b>Holding Fees - for use of pens or other accommodation provided by Council</b>							
Cattle	Per Head/Day	Taxable	\$ 1.14	\$ 1.19	\$ 0.05	4.4%	Non-statutory
Sheep	Per Head/Day	Taxable	\$ 1.14	\$ 1.19	\$ 0.05	4.4%	Non-statutory
Goats	Per Head/Day	Taxable	\$ 1.14	\$ 1.19	\$ 0.05	4.4%	Non-statutory
Weighing Fee Cattle (except those for sale)	Per Head	Taxable	\$ 7.26	\$ 7.48	\$ 0.22	3.0%	Non-statutory
Holding Paddock fee - No charge first night. Stock removed by lunchtime Friday or an agistment fee is payable	Per Head/Day	Taxable	\$ 0.37	\$ 0.39	\$ 0.01	2.9%	Non-statutory
Disposal Fee	Per Head	Taxable	\$ 39.60	\$ 40.70	\$ 1.10	2.8%	Non-statutory
Ear Tagging Cattle	Per Head	Taxable	\$ 39.60	\$ 40.70	\$ 1.10	2.8%	Non-statutory
Ear Tagging Sheep and Goats	Per Head	Taxable	\$ 5.72	\$ 5.83	\$ 0.11	1.9%	Non-statutory

### Library Services - (Previously Wimmera Regional Library Corporation)

Replacement of Membership Card	Per Hour	Taxable	\$ 2.00	New	Non-statutory
<b>Inter-Library Loans (non-Public Libraries Victoria)</b>					
Service Fee (non refundable)	Per Item	Taxable	\$ -	New	Non-statutory
Costs	Per Item	Taxable	At Cost		Non-statutory
Late charges	Per item/day	Taxable	\$ -	New	Non-statutory
Information Searches	Per Item	Taxable	At Cost	\$ -	Non-statutory
Library Bags	Per Item	Taxable	\$ 1.50	New	Non-statutory
USB (2GB)	Per Item	Taxable	\$ 8.50	New	Non-statutory
Headphones	Per Item	Taxable	\$ 3.50	New	Non-statutory
Programs & Activities	Per Activity	Taxable	At Cost	\$ -	Non-statutory
Lost/damaged items		Taxable	RRP + inter library costs	\$ -	Non-statutory
Book Clubs	Per Club / Calendar Year	Taxable	\$ 300.00	New	Non-statutory
Temporary membership (non Victorian residents)	Per Month	Taxable	\$ 5.00	New	Non-statutory



Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
<b>Facsimile Charges</b>							
With Australia 1st Page	Per Page	Taxable	\$	3.00	New		Non-statutory
With Australia additional pages	Per Page	Taxable	\$	1.00	New		Non-statutory
Overseas 1st page	Per Page	Taxable	\$	5.80	New		Non-statutory
Overseas additional pages	Per Page	Taxable	\$	2.35	New		Non-statutory

## Recreation Reserves

### 1A Facility - (City Oval)

#### Levels of Service 1A - Turf wicket, oval suitable for regional level day and night time sporting and change facilities

Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Day Rate	Up to 8 Hours	Taxable	\$	300.00	\$	300.00	\$	-	0.0%	Non-statutory
Facility Fee (Clubrooms and Oval) – Day Rate	Up to 8 Hours	Taxable	\$	250.00	\$	250.00	\$	-	0.0%	Non-statutory
Facility Fee (Clubrooms and Tennis/Netball Courts) – Day Rate	Up to 8 Hours	Taxable	\$	250.00	\$	250.00	\$	-	0.0%	Non-statutory
Facility Fee (Oval or Tennis/Netball Courts only) – Day Rate	Up to 8 Hours	Taxable			\$	200.00		New		Non-statutory
Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Day rate	Up to 4 Hours	Taxable	\$	150.00	\$	150.00	\$	-	0.0%	Non-statutory
Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Night Rate	Up to 4 Hours	Taxable	\$	390.00	\$	390.00	\$	-	0.0%	Non-statutory
Facility Fee (Clubrooms and Oval) - Day Rate	Up to 4 Hours	Taxable	\$	125.00	\$	125.00	\$	-	0.0%	Non-statutory
Facility Fee (Clubrooms and Oval) - Night Rate	Up to 4 Hours	Taxable	\$	365.00	\$	365.00	\$	-	0.0%	Non-statutory
Facility Fee (Clubrooms and Tennis/Netball Courts) - Day Rate	Up to 4 Hours	Taxable	\$	125.00	\$	125.00	\$	-	0.0%	Non-statutory
Facility Fee (Clubrooms and Tennis/Netball Courts) - Night Rate	Up to 4 Hours	Taxable	\$	365.00	\$	365.00	\$	-	0.0%	Non-statutory
Facility Fee (Oval or Tennis/Netball Courts only) - Day rate	Up to 4 Hours	Taxable			\$	100.00		New		Non-statutory
Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Day Rate	Per Hour	Taxable	\$	50.00	\$	50.00	\$	-	0.0%	Non-statutory
Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Night Rate	Per Hour	Taxable	\$	110.00	\$	110.00	\$	-	0.0%	Non-statutory
Facility Fee (Clubrooms and Oval) – Day Rate	Per Hour	Taxable	\$	40.00	\$	40.00	\$	-	0.0%	Non-statutory
Facility Fee (Clubrooms and Oval) – Night Rate	Per Hour	Taxable	\$	100.00	\$	100.00	\$	-	0.0%	Non-statutory
Facility Fee (Clubrooms and Tennis/Netball Courts) – Day Rate	Per Hour	Taxable	\$	40.00	\$	40.00	\$	-	0.0%	Non-statutory
Facility Fee (Clubrooms and Tennis/Netball Courts) – Night Rate	Per Hour	Taxable	\$	100.00	\$	100.00	\$	-	0.0%	Non-statutory
Oval/Greenspace Only – Day Rate	Per Hour	Taxable	\$	30.00	\$	30.00	\$	-	0.0%	Non-statutory
Oval/Greenspace Only – Night Rate	Per Hour	Taxable	\$	90.00	\$	90.00	\$	-	0.0%	Non-statutory
Tennis/Netball Courts Only – Day Rate	Per Hour	Taxable	\$	30.00	\$	30.00	\$	-	0.0%	Non-statutory
Tennis/Netball Courts Only – Night Rate	Per Hour	Taxable	\$	90.00	\$	90.00	\$	-	0.0%	Non-statutory



Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST	2023/24 Fee Inc GST	Fee Increase / (Decrease)	Fee Increase / (Decrease)	Basis of Fee
			\$	\$	\$	%	
Line markings	Per Hour	Taxable	\$ 60.00	\$ 60.00	\$ -	0.0%	Non-statutory

**Levels of Service 1B – Oval/greenspace may have turf/wicket/concrete pitch or no pitch. Clubroom/kitchen may have change facilities, may have lights to training standard**

**1B Facility - (Dudley Cornell / College Oval / Sunnyside / Haven / Racecourse)**

Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Day Rate	Up to 8 Hours	Taxable	\$ 75.00	\$ 75.00	\$ -	0.0%	Non-statutory
Facility Fee (Clubrooms and Oval) – Day Rate	Up to 8 Hours	Taxable	\$ 50.00	\$ 50.00	\$ -	0.0%	Non-statutory
Facility Fee (Clubrooms and Tennis/Netball Courts) – Day Rate	Up to 8 Hours	Taxable	\$ 50.00	\$ 50.00	\$ -	0.0%	Non-statutory
Facility Fee (Oval or Tennis/Netball Courts only) –Day Rate	Up to 8 Hours	Taxable		\$ 40.00	New		Non-statutory
Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Day Rate	Up to 4 Hours	Taxable	\$ 50.00	\$ 50.00	\$ -	0.0%	Non-statutory
Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Night Rate	Up to 4 Hours	Taxable	\$ 130.00	\$ 130.00	\$ -	0.0%	Non-statutory
Facility Fee (Clubrooms and Oval) – Day Rate	Up to 4 Hours	Taxable	\$ 30.00	\$ 30.00	\$ -	0.0%	Non-statutory
Facility Fee (Clubrooms and Oval) –Night Rate	Up to 4 Hours	Taxable	\$ 110.00	\$ 110.00	\$ -	0.0%	Non-statutory
Facility Fee (Clubrooms and Tennis/Netball Courts) – Day Rate	Up to 4 Hours	Taxable	\$ 30.00	\$ 30.00	\$ -	0.0%	Non-statutory
Facility Fee (Clubrooms and Tennis/Netball Courts) – Night Rate	Up to 4 Hours	Taxable	\$ 110.00	\$ 110.00	\$ -	0.0%	Non-statutory
Facility Fee (Oval or Tennis/Netball Courts only) – Day Rate	Up to 4 Hours	Taxable		\$ 25.00	New		Non-statutory
Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) –Day Rate	Per Hour	Taxable	\$ 20.00	\$ 20.00	\$ -	0.0%	Non-statutory
Facility Fee (Clubrooms and Oval & Tennis/Netball Courts) – Night Rate	Per Hour	Taxable	\$ 40.00	\$ 40.00	\$ -	0.0%	Non-statutory
Facility Fee (Clubrooms and Oval) – Day Rate	Per Hour	Taxable	\$ 15.00	\$ 15.00	\$ -	0.0%	Non-statutory
Facility Fee (Clubrooms and Oval) – Night Rate	Per Hour	Taxable	\$ 35.00	\$ 35.00	\$ -	0.0%	Non-statutory
Facility Fee (Clubrooms and Tennis/Netball Courts) – Day Rate	Per Hour	Taxable	\$ 15.00	\$ 15.00	\$ -	0.0%	Non-statutory
Facility Fee (Clubrooms and Tennis/Netball Courts) – Night Rate	Per Hour	Taxable	\$ 35.00	\$ 35.00	\$ -	0.0%	Non-statutory
Clubrooms Only	Per Hour	Taxable	\$ 10.00	\$ 10.00	\$ -	0.0%	Non-statutory
Oval/Greenspace Only – Day Rate	Per Hour	Taxable	\$ 10.00	\$ 10.00	\$ -	0.0%	Non-statutory
Oval/Greenspace Only – Night Rate	Per Hour	Taxable	\$ 30.00	\$ 30.00	\$ -	0.0%	Non-statutory
Tennis/Netball Courts Only – Day Rate	Per Hour	Taxable	\$ 10.00	\$ 10.00	\$ -	0.0%	Non-statutory
Tennis/Netball Courts Only – Night Rate	Per Hour	Taxable	\$ 30.00	\$ 30.00	\$ -	0.0%	Non-statutory

**Seasonal User**

Calculation for seasonal users is casual cost per week for 10 weeks. Seasonal users are provided access for 6 months either over summer or winter.

**Annual User**



## APPENDIX 9.1A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST	2023/24 Fee Inc GST	Fee Increase / (Decrease)	Fee Increase / (Decrease)	Basis of Fee
			\$	\$	\$	%	

Calculation for annual users is casual cost per week for 20 weeks. Annual users are provided access for 6 to 12 Months

### Notes for Recreation Reserves

Clubrooms at City Oval is for change rooms only. Clubrooms may be provided to multiple groups at the same time.

Day hire is 7am-8pm during daylight saving hours. Night hire is 8pm-11pm during daylight saving hours.

Day hire is 7am-6pm during non-daylight saving hours. Night hire is 6pm-11pm during non-daylight saving hours.

Licence will override any fees payable

### Horsham Town Hall

Auditorium Theatre (500)	Per Hour	Taxable	\$	-	\$	288.00	New	Non-statutory
Auditorium Rehearse/Bump In/Out	Per Hour	Taxable	\$	-	\$	192.00	New	Non-statutory
Auditorium Season Blackout Charge	Per Hour	Taxable	\$	-	\$	29.00	New	Non-statutory
Foyer	Per Hour	Taxable	\$	-	\$	75.00	New	Non-statutory
Heritage Hall - Expo/Events	Per Hour	Taxable	\$	-	\$	157.00	New	Non-statutory
Heritage Hall - Performance/Bump In/Out	Per Hour	Taxable	\$	-	\$	169.00	New	Non-statutory
Heritage Hall - Expo Set-Ups/Event Set-Ups/Rehearsals	Per Hour	Taxable	\$	-	\$	53.00	New	Non-statutory
Town Hall Balcony Room	Per Hour	Taxable	\$	-	\$	46.00	New	Non-statutory
Education Studio Seated (40)	Per Hour	Taxable	\$	-	\$	68.00	New	Non-statutory
Green Room or Meeting Room Seated (25)	Per Hour	Taxable	\$	-	\$	55.00	New	Non-statutory
Art Gallery	Per Hour	Taxable	\$	-	\$	60.00	New	Non-statutory
Town Hall Kitchen	Per Hour	Taxable	\$	-	\$	54.00	New	Non-statutory
Piano Hire	Per Hire	Taxable	\$	170.00	\$	180.00	\$	10.00 5.9% Non-statutory
Piano Tuning	Per Tuning	Taxable	\$	290.00	\$	300.00	\$	10.00 3.4% Non-statutory
Additional Cleaning	Per Hour	Taxable	\$	105.00	\$	105.00	\$	- 0.0% Non-statutory

### Community rate - Discount of 60% on rental hire charges only

Duty Manager/Front of House	Per Hour	Taxable	\$	50.00	\$	50.00	\$	- 0.0% Non-statutory
Duty Manager/Front of House - Overtime	Per Hour	Taxable	\$	95.00	\$	95.00	\$	- 0.0% Non-statutory
Duty Manager/Front of House - Public Holiday	Per Hour	Taxable	\$	100.00	\$	125.00	\$	25.00 25.0% Non-statutory
Casual Box Office staff	Per Hour	Taxable	\$	42.00	\$	42.00	\$	- 0.0% Non-statutory
Casual Box Office staff - Overtime	Per Hour	Taxable	\$	84.00	\$	79.80	\$	(4.20) -5.0% Non-statutory
Casual Box Office staff - Public Holiday	Per Hour	Taxable	\$	94.50	\$	105.00	\$	10.50 11.1% Non-statutory



## APPENDIX 9.1A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST	2023/24 Fee Inc GST	Fee Increase / (Decrease)	Fee Increase / (Decrease)	Basis of Fee
			\$	\$	\$	%	
Casual Ushers, Bar Staff & Merchandise sellers	Per Hour	Taxable	\$ 42.00	\$ 42.00	\$ -	0.0%	Non-statutory
Casual Ushers, Bar Staff & Merchandise sellers - Overtime	Per Hour	Taxable	\$ 84.00	\$ 79.80	\$ (4.20)	-5.0%	Non-statutory
Casual Ushers, Bar Staff & Merchandise sellers	Per Hour	Taxable	\$ 94.50	\$ 105.00	\$ 10.50	11.1%	Non-statutory
Supervising Technician	Per Hour	Taxable	\$ 60.00	\$ 60.00	\$ -	0.0%	Non-statutory
Supervising Technician - Overtime	Per Hour	Taxable	\$ 114.00	\$ 114.00	\$ -	0.0%	Non-statutory
Supervising Technician - Public Holiday	Per Hour	Taxable	\$ 128.50	\$ 150.00	\$ 21.50	16.7%	Non-statutory
Casual technical staff	Per Hour	Taxable	\$ 50.00	\$ 50.00	\$ -	0.0%	Non-statutory
Casual technical staff - Overtime	Per Hour	Taxable	\$ 89.00	\$ 95.00	\$ 6.00	6.7%	Non-statutory
Casual technical staff - Public Holiday	Per Hour	Taxable	\$ 100.00	\$ 125.00	\$ 25.00	25.0%	Non-statutory
Missed Meal Breaks	Per Hour	Taxable	\$ 20.00	\$ 20.00	\$ -	0.0%	Non-statutory
Radio Mic	Per Day		\$ 55.00	\$ 55.00	\$ -	0.0%	Non-statutory
Lapel Mic	Per Day		\$ 55.00	\$ 55.00	\$ -	0.0%	Non-statutory
Lectern	Per Hire		\$ 5.00	\$ 5.00	\$ -	0.0%	Non-statutory
Haze Machine	Per Hire		\$ 130.00	\$ 130.00	\$ -	0.0%	Non-statutory
Projector 6000 Lumen	Per Hire		\$ 300.00	\$ 300.00	\$ -	0.0%	Non-statutory
Projector 3300 Lumen	Per Hire		\$ 100.00	\$ 100.00	\$ -	0.0%	Non-statutory
2400 x 1200 Riser (Beartrap 400mm)	Per Hire		\$ 30.00	\$ 30.00	\$ -	0.0%	Non-statutory
2400 x 1200 Riser (Beartrap 600mm)	Per Hire		\$ 30.00	\$ 30.00	\$ -	0.0%	Non-statutory
Glow Tape	Per tape		\$ 45.00	\$ 45.00	\$ -	0.0%	Non-statutory
Interactive TV Hire	Per Day		\$ 100.00	\$ 100.00	\$ -	0.0%	Non-statutory
Mirror Ball Hire	Per Hire		\$ 50.00	\$ 50.00	\$ -	0.0%	Non-statutory
Projection Mirror	Per Hire		\$ 100.00	\$ 100.00	\$ -	0.0%	Non-statutory
Power Leads	Per Hire		\$ 5.00	\$ 5.00	\$ -	0.0%	Non-statutory
Powered Speaker/Wedge	Per Day		\$ 50.00	\$ 50.00	\$ -	0.0%	Non-statutory
Richard Morris Sequin Curtain	Per Hire		\$ 250.00	\$ 250.00	\$ -	0.0%	Non-statutory
Up Lights	Per Hire		\$ 100.00	\$ 100.00	\$ -	0.0%	Non-statutory
Whiteboard	Per Hire		\$ 10.00	\$ 10.00	\$ -	0.0%	Non-statutory
Artificial Grass	Per Hire		\$ 250.00	\$ 250.00	\$ -	0.0%	Non-statutory
Festoon Lights (Plus replacement globes)	Per Hire		\$ 150.00	\$ 150.00	\$ -	0.0%	Non-statutory
Acoustic Drapes	Per Hire		\$ 50.00	\$ 50.00	\$ -	0.0%	Non-statutory



## APPENDIX 9.1A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST	2023/24 Fee Inc GST	Fee Increase / (Decrease)	Fee Increase / (Decrease)	Basis of Fee
			\$	\$	\$	%	
Chair Cover Hire	Per Item		\$ 12.00	\$ 12.00	\$ -	0.0%	Non-statutory
Outside Table Hire	Per Item		\$ 11.00	\$ 11.00	\$ -	0.0%	Non-statutory
Linen Serviettes	Per Item		\$ 1.00	\$ 1.00	\$ -	0.0%	Non-statutory
Tea & Coffee - Supper	Per Person		\$ 2.00	\$ 2.00	\$ -	0.0%	Non-statutory
Tea & Coffee - All Day	Per Person		\$ 4.00	\$ 4.00	\$ -	0.0%	Non-statutory
Tea, Coffee & Juice - All Day	Per Person		\$ 5.00	\$ 5.00	\$ -	0.0%	Non-statutory
Tea, Coffee & Biscuits - Supper	Per Person		\$ 5.00	\$ 5.00	\$ -	0.0%	Non-statutory
Juice - All Day	Per Person		\$ 3.00	\$ 3.00	\$ -	0.0%	Non-statutory
Punch - Jug	Per Person		\$ 9.00	\$ 9.00	\$ -	0.0%	Non-statutory
Commercial Ticket fees	Per Ticket	Taxable	\$ 4.50	\$ 4.50	\$ -	0.0%	Non-statutory
Community Ticket fees	Per Ticket	Taxable	\$ 1.60	\$ 1.60	\$ -	0.0%	Non-statutory
Complimentary Tickets Issuing fee	Per Ticket	Taxable	\$ 1.60	\$ 1.60	\$ -	0.0%	Non-statutory
Additional Performances/Days (per ticketed schedule)	Per Performance	Taxable	\$ 40.00	\$ 40.00	\$ -	0.0%	Non-statutory
Specialised & Complex Seating Plans	Per Plan	Taxable	\$ 40.00	\$ 40.00	\$ -	0.0%	Non-statutory
Credit card fee	Per Transaction	Taxable	\$ 0.01	\$ 0.01	\$ -	0.0%	Non-statutory
Change to price structure after sales commence	Per change	Taxable	\$ 50.00	\$ 50.00	\$ -	0.0%	Non-statutory
Cancellation of booking after on-sale	Per Cancellation	Taxable	\$ 45.00	\$ 45.00	\$ -	0.0%	Non-statutory
Cancellation of Booking ticket print	Per Ticket	Taxable	\$ 2.00	\$ 2.00	\$ -	0.0%	Non-statutory
Postage fees (registered/express/regular)	Per Post	Taxable	\$ 8.50	\$ 8.50	\$ -	0.0%	Non-statutory
Seat Exchange fee	Per Exchange	Taxable	\$ 1.50	\$ 1.50	\$ -	0.0%	Non-statutory
Ticket Reprint fee	Per Reprint	Taxable	\$ 1.00	\$ 1.00	\$ -	0.0%	Non-statutory
<b>Commission on Merchandise is 10 % of Sales</b>							
Marketing Package - Community	Per Event		\$ 300.00	\$ 300.00	\$ -	0.0%	Non-statutory
Marketing Package - Commercial	Per Event		\$ 500.00	\$ 500.00	\$ -	0.0%	Non-statutory
<b>Kalkee Road Children's Hub</b>							
Multipurpose Room - Full Rate	Hourly	Taxable	\$ 62.70	\$ 66.00	\$ 3.30	5.3%	Non-statutory



## APPENDIX 9.1A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST	2023/24 Fee Inc GST	Fee Increase / (Decrease)	Fee Increase / (Decrease)	Basis of Fee
			\$	\$	\$	%	
Multipurpose Room - Full Rate	Half Day	Taxable	\$ 141.90	\$ 148.50	\$ 6.60	4.7%	Non-statutory
Multipurpose Room - Full Rate	Full Day	Taxable	\$ 260.70	\$ 275.00	\$ 14.30	5.5%	Non-statutory
Multipurpose Room - Community Rate	Hourly	Taxable	\$ 28.60	\$ 30.25	\$ 1.65	5.8%	Non-statutory
Multipurpose Room - Community Rate	Half Day	Taxable	\$ 62.70	\$ 66.00	\$ 3.30	5.3%	Non-statutory
Multipurpose Room - Community Rate	Full Day	Taxable	\$ 125.40	\$ 132.00	\$ 6.60	5.3%	Non-statutory
Meeting Room - Full Rate	Hourly	Taxable	\$ 23.10	\$ 24.20	\$ 1.10	4.8%	Non-statutory
Meeting Room - Full Rate	Half Day	Taxable	\$ 50.60	\$ 52.80	\$ 2.20	4.3%	Non-statutory
Meeting Room - Full Rate	Full Day	Taxable	\$ 100.10	\$ 104.50	\$ 4.40	4.4%	Non-statutory
Meeting Room - Community Rate	Hourly	Taxable	\$ 11.55	\$ 12.10	\$ 0.55	4.8%	Non-statutory
Meeting Room - Community Rate	Half Day	Taxable	\$ 23.10	\$ 24.20	\$ 1.10	4.8%	Non-statutory
Meeting Room - Community Rate	Full Day	Taxable	\$ 46.20	\$ 48.40	\$ 2.20	4.8%	Non-statutory
Specialist/Consulting Room - Full Rate	Hourly	Taxable	\$ 23.10	\$ 24.20	\$ 1.10	4.8%	Non-statutory
Specialist/Consulting Room - Full Rate	Half Day	Taxable	\$ 50.60	\$ 52.80	\$ 2.20	4.3%	Non-statutory
Specialist/Consulting Room - Full Rate	Full Day	Taxable	\$ 100.10	\$ 104.50	\$ 4.40	4.4%	Non-statutory
Specialist/Consulting Room - Community Rate	Hourly	Taxable	\$ 11.55	\$ 12.10	\$ 0.55	4.8%	Non-statutory
Specialist/Consulting Room - Community Rate	Half Day	Taxable	\$ 23.10	\$ 24.20	\$ 1.10	4.8%	Non-statutory
Specialist/Consulting Room - Community Rate	Full Day	Taxable	\$ 46.20	\$ 48.40	\$ 2.20	4.8%	Non-statutory
Gauwirr Room - Full Rate	Hourly	Taxable	\$ 23.10	\$ 24.20	\$ 1.10	4.8%	Non-statutory
Gauwirr Room - Full Rate	Half Day	Taxable	\$ 50.60	\$ 52.80	\$ 2.20	4.3%	Non-statutory
Gauwirr Room - Full Rate	Full Day	Taxable	\$ 100.10	\$ 104.50	\$ 4.40	4.4%	Non-statutory
Gauwirr Room - Community Rate	Hourly	Taxable	\$ 11.55	\$ 12.10	\$ 0.55	4.8%	Non-statutory
Gauwirr Room - Community Rate	Half Day	Taxable	\$ 23.10	\$ 24.20	\$ 1.10	4.8%	Non-statutory
Gauwirr Room - Community Rate	Full Day	Taxable	\$ 46.20	\$ 48.40	\$ 2.20	4.8%	Non-statutory
Office Rental Single Desk - Exclusive Use	Weekly	Taxable	\$ 125.40	\$ 132.00	\$ 6.60	5.3%	Non-statutory
	Annually	Taxable	\$ 5,995.00	\$ 6,160.00	\$ 165.00	2.8%	Non-statutory
Office Rental Hot Desk	Daily	Taxable	\$ 68.20	\$ 71.50	\$ 3.30	4.8%	Non-statutory
<b>Wimmera Business Centre</b>							
Meeting Room hire	Half Day	Taxable	\$ 67.00	\$ 70.00	\$ 3.00	4.5%	Non-statutory
	Full Day	Taxable	\$ 114.00	\$ 120.00	\$ 6.00	5.3%	Non-statutory



## APPENDIX 9.1A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST	2023/24 Fee Inc GST	Fee Increase / (Decrease)	Fee Increase / (Decrease)	Basis of Fee
			\$	\$	\$	%	
Interview Room hire	Evening	Taxable	\$ 72.50	\$ 75.00	\$ 2.50	3.4%	Non-statutory
	Per Hour	Taxable		\$ 25.00	New		Non-statutory
	Half Day	Taxable		\$ 50.00	New		Non-statutory
	Full Day	Taxable	\$ 114.00	\$ 80.00	\$ (34.00)	-29.8%	Non-statutory
	Evening	Taxable		\$ 55.00	New		Non-statutory
Hot Desk Hire Sole Use	Per Hour	Taxable	\$ 15.00	\$ 18.00	\$ 3.00	20.0%	Non-statutory
	Full Day	Taxable		\$ 100.00	New		Non-statutory
Hot Desk Hire Shared Use	Per Hour	Taxable		\$ 15.00	New		Non-statutory
	Full Day	Taxable		\$ 60.00	New		Non-statutory
	Per Hour	Taxable		\$ 10.00	New		Non-statutory

## 'The Station' - 14-16 Pynsent Street, Horsham

Back Rooms In House	Per Hour	Taxable	\$ 5.70	\$ 5.90	\$ 0.20	3.5%	Non-statutory
	4 Hours	Taxable	\$ 17.10	\$ 17.70	\$ 0.60	3.5%	Non-statutory
	8 Hours	Taxable	\$ 34.20	\$ 35.40	\$ 1.20	3.5%	Non-statutory
	Weekly	Taxable	\$ 114.00	\$ 118.00	\$ 4.00	3.5%	Non-statutory
Front Rooms In House (Inc. Kitchen)	Per Hour	Taxable	\$ 11.40	\$ 11.80	\$ 0.40	3.5%	Non-statutory
	4 Hours	Taxable	\$ 34.20	\$ 35.40	\$ 1.20	3.5%	Non-statutory
	8 Hours	Taxable	\$ 57.00	\$ 59.00	\$ 2.00	3.5%	Non-statutory
	Weekly	Taxable	\$ 285.00	\$ 295.00	\$ 10.00	3.5%	Non-statutory
Main Hall	Per Hour	Taxable	\$ 17.10	\$ 17.70	\$ 0.60	3.5%	Non-statutory
	4 Hours	Taxable	\$ 51.30	\$ 53.10	\$ 1.80	3.5%	Non-statutory
	8 Hours	Taxable	\$ 91.20	\$ 94.40	\$ 3.20	3.5%	Non-statutory
	Weekly	Taxable	\$ 456.00	\$ 472.00	\$ 16.00	3.5%	Non-statutory

## Jubilee Hall hire

Meeting Room (1, 2 & 3)	Per Hour	Taxable	\$ 5.20	\$ 5.40	\$ 0.20	3.8%	Non-statutory
	4 Hours	Taxable	\$ 15.50	\$ 16.20	\$ 0.70	4.5%	Non-statutory
	8 Hours	Taxable	\$ 31.00	\$ 32.40	\$ 1.40	4.5%	Non-statutory

## Horsham Aquatic Centre



## APPENDIX 9.1A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST	2023/24 Fee Inc GST	Fee Increase / (Decrease)	Fee Increase / (Decrease)	Basis of Fee
			\$	\$	\$	%	
<b>Memberships</b>							
Health and Wellness Start-up Fee	Each	Taxable	\$ 100.00	\$ 99.00	\$ (1.00)	-1.0%	Non-statutory
Health and Wellness Start-up Fee - 6 month Commit & Save	Each	Taxable	\$ 26.00	\$ 29.95	\$ 3.95	15.2%	Non-statutory
Health & Wellness	Each	Taxable	\$ 43.00	\$ 45.50	\$ 2.50	5.8%	Non-statutory
Health & Wellness Family - Existing ONLY	Each	Taxable	\$ 35.00	\$ 36.50	\$ 1.50	4.3%	Non-statutory
Health & Wellness Concession	Each	Taxable	\$ 35.00	\$ 36.50	\$ 1.50	4.3%	Non-statutory
Health & Wellness Concession Family - Existing ONLY	Each	Taxable	\$ 27.00	\$ 28.50	\$ 1.50	5.6%	Non-statutory
Health & Wellness Corporate	Each	Taxable	\$ 35.00	\$ 36.50	\$ 1.50	4.3%	Non-statutory
New corporate/concession members (sign up after June 30)	Each	Taxable		\$ 39.95	NEW		Non-statutory
Teen Gym	Each	Taxable	\$ 25.00	N/A	N/A		Non-statutory
Joining Fee	Each	Taxable	\$ 25.00	\$ 26.50	\$ 1.50	6.0%	Non-statutory
Pryme Movers	Each	Taxable	\$ 25.00	\$ 26.50	\$ 1.50	6.0%	Non-statutory
Joining Fee	Each	Taxable	\$ 25.00	\$ 29.95	\$ 4.95	19.8%	Non-statutory
Aquatic Start-up Fee	Each	Taxable	\$ 25.00	\$ 29.95	\$ 4.95	19.8%	Non-statutory
Aquatic Start-up Fee - Child	Each	Taxable	\$ 26.00	\$ 29.95	\$ 3.95	15.2%	Non-statutory
Aquatic	Each	Taxable	\$ 29.00	\$ 30.00	\$ 1.00	3.4%	Non-statutory
Aquatic Family - Existing ONLY	Each	Taxable	\$ 23.00	\$ 25.00	\$ 2.00	8.7%	Non-statutory
Aquatic Concession	Each	Taxable	\$ 23.00	\$ 25.00	\$ 2.00	8.7%	Non-statutory
Aquatic Concession Family - Existing ONLY	Each	Taxable	\$ 17.50	\$ 19.00	\$ 1.50	8.6%	Non-statutory
Aquatic Corporate	Each	Taxable	\$ 23.00	\$ 25.00	\$ 2.00	8.7%	Non-statutory
<b>Rec Swimming</b>							
Adult Swim	Each	Taxable	\$ 6.00	\$ 6.25	\$ 0.25	4.2%	Non-statutory
Child/Concession Swim	Each	Taxable	\$ 5.00	\$ 5.25	\$ 0.25	5.0%	Non-statutory
Family Swim	Each	Taxable	\$ 12.50	\$ 13.50	\$ 1.00	8.0%	Non-statutory
		Taxable					
<b>Swimming Lessons</b>							
Swimming Lesson Membership	Each	Taxable	\$ 38.50	\$ 39.95	\$ 1.45	3.8%	Non-statutory
Swimming Lesson Plus Family - Existing ONLY	Each	Taxable	\$ 31.00	\$ 33.00	\$ 2.00	6.5%	Non-statutory
Private Lesson (30 minutes)	Each	Taxable	\$ 36.00	\$ 38.00	\$ 2.00	5.6%	Non-statutory
Adult/Aqua guard/Pre-Club	Each	Taxable	\$ 50.00	\$ 55.00	\$ 5.00	10.0%	Non-statutory



## APPENDIX 9.1A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
<b>Schools - Aquatic</b>							
Swimming Lesson (instructor) 30 minutes - per participant	Each	Taxable	\$ 5.00	\$ 5.50	\$ 0.50	10.0%	Non-statutory
Swimming Lesson (instructor) 45 minutes - per participant	Each	Taxable	\$ 6.75	\$ 7.50	\$ 0.75	11.1%	Non-statutory
Swimming Lesson (instructor) 60 minutes - per participant	Each	Taxable	\$ 8.25	\$ 9.00	\$ 0.75	9.1%	Non-statutory
<b>Swimming Carnivals</b>							
Schools - per entrance	Each	Taxable	\$ 2.00	\$ 2.50	\$ 0.50	25.0%	Non-statutory
Carnival Hire	Each	Taxable	\$ 105.00	\$ 125.00	\$ 20.00	19.0%	Non-statutory
Swim Club (within operating hours) - per participant	Each	Taxable	\$ 4.00	\$ 4.50	\$ 0.50	12.5%	Non-statutory
<b>Facility Rental</b>							
Community Studio - 1 hour	Each	Taxable	\$ 45.00	\$ 48.00	\$ 3.00	6.7%	Non-statutory
Crèche - 1 hour	Each	Taxable	\$ 45.00	\$ 48.00	\$ 3.00	6.7%	Non-statutory
Recreation Hall - 1 hour	Each	Taxable	\$ 45.00	\$ 48.00	\$ 3.00	6.7%	Non-statutory
Lane hire - 1 hour	Each	Taxable	\$ 45.00	\$ 48.00	\$ 3.00	6.7%	Non-statutory
Any additional hours (50% reduction)	Each	Taxable	\$ 22.50	\$ 24.00	\$ 1.50	6.7%	Non-statutory
<b>Other</b>							
Shower	Each	Taxable	\$ 3.80	\$ 4.00	\$ 0.20	5.3%	Non-statutory
Locker	Each	Taxable	\$ 2.00	\$ 2.00	\$ -	0.0%	Non-statutory
<b>Health Club</b>							
Casual Gym	Each	Taxable	\$ 16.80	\$ 17.95	\$ 1.15	6.8%	Non-statutory
Casula Gym concession	Each	Taxable	\$ 13.20	\$ 13.95	\$ 0.75	5.7%	Non-statutory
Health Consultation & Program Induction	Each	Taxable	\$ 92.00	\$ 95.00	\$ 3.00	3.3%	Non-statutory
<b>Group Fitness</b>							
Casual Class	Each	Taxable	\$ 16.80	\$ 17.80	\$ 1.00	6.0%	Non-statutory
Casual Class concession	Each	Taxable	\$ 13.20	\$ 13.80	\$ 0.60	4.5%	Non-statutory
Pryme Movers	Each	Taxable	\$ 9.00	\$ 9.50	\$ 0.50	5.6%	Non-statutory



## APPENDIX 9.1A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST	2023/24 Fee Inc GST	Fee Increase / (Decrease)	Fee Increase / (Decrease)	Basis of Fee
			\$	\$	\$	%	
<b>Birthday Parties</b>							
Non-catered - Community Studio	Each	Taxable	\$ 17.00	\$ 18.50	\$ 1.50	8.8%	Non-statutory
Deposit	Each	Taxable	\$ 60.00	\$ 65.00	\$ 5.00	8.3%	Non-statutory
<b>Personal Training</b>							
1/2 hour Session - Individual	Each	Taxable	\$ 44.00	\$ 46.00	\$ 2.00	4.5%	Non-statutory
1/2 hour Session - 2 person (total)	Each	Taxable	\$ 28.00	\$ 30.00	\$ 2.00	7.1%	Non-statutory
1/2 hour Session - 3 person (total)	Each	Taxable	\$ 17.20	\$ 18.00	\$ 0.80	4.7%	Non-statutory
<b>Active Ageing</b>							
Group Fitness/Gym	Each	Taxable	\$ 3.60	\$ 3.80	\$ 0.20	5.6%	Non-statutory
Group Swim	Each	Taxable	\$ 6.80	\$ 7.00	\$ 0.20	2.9%	Non-statutory
<b>Crèche</b>							
Member Booking	Each	Taxable	\$ 6.80	\$ 7.80	\$ 1.00	14.7%	Non-statutory
Non-Member Booking	Each	Taxable	\$ 8.80	\$ 9.80	\$ 1.00	11.4%	Non-statutory
Member Families	Each	Taxable	\$ 12.50	\$ 12.80	\$ 0.30	2.4%	Non-statutory
Non-Member Families	Each	Taxable	\$ 16.50	\$ 16.80	\$ 0.30	1.8%	Non-statutory
<b>Building and Asset Management</b>							
Council System Key - Key issue	Per Key	Taxable	\$ 52.50	\$ 55.00	\$ 2.50	4.8%	Non-statutory
Council Lock System – Change of Locks.	Per Change	Taxable	At Cost	At Cost	\$ -	0.0%	Non-statutory
Building and Asset Management Administration Fee	Per Charge	Taxable	\$ 95.00	\$ 100.00	\$ 5.00	5.3%	Non-statutory
Security Alarm Response (False Alarm / Accidental Activation)	Per Incident	Taxable	\$ 95.00	\$ 100.00	\$ 5.00	5.3%	Non-statutory
Fire Alarm Response (False Alarm / Accidental Activation)	Per Incident	Taxable	At Cost	At Cost	\$ -	0.0%	Non-statutory
Photocopying A4 Black & White	Per Page	Taxable	\$ 0.85	\$ 0.25	\$ (0.60)	-70.6%	Non-statutory
Photocopying A4 Colour	Per Page	Taxable	\$ 0.90	\$ 1.00	\$ 0.10	11.1%	Non-statutory
Photocopying A3 Black & White	Per Page	Taxable	\$ 0.95	\$ 1.00	\$ 0.05	5.3%	Non-statutory
Photocopying A3 Colour	Per Page	Taxable	\$ 1.00	\$ 2.50	\$ 1.50	150.0%	Non-statutory



## APPENDIX 9.1A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST	2023/24 Fee Inc GST	Fee Increase / (Decrease)	Fee Increase / (Decrease)	Basis of Fee
			\$	\$	\$	%	
Photocopying A2 Black & White	Per Page	Taxable	\$ 11.00	\$ 12.00	\$ 1.00	9.1%	Non-statutory
Photocopying A2 Colour	Per Page	Taxable	\$ 12.00	\$ 13.50	\$ 1.50	12.5%	Non-statutory
Photocopying A1 Black & White	Per Page	Taxable	\$ 18.00	\$ 19.00	\$ 1.00	5.6%	Non-statutory
Photocopying A1 Colour	Per Page	Taxable	\$ 19.00	\$ 21.00	\$ 2.00	10.5%	Non-statutory
Photocopying A0 Black & White	Per Page	Taxable	\$ 27.50	\$ 30.00	\$ 2.50	9.1%	Non-statutory
Photocopying A0 Colour	Per Page	Taxable	\$ 30.00	\$ 33.00	\$ 3.00	10.0%	Non-statutory

## Dog and Cat Control

Dog	Per Dog	Taxable	\$ 156.00	\$ 162.00	\$ 6.00	3.8%	Statutory
Dog - Desexed/Microchipped	Per Dog	Taxable	\$ 52.00	\$ 54.00	\$ 2.00	3.8%	Statutory
Dog - Working	Per Dog	Taxable	\$ 52.00	\$ 54.00	\$ 2.00	3.8%	Statutory
Dog - Pensioner Concession	Per Dog	Taxable	\$ 78.00	\$ 81.00	\$ 3.00	3.8%	Statutory
Dog - Pensioner Concession - Desexed/Microchipped	Per Dog	Taxable	\$ 26.00	\$ 27.00	\$ 1.00	3.8%	Statutory
Dog - Pensioner Concession - Working	Per Dog	Taxable	\$ 26.00	\$ 27.00	\$ 1.00	3.8%	Statutory
Cat	Per Dog	Taxable	\$ 156.00	\$ 162.00	\$ 6.00	3.8%	Statutory
Cat - Desexed/Microchipped	Per Dog	Taxable	\$ 52.00	\$ 54.00	\$ 2.00	3.8%	Statutory
Cat - Pensioner Concession	Per Dog	Taxable	\$ 78.00	\$ 81.00	\$ 3.00	3.8%	Statutory
Cat - Pensioner Concession - Desexed/Microchipped	Per Dog	Taxable	\$ 26.00	\$ 27.00	\$ 1.00	3.8%	Statutory
Dog – Dangerous.	Per Dog	Taxable	\$ 260.00	\$ 270.00	\$ 10.00	3.8%	Statutory
Dog – Restricted Breed.	Per Dog	Taxable	\$ 260.00	\$ 270.00	\$ 10.00	3.8%	Statutory
Replacement registration tag for dogs and cats. First Replacement Only.	Per Tag	Taxable	No Charge	No Charge		0.0%	Non-statutory
Replacement registration tag for dogs and cats. Subsequent Replacements	Per Tag	Taxable	\$ 15.00	\$ 15.00	\$ -	0.0%	Non-statutory
Registration tag for dogs and cats not required to be registered in the Municipality	Per Animal	Taxable	\$ 15.00	\$ 15.00	\$ -	0.0%	Non-statutory
Pound - First release fee - During Normal Working Hours (1 free release every two years, but does not apply if Dog involved in attack)	Per Release	Taxable	No Charge	No Charge		0.0%	Non-statutory
Pound - First release fee - (Outside normal working hours)	Per Release	Taxable	\$ 120.00	\$ 125.00	\$ 5.00	4.2%	Non-statutory



## APPENDIX 9.1A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST	2023/24 Fee Inc GST	Fee Increase / (Decrease)	Fee Increase / (Decrease)	Basis of Fee
			\$	\$	\$	%	
Pound - Second release fee	Per Release	Taxable	\$ 120.00	\$ 125.00	\$ 5.00	4.2%	Non-statutory
Pound - Third and subsequent release fee	Per Release	Taxable	\$ 250.00	\$ 260.00	\$ 10.00	4.0%	Non-statutory
Additional release fee if dog involved in attack	Per Release	Taxable	\$ 175.00	\$ 180.00	\$ 5.00	2.9%	Non-statutory
Daily feeding and cleaning charges - First 24 hours on weekdays (excl. Public Holidays)	Per Day	Taxable	\$ -	\$ -	\$ -	0.0%	Non-statutory
Daily feeding and cleaning charges - Per weekday after first 24 hours	Per Day	Taxable	\$ 31.00	\$ 32.00	\$ 1.00	3.2%	Non-statutory
Daily feeding and cleaning charges - Per weekend/public holiday	Per Day	Taxable	\$ 62.00	\$ 64.00	\$ 2.00	3.2%	Non-statutory
Additional charge if animal is required to be kept in quarantine at Pound.	Per Day	Taxable	\$ 33.00	\$ 34.00	\$ 1.00	3.0%	Non-statutory
Additional charge if animal is required to be kept in quarantine with Vet	Per visit	Taxable	Cost + 30%	Cost + 30%		0.0%	Non-statutory
Surrendered Animal - If animal surrendered to Pound.	Per Animal	Taxable	\$ 57.00	\$ 59.00	\$ 2.00	3.5%	Non-statutory
Surrendered Animal - If animal found at large and subsequently surrendered.	Per Animal	Taxable	\$ 103.00	\$ 106.00	\$ 3.00	2.9%	Non-statutory
Veterinary costs for Impounded Animal. Plus 30% administration and transport fee.	Per Animal	Taxable	At Cost	At Cost		0.0%	Non-statutory
Transport Costs to deliver and retrieve animal from Veterinarian.	Per Animal	Taxable	\$ 38.50	\$ 40.00	\$ 1.50	3.9%	Non-statutory
Hire Charge – Cat Trap (Each). First two weeks.	Per Animal	Taxable	\$ -	\$ -	\$ -	0.0%	Non-statutory
Hire Charge – Cat Trap (Each). After first two weeks.	Per Animal	Taxable	\$ 17.00	\$ 17.50	\$ 0.50	2.9%	Non-statutory
Transport Charge - Cat Trap	Per Trap	Taxable	\$ 50.00	\$ 52.50	\$ 2.50	5.0%	Non-statutory
Cat Trap - lost/stolen/damaged/not returned		Taxable	\$ 180.00	\$ 185.00	\$ 5.00	2.8%	Non-statutory
Hire Charge – Dog Barking Control Device (Each). First two weeks.	Per Device	Taxable	No Charge	No Charge		0.0%	Non-statutory
Hire Charge – Dog Barking Control Device (Each). After first two weeks.	Per Device	Taxable	\$ 28.50	\$ 30.00	\$ 1.50	5.3%	Non-statutory
Transport Charge – Dog Barking Control Device.	Per Device	Taxable	\$ 52.00	\$ 54.00	\$ 2.00	3.8%	Non-statutory
Dog Barking Control Device - lost/stolen/damaged/not returned	Per Device	Taxable	\$ 170.00	\$ 175.00	\$ 5.00	2.9%	Non-statutory
Registration/Renewal of a Domestic Animal Business.	Per Business	Taxable	\$ 310.00	\$ 320.00	\$ 10.00	3.2%	Non-statutory
<b>Offences: Domestic Animals Management Act</b>							
10(1) Failure to apply to register a dog or cat over 3 months S10(1)	Pen. Unit = 2	Non-Taxable	\$ 370.00	TBC			Statutory
20(1) Registered dog or cat not wearing council identification marker S20(1)	Pen. Unit = 0.5	Non-Taxable	\$ 92.00	TBC			Statutory
22 Person other than owner removing, altering or defacing identification marker S22	Pen. Unit = 0.5	Non-Taxable	\$ 92.00	TBC			Statutory
23(4) Dog or cat on private property after notice of objection served S23(4)	Pen. Unit = 0.5	Non-Taxable	\$ 92.00	TBC			Statutory
24(1) Dog at large during daylight hours S24(1)	Pen. Unit = 1.5	Non-Taxable	\$ 277.00	TBC			Statutory
24(2) Dog at large at night S24(2)	Pen. Unit = 2	Non-Taxable	\$ 370.00	TBC			Statutory
25(1) Cat at large 25(1)	Pen. Unit = 0.5	Non-Taxable	\$ 92.00	TBC			Statutory



## APPENDIX 9.1A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
26(1) Contravening Council Order relating to presence of dogs or cats in public places	S26 Pen. Unit = 1	Non-Taxable	\$ 185.00	TBC			Statutory
27(1) Greyhound outside premises of owner not adequately muzzled and on leash	Pen. Unit = 1.5	Non-Taxable	\$ 277.00	TBC			Statutory
32(1) Dog or cat being a nuisance	Pen. Unit = 0.5	Non-Taxable	\$ 92.00	TBC			Statutory
32(4) Not complying with court order to abate nuisance created by dog or cat	Pen. Unit = 1.5	Non-Taxable	\$ 277.00	TBC			Statutory
<b>Offences: Community Local Law</b>							
2.14 Failing to immediately remove and appropriately dispose of any animal excrement	Pen. Unit = 2	Non-Taxable	\$ 370.00	TBC			Statutory
2.15 Failing to carry a device suitable for picking up and cleaning of any animal excrement	Pen. Unit = 2	Non-Taxable	\$ 370.00	TBC			Statutory
2.16 Failing to have dog on leash on any road or municipal place	Pen. Unit = 2	Non-Taxable	\$ 370.00	TBC			Statutory

### Parking Control

Parking Meter	Per Hour	Taxable	\$ 1.50	\$ 1.50	\$ -	0.0%	Non-statutory
Allocated on Street Car Parking Fee (per Bay)	Per Month	Taxable	\$ 100.00	N/A	N/A		Non-statutory
Low cost all-day parking	Per Day	Taxable	\$ 5.00	N/A	N/A		Non-statutory
Closing Off a Parking Bay/Not Available.	Per Day	Taxable	\$ 25.00	\$ 25.00	\$ -	0.0%	Non-statutory
Hire charge – Traffic Cones (Bond may be required).	Per Cone	Taxable	\$ 7.00	\$ 7.00	\$ -	0.0%	Non-statutory
Hire charge – Traffic Cones. Non-Profit (Bond may be required)	Per Cone	Taxable	\$ -	\$ -	\$ -	0.0%	Non-statutory

### Health Fees

Class 1 - Premises - Base fee	Annual	Non-Taxable	\$ 430.00	\$ 440.00	\$ 10.00	2.3%	Non-statutory
Class 2 - Premises - Base fee	Annual	Non-Taxable	\$ 430.00	\$ 440.00	\$ 10.00	2.3%	Non-statutory
Maximum Fee Class 1 and 2	Annual	Non-Taxable	\$ 4,050.00	\$ 4,150.00	\$ 100.00	2.5%	Non-statutory
Full time equivalent employees - greater than 5	Per Employee	Non-Taxable	\$ 38.00	\$ 39.00	\$ 1.00	2.6%	Non-statutory
Class 2 Accommodation Meals (B&B)	Annual	Non-Taxable	\$ 150.00	N/A	N/A	N/A	Non-statutory
Class 2 - School Canteens	Annual	Non-Taxable	\$ 43.00	\$ 44.00	\$ 1.00	2.3%	Non-statutory
Class 2 - Food Vehicle	Annual	Non-Taxable	\$ 330.00	\$ 340.00	\$ 10.00	3.0%	Non-statutory
Class 2 - Community Group	Annual	Non-Taxable	\$ 115.00	\$ 120.00	\$ 5.00	4.3%	Non-statutory
Class 2 - Home Based Premises	Annual	Non-Taxable		\$ 130.00	New		Non-statutory
Class 2 - Temporary Event	Per Event	Non-Taxable	\$ 55.00	\$ 60.00	\$ 5.00	9.1%	Non-statutory



## APPENDIX 9.1A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST	2023/24 Fee Inc GST	Fee Increase / (Decrease)	Fee Increase / (Decrease)	Basis of Fee
			\$	\$	\$	%	
Class 3A - Premises	Annual	Non-Taxable		\$ 240.00		New	Non-statutory
Class 3A - Accommodation Premises	Annual	Non-Taxable		\$ 155.00		New	Non-statutory
Class 3A - Home Based Premises	Annual	Non-Taxable		\$ 120.00		New	Non-statutory
Class 3A - Community Group	Annual	Non-Taxable		\$ 115.00		New	Non-statutory
Class 3A - Temporary Event	Annual	Non-Taxable		\$ 55.00		New	Non-statutory
Class 3 - Premises	Annual	Non-Taxable	\$ 300.00	\$ 310.00	\$ 10.00	3.3%	Non-statutory
Class 3 - Accommodation Premises	Annual	Non-Taxable	\$ 126.00	\$ 130.00	\$ 4.00	3.2%	Non-statutory
Class 3 - Community Group	Annual	Non-Taxable	\$ 110.00	\$ 110.00	\$ -	0.0%	Non-statutory
Class 3 - Home Based Premises	Annual	Non-Taxable		\$ 110.00		New	Non-statutory
Class 3 - Food Vehicle	Annual	Non-Taxable	\$ 300.00	\$ 310.00	\$ 10.00	3.3%	Non-statutory
Class 3 - Temporary Event	Per Event	Non-Taxable	\$ 45.00	\$ 50.00	\$ 5.00	11.1%	Non-statutory
<b>Health Premises</b>							
Registered premises	Annual	Non-Taxable	\$ 330.00	\$ 340.00	\$ 10.00	3.0%	Non-statutory
Registered premises - Renewal	Per Renewal	Non-Taxable	\$ 110.00	\$ 115.00	\$ 5.00	4.5%	Non-statutory
Registered premises - Transfer	Per Transfer	Non-Taxable	\$ 140.00	\$ 145.00	\$ 5.00	3.6%	Non-statutory
Accommodation	Annual	Non-Taxable	\$ 330.00	\$ 340.00	\$ 10.00	3.0%	Non-statutory
Late Fee - After December 31, 10% of the fee will be added							
<b>Septic Tank Fees</b>							
Permit to Install or Install a OWMS	Fee Unit = 48.88	Non-Taxable	\$ 747.40	TBC			Statutory
Permit to Alter a OWMS	Fee Unit = 20	Non-Taxable	\$ 305.80	TBC			Statutory
Minor Alteration	Fee Unit = 37.25	Non-Taxable	\$ 569.60	No Charge			Statutory
Transfer a Permit	Fee Unit = 9.93	Non-Taxable	\$ 151.80	TBC			Statutory
Amend a Permit	Fee Unit = 10.38	Non-Taxable	\$ 158.70	TBC			Statutory
Renew a Permit	Fee Unit = 8.31	Non-Taxable	\$ 127.10	TBC			Statutory
Exemption from a Permit/Assessment Only	Fee Unit = 14.67	Non-Taxable	\$ 224.30	TBC			Statutory
Inspection by Request	Per Hour	Taxable	\$ 157.30	\$ 160.60	\$ 3.30	2.1%	Non-statutory
<b>Swimming Pool</b>							
Category 1 Swimming pool	Per Pool	Non-Taxable	\$ 320.00	TBC			Statutory



## APPENDIX 9.1A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST	2023/24 Fee Inc GST	Fee Increase / (Decrease)	Fee Increase / (Decrease)	Basis of Fee
			\$	\$	\$	%	
Category 1 Swimming Pool - Caravan Park	Per Pool	Non-Taxable		\$ 230.00			
					NEW		Statutory

## Waste Management Fees

## Replacement Waste Bins

120 Litre	Per Bin	Taxable	\$ 75.00	\$ 80.00	\$ 5.00	6.7%	Non-statutory
240 Litre	Per Bin	Taxable	\$ 85.00	\$ 90.00	\$ 5.00	5.9%	Non-statutory

## General Waste

Car boot/240 Litre Bin	Per Load	Taxable	\$ 17.50	\$ 18.00	\$ 0.50	2.9%	Non-statutory
6 x 4 Trailer, Utility (1m3)	Per Load	Taxable	\$ 25.00	\$ 26.00	\$ 1.00	4.0%	Non-statutory
6 x 4 Trailer with sides (1.5m3)	Per Load	Taxable	\$ 37.50	\$ 39.00	\$ 1.50	4.0%	Non-statutory
Tandem Trailer	Per Load	Taxable	\$ 50.00	\$ 52.00	\$ 2.00	4.0%	Non-statutory
Light Truck	Per Load	Taxable	\$ 75.00	\$ 78.00	\$ 3.00	4.0%	Non-statutory
Dead Animals	Per Carcass	Taxable	\$ 25.00	\$ 26.00	\$ 1.00	4.0%	Non-statutory

## Green Waste - Clean

Up to 2 Cubic Metres	Per Load	Taxable	\$ 10.00	\$ 20.00	\$ 10.00	100.0%	Non-statutory
Trucks/Large Loads/Tandem Trailer	Per Load	Taxable	\$ 24.00	\$ 48.00	\$ 24.00	100.0%	Non-statutory
6 X 4 Trailer	Per Load	Taxable	\$ 8.00	\$ 16.00	\$ 8.00	100.0%	Non-statutory

## Recyclables

Sorted Paper/Cardboard/Polystyrene	Per Load	Taxable	No Charge	No Charge	\$ -		Non-statutory
Sorted Bottles/Glass/Cans	Per Load	Taxable	No Charge	No Charge	\$ -		Non-statutory
Sorted Steel/White Ware/Fencing/Tanks	Per Load	Taxable	No Charge	No Charge	\$ -		Non-statutory
Car Batteries	Per Load	Taxable	No Charge	No Charge	\$ -		Non-statutory
Empty Gas Cylinders	Per Load	Taxable	No Charge	No Charge	\$ -		Non-statutory
Mattresses - Single	Per Mattress	Taxable	\$ 20.00	\$ 30.00	\$ 10.00	50.0%	Non-statutory
Mattresses - Double or Larger	Per Mattress	Taxable	\$ 40.00	\$ 40.00	\$ -	0.0%	Non-statutory
Light Tyres	Per Tyre	Taxable	\$ 25.00	\$ 25.00	\$ -	0.0%	Non-statutory
Heavy Tyres	Per Tyre	Taxable	\$ 45.00	\$ 45.00	\$ -	0.0%	Non-statutory



## APPENDIX 9.1A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Heavy Tyres (Truck)	Per Tyre	Taxable	\$ 82.00	\$ 82.00	\$ -	0.0%	Non-statutory
Heavy Tyres (Farm Vehicles)	Per Tyre	Taxable	\$ 200.00	\$ 200.00	\$ -	0.0%	Non-statutory
Waste Oil (non-commercial only)	Per Load	Taxable	No Charge	No Charge	\$ -		Non-statutory
TVs, Monitors	Per Load	Taxable	No Charge	No Charge	\$ -		Non-statutory
Chemical Drums - Triple Rinsed	Per Load	Taxable	No Charge	No Charge	\$ -		Non-statutory
<b>Commercial Waste</b>							
Builders Waste/Concrete/Spoil	Per m3	Taxable	\$ 230.00	\$ 230.00	\$ -	0.0%	Non-statutory
Builders Waste/Concrete/Spoil Cartage Fee	Per m3	Taxable	\$ 14.00	\$ 14.00	\$ -	0.0%	Non-statutory
<b>If loads are in Excess of 3m3, they should be transported to Dooen Landfill (By Arrangement)</b>							
<b>Asbestos Waste Not Accepted</b>							
<b>Sale of Chipped Green waste (if available)</b>							
Trailer 6 X 4	Per Load	Taxable	\$ 10.00	\$ 10.00	\$ -	0.0%	Non-statutory
Tandem Trailer	Per Load	Taxable	\$ 20.00	\$ 20.00	\$ -	0.0%	Non-statutory
Truckload	Per Load	Taxable	\$ 25.00	\$ 25.00	\$ -	0.0%	Non-statutory
Loading Charge (To max. \$5.00)	Per m3	Taxable	\$ 2.00	\$ 2.00	\$ -	0.0%	Non-statutory

### Waste Management Fees - Dooen Landfill

#### Waste only Accepted by Arrangement

#### Green Waste and Recyclables not Accepted - use Transfer Station

All Loads (Minimum 3 tonne)	Per 3 tonnes	\$ 673.50	\$ 697.00	\$ 23.50	3.5%	Non-statutory
Excess above 3 tonnes	Per Tonne	\$ 224.50	\$ 232.00	\$ 7.50	3.3%	Non-statutory
Hard Waste - Builders Rubble etc.	Per Tonne	\$ 224.50	\$ 232.00	\$ 7.50	3.3%	Non-statutory
Power Pole Surcharge in Addition to Hard Waste Charge	Per Tonne	\$ 200.00	\$ 207.00	\$ 7.00	3.5%	Non-statutory
Grain Tarp Surcharge in Addition to Hard Waste Charge	Per Tonne	\$ 650.00	\$ 672.00	\$ 22.00	3.4%	Non-statutory
Approved Commercial Waste Operators	Per Tonne	\$ 224.50	\$ 232.00	\$ 7.50	3.3%	Non-statutory



## APPENDIX 9.1A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Sheepskins	Per Tonne		\$ 224.50	\$ 224.50	\$ -	0.0%	Non-statutory
Animal Carcass (Larger than Sheep)	Per Carcass		\$ 224.50	\$ 224.50	\$ -	0.0%	Non-statutory
Clean Concrete (Suitable for crushing)	Per Tonne		\$ 5.00	\$ 5.00	\$ -	0.0%	Non-statutory
Asbestos (With EPA Approval)	Per Tonne		\$ 330.00	\$ 350.00	\$ 20.00	6.1%	Non-statutory
Low Level Contaminated Soil (Cat. C & Cat. D)	Per Tonne		\$ 330.00	\$ 350.00	\$ 20.00	6.1%	Non-statutory
Reportable Priority Waste & Priority Waste	Per Tonne			\$ 350.00	NEW		Non-statutory
Grain Waste (GMO Waste requires DJPR Approval)	Per Tonne		\$ 224.50	\$ 232.00	\$ 7.50	3.3%	Non-statutory
Sale of Crushed Concrete (subject to availability)	Per Tonne		\$ 15.00	\$ 16.00	\$ 1.00	6.7%	Non-statutory
<b>Putrescible Waste</b>							
Municipal - other Councils within waste group area	Per Tonne		\$ 167.00	\$ 172.00	\$ 5.00	3.0%	Non-statutory
Municipal - other Councils outside waste group area	Per Tonne		\$ 224.50	\$ 232.00	\$ 7.50	3.3%	Non-statutory
HRCC	Per Tonne		\$ 151.80	\$ 157.00	\$ 5.20	3.4%	Non-statutory
Fill - Suitable for Landfill Cover	Per Tonne		\$ 224.50	\$ 232.00	\$ 7.50	3.3%	Non-statutory
Fill - Suitable for Capping	Per Tonne		\$ 46.00	\$ 46.00	\$ -	0.0%	Non-statutory
<b>Aerodrome</b>							
Western Ag Supplies (formally Western Aerial Pty Ltd)	Annual	Taxable	\$ 525.00	\$ 540.00	\$ 15.00	2.9%	Non-statutory
Horsham Flying Club	Annual	Taxable	\$ 1,050.00	\$ 1,080.00	\$ 30.00	2.9%	Non-statutory
Horsham Aviation Services	Annual	Taxable	\$ 1,650.00	\$ 1,690.00	\$ 40.00	2.4%	Non-statutory
Horsham Aero Club	Annual	Taxable	\$ 1,050.00	\$ 1,080.00	\$ 30.00	2.9%	Non-statutory
Regular non-hangar site user fee	Annual	Taxable	\$ 245.00	\$ 252.50	\$ 7.50	3.1%	Non-statutory
Occasional Landing Fee	Per Landing	Taxable	\$ 15.00	\$ 15.00	\$ -	0.0%	Non-statutory



## APPENDIX 9.1A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
<b>Park and Gardens</b>							
Weddings at Gardens - Hire Charge	Per Event	Taxable	\$ 100.00	\$ 105.00	\$ 5.00	5.0%	Non-statutory
Booking Fee for Wedding Photographs	Per Event	Taxable	\$ 100.00	\$ 105.00	\$ 5.00	5.0%	Non-statutory
Emergency Bore Water Charge - Water in excess of 20,000KL per year	Per KL	Taxable	\$ 1.00	\$ 1.00	\$ -	0.0%	Non-statutory
<b>Roads and Drainage</b>							
Road opening Permit Fee	Each Permit	Taxable	\$ 82.00	\$ 84.00	\$ 2.00	2.4%	Non-statutory
Opening Gravelled Surface	Each Permit	Taxable	\$ 82.00	\$ 84.00	\$ 2.00	2.4%	Non-statutory
Opening Bitumen or Concrete Footpath	Each Permit	Taxable	\$ 82.00	\$ 84.00	\$ 2.00	2.4%	Non-statutory
Opening Removal of Kerb & Channel	Each Permit	Taxable	\$ 82.00	\$ 84.00	\$ 2.00	2.4%	Non-statutory
Opening Sealed Roadways	Each Permit	Taxable	\$ 82.00	\$ 84.00	\$ 2.00	2.4%	Non-statutory
Opening Tap into Stormwater drain	Each Permit	Taxable	\$ 82.00	\$ 84.00	\$ 2.00	2.4%	Non-statutory
Boring Under Road (No disturbance to pavement)	Each Permit	Taxable	\$ 82.00	\$ 84.00	\$ 2.00	2.4%	Non-statutory
Construction of Kerb Crossing permit	Each Permit	Taxable	\$ 82.00	\$ 84.00	\$ 2.00	2.4%	Non-statutory
Subdivider/ Developer Contribution - For upgrading existing roads servicing development	Per Project	Taxable	Calculated Fee	Calculated Fee			Non-statutory
Drainage Headwork's Urban areas	Per Hectare	Non-Taxable	\$ 20,600	\$ 21,000	\$ 400.00	1.9%	Non-statutory
Drainage Headwork's Rural Residential areas - pro-rata	Per Hectare	Non-Taxable	\$ 20,600	\$ 21,000	\$ 400.00	1.9%	Non-statutory
Design Checking Fee - 0.75% of approved actuals							
Design/Supervision/Administration - 7.5% of approved actuals							
Supervision only - 2.5% of approved actuals							
<b>Local Laws</b>							
29d Clean Up of illegally dumped, items not disposed of properly, Hazard and unightly clean up costs - Fee plus all contractor and Council costs associated with clean up and removal.	Each Permit	Taxable	\$ 310.00	\$ 320.00	\$ 10.00	3.2%	Non-statutory
36.a Permit to make any change to the land	Each Permit	Non-Taxable	\$ 88.00	\$ 90.00	\$ 2.00	2.3%	Non-statutory
36.b Permit for removal of anything from the land	Each Permit	Non-Taxable	\$ 88.00	\$ 90.00	\$ 2.00	2.3%	Non-statutory



## APPENDIX 9.1A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
36.c Permit for erection of scaffolding, hoarding or overhead protective awnings and other structures or affixing of advertising or erection of signs or other things (including pipes, wires, cables, pavers, fixture, fitting and other objects) in, on, across, under or over the land	Each Permit	Non-Taxable	\$ 88.00	\$ 90.00	\$ 2.00	2.3%	Non-statutory
36.d Permit for any change, interference with or removal of a structure or ornament (including pipes, wires, cables, pavers, fixture, fitting and other objects) associated with the land	Each Permit	Non-Taxable	\$ 88.00	\$ 90.00	\$ 2.00	2.3%	Non-statutory
36.e Permit for planting of a tree or other vegetation on the land, interference with vegetation on the land or removal of vegetation from the land	Each Permit	Non-Taxable	\$ -	\$ -	\$ -	0.0%	Non-statutory
36.f Permit for occupation of the land including without limitation by fencing, use of a mobile crane, travel tower, concrete line pump, scissor lift, or the swinging or hoisting of things across any part of the land by means of a lift hoist or tackle	Each Permit	Non-Taxable	\$ 88.00	\$ 90.00	\$ 2.00	2.3%	Non-statutory
36.g Permit for the deposit or leaving of materials, supplies, waste and things on the land including without limitation skip bins, machinery plant or equipment and tools, paving, gravel, aggregate or other surface treatments	Each Permit	Non-Taxable	\$ 93.00	\$ 96.00	\$ 3.00	3.2%	Non-statutory
37 Permit to collect wood from a road, road related area or Council land	Each Permit	Non-Taxable	\$ 31.00	\$ 32.50	\$ 1.50	4.8%	Non-statutory
38.b Permit to construct, install, remove or alter a vehicle crossover, including any temporary crossover	Each Permit	Non-Taxable	\$ 80.00	\$ 82.00	\$ 2.00	2.5%	Non-statutory
39 Permit to Leave a Trailer or Caravan for more than Seven Days - A person must not on road, road related area or Council land cause, allow or suffer— a. to remain a motor vehicle, caravan (or similar), trailer, boat, damaged or dilapidated motor vehicle— i. for more than seven (7) days;	Each Permit	Non-Taxable	\$ 67.00	\$ 69.00	\$ 2.00	3.0%	Non-statutory
39.a.ii Permit to Place or Display a Vehicle or Goods for Sale	Each Permit	Non-Taxable	\$ 165.00	\$ 170.00	\$ 5.00	3.0%	Non-statutory
39.b Permit for any repair, service, dismantling, painting, panel beating, washing, cleaning or other work of similar nature on a motor vehicle, caravan (or similar) or trailer except for running repairs in the case of breakdown	Each Permit	Non-Taxable	\$ 67.00	\$ 69.00	\$ 2.00	3.0%	Non-statutory
41.b Permit to Camp in a Public Place - Except in an area prescribed as an area for the purpose a person must not on road, road related area or Council land cause, allow or suffer camping, where camp has the same meaning as in the Road Management (General) Regulations 2016;	Each Permit	Non-Taxable	\$ -	\$ -	\$ -	0.0%	Non-statutory
43 Permit for a prescribed vehicle or machine or class of vehicle or machine to be used on a road	Each Permit	Non-Taxable	\$ 93.00	\$ 96.00	\$ 3.00	3.2%	Non-statutory
48.a Permit to place or affix any advertising, banner, billposting, real estate sign, mobile billboard or prescribed sign	Each Permit	Non-Taxable	\$ 165.00	\$ 170.00	\$ 5.00	3.0%	Non-statutory
48.b Permit to distribute any unsolicited document to persons;	Each Permit	Non-Taxable	\$ 165.00	\$ 170.00	\$ 5.00	3.0%	Non-statutory
48.c Permit to display any goods or samples	Each Permit	Non-Taxable	\$ 165.00	\$ 170.00	\$ 5.00	3.0%	Non-statutory



## APPENDIX 9.1A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
48.d Permit to erect or place a vehicle, caravan, trailer, table, chairs, stall, barrow, booth, tent, kiosk or barrow for the purpose of selling or hiring any goods or services;	Each Permit	Non-Taxable	\$ 165.00	\$ 170.00	\$ 5.00	3.0%	Non-statutory
48.e Licensed Premises - Permit to place any outdoor eating furniture or associated facilities for food and drink premises - per chair	Each Permit	Non-Taxable	\$ 57.00	\$ 59.00	\$ 2.00	3.5%	Non-statutory
48.e Unlicensed Premises -Permit to place any outdoor eating furniture or associated facilities for food and drink premises - per chair	Each Permit	Non-Taxable	\$ 31.00	\$ 32.00	\$ 1.00	3.2%	Non-statutory
48.f Permit to Sell or offer for sale or hire any goods or services carried about or placed on the person or any other moveable thing - includes ice cream trucks and coffee carts, etc.	Each Permit	Non-Taxable	\$ 165.00	\$ 170.00	\$ 5.00	3.0%	Non-statutory
48.g Non Profit - Permit to sell or offer for sale any raffle ticket or ask for or receive or do anything to indicate a desire for a donation of money or any other thing	Each Permit	Non-Taxable	\$ -	\$ -	\$ -	0.0%	Non-statutory
48.g Business/Other - Permit to sell or offer for sale any raffle ticket or ask for or receive or do anything to indicate a desire for a donation of money or any other thing	Each Permit	Non-Taxable	\$ 67.00	\$ 69.00	\$ 2.00	3.0%	Non-statutory
48.h Permit to Busk	Each Permit	Non-Taxable	\$ -	\$ -	\$ -	0.0%	Non-statutory
48.i Permit to Conduct or hold a concert, festival, show, public gathering, rally, street party, circus, carnival, performance or other similar activity;	Each Permit	Non-Taxable	\$ 93.00	\$ 96.00	\$ 3.00	3.2%	Non-statutory
48.i Permit to Hold a Rally, Procession, or Demonstration	Each Permit	Non-Taxable	\$ -	\$ -	\$ -	0.0%	Non-statutory
48.j Permit to hold any public exhibitions, displays or events (including without limitation weddings);	Each Permit	Non-Taxable	\$ 93.00	\$ 96.00	\$ 3.00	3.2%	Non-statutory
48.k Permit to provide organised athletics, sport, health or fitness services;	Each Permit	Non-Taxable	\$ 93.00	\$ 96.00	\$ 3.00	3.2%	Non-statutory
48.l Permit to record images by film, video, digital or other technology to broadcast publish or publicly exhibit for commercial purpose;	Each Permit	Non-Taxable	\$ 165.00	\$ 170.00	\$ 5.00	3.0%	Non-statutory
48.m Permit to undertake any other activity prescribed for the purposes of this clause	Each Permit	Non-Taxable	\$ 165.00	\$ 170.00	\$ 5.00	3.0%	Non-statutory
49 Permit to Conduct Fireworks	Each Permit	Non-Taxable	\$ 67.00	\$ 69.00	\$ 2.00	3.0%	Non-statutory
53.a.i Permit to Play Amplified Music or Sound on a Road or in a Public Place	Each Permit	Non-Taxable	\$ 93.00	\$ 96.00	\$ 3.00	3.2%	Non-statutory
54a Permit to Burn	Each Permit	Non-Taxable	\$ 62.00	\$ 65.00	\$ 3.00	4.8%	Non-statutory
57.b Permit for land in the urban area, cause, allow or suffer a freight container to be kept, stored, repaired or otherwise used or remain unless permitted under an Act	Each Permit	Non-Taxable	\$ 93.00	\$ 96.00	\$ 3.00	3.2%	Non-statutory
64.a.b Permit to Ride or Lead a Horse in a Built Up Area or in a Municipal Place	Each Permit	Non-Taxable	\$ -	\$ -	\$ -	0.0%	Non-statutory
66.b.c.d Permit to Keep More than the Permitted Number of Animals	Each Permit	Non-Taxable	\$ 93.00	\$ 96.00	\$ 3.00	3.2%	Non-statutory
67.68.69.70 Permit to Drove	Each Permit	Non-Taxable	\$ 67.00	\$ 69.00	\$ 2.00	3.0%	Non-statutory
71 Permit to Graze	Each Permit	Non-Taxable	\$ 67.00	\$ 69.00	\$ 2.00	3.0%	Non-statutory



## APPENDIX 9.1A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Permit Administration Fee	Each Permit	Taxable	\$ 11.00	\$ 11.00	\$ -	0.0%	Non-statutory
<b>Abandoned Items</b>							
40a Recreational Vehicle Impound Release Fee - 1st Offence	Per Offence	Non-Taxable	\$ 62.00	\$ 64.00	\$ 2.00	3.2%	Non-statutory
40a Recreational Vehicle Impound Release Fee - 2nd Offence	Per Offence	Non-Taxable	\$ 140.00	\$ 145.00	\$ 5.00	3.6%	Non-statutory
40a Recreational Vehicle Impound Release Fee - 3rd and Subsequent	Per Offence	Non-Taxable	\$ 270.00	\$ 280.00	\$ 10.00	3.7%	Non-statutory
Abandoned Vehicle Release Fee	Per Vehicle	Non-Taxable	\$ 270.00	\$ 280.00	\$ 10.00	3.7%	Non-statutory
44 Shopping Trolley Impound Release Fee	Per Trolley	Non-Taxable	\$ 135.00	\$ 140.00	\$ 5.00	3.7%	Non-statutory
Impound Release Fee - Other item	Per Item	Non-Taxable	\$ 140.00	\$ 145.00	\$ 5.00	3.6%	Non-statutory
Impounded Vehicle or item towing and removal costs	Per item	Taxable	At Cost	At Cost	\$ -		Non-statutory
<b>Mobile Food Traders</b>							
48.f Annual permit	Annual	Non-Taxable	\$ -	\$ 1,000.00	New		Non-statutory
48.f 6 month permit	6 Monthly	Non-Taxable	\$ -	\$ 600.00	New		Non-statutory
48.f Peak weekend (holiday & long weekend periods) permit	Each Permit	Non-Taxable	\$ -	\$ 200.00	New		Non-statutory
48.f Off-peak weekend permit	Each Permit	Non-Taxable	\$ -	\$ 150.00	New		Non-statutory
48.f Weekday permit	Each Permit	Non-Taxable	\$ -	\$ 100.00	New		Non-statutory
Failure to adhere to Fire Prevention Notice. Fee plus contractor and Council costs	Per Offence	Non-Taxable	\$ 310.00	\$ 320.00	\$ 10.00	3.2%	Non-statutory
Vic Roads Search Fee - if required to identify vehicle owner	Per Search	Taxable	\$ 13.00	\$ 13.50	\$ 0.50	3.8%	Non-statutory
ASIC Search Fee - if required to identify address or other details	Per Search	Taxable	\$ 26.00	\$ 27.00	\$ 1.00	3.8%	Non-statutory
Regulatory Services Administration Fee. Plus Council costs	Per Fee	Taxable	\$ 93.00	\$ 96.00	\$ 3.00	3.2%	Non-statutory

## Planning

### Planning Scheme Amendments

Stage 1:	Fee Unit = 206	\$ 3,149.70	TBC	Statutory
a) considering a request to amend a planning scheme; and				
b) taking action required by Division 1 of Part 3 of the Act; and				
c) considering any submissions which do not seek a change to the amendment; and				



Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
d) if applicable, abandoning the amendment							
<b>Stage 2 For:</b>							
a) considering:							
i) up to and including 10 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or	Fee Unit = 1021		\$ 15,611.00	TBC			Statutory
ii) 11 to (and including) 20 submissions which seek a change to an amendment and where necessary referring the submissions to a panel; or	Fee Unit = 2040		\$ 31,191.00	TBC			Statutory
iii) Submissions that exceed 20 submissions which seek a change to an amendment, and where necessary referring the submissions to a panel; and	Fee Unit = 2727		\$ 41,695.80	TBC			Statutory
b) providing assistance to a panel in accordance with section 158 of the Act; and							
c) making a submission to a panel appointed under Part 8 of the Act at a hearing referred to in section 24(b) of the Act; and							
d) considering the panel's report in accordance with section 27 of the Act; and							
e) after considering submissions and the panel's report, abandoning the amendment.							
<b>Stage 3 For:</b>	Fee Unit = 32.5		\$ 496.90	TBC			Statutory
a) adopting the amendment or part of the amendment in accordance with section 29 of the Act; and							
b) submitting the amendment for approval by the Minister in accordance with section 31 of the Act; and							
c) giving the notice of the approval of the amendment required by section 36(2) of the Act.							
<b>Stage 4 For:</b>	Fee Unit = 32.5		\$ 496.60	TBC			Statutory
a) consideration by the Minister of a request to approve the amendment in accordance with section 35 of the Act; and							
b) giving notice of approval of the amendment in accordance with section 36(1) of the Act.							
<i>Statutory fees in accordance with Planning and Environment Act 1987 Section 72 (Regulation 11), fees are set in accordance with the Monetary Units Act 2004.</i>							
Assess the amendment request as per Council Policy - Privately Initiated Planning Scheme Amendment	Per Amendment	Taxable	Calculated Fee	Calculated Fee		0.0%	Non-statutory



## APPENDIX 9.1A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Planning Officer Time	Per Hour	Taxable	\$ 192.50	\$ 192.50	\$ -	0.0%	Non-statutory
<b>Planning Fees</b>							
Class 1 Use only:	Fee Unit = 89	Non-Taxable	\$ 1,360.80	TBC			Statutory
Class 2-6: Single Dwellings: To develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot if the estimated cost of development included in the application is:							
Up to \$10,000	Fee Unit = 13.5	Non-Taxable	\$ 206.40	TBC			Statutory
>\$10,000 to \$100,000	Fee Unit = 42.5	Non-Taxable	\$ 649.80	TBC			Statutory
>\$100,000-\$500,000	Fee Unit = 87	Non-Taxable	\$ 1,330.20	TBC			Statutory
\$500,000-\$1,000,000	Fee Unit = 94	Non-Taxable	\$ 1,437.30	TBC			Statutory
\$1,000,000-\$2,000,000	Fee Unit = 101	Non-Taxable	\$ 1,544.30	TBC			Statutory
(Other than VicSmart, subdivisions or consolidated land)							Statutory
Class 7 VicSmart application Up to \$10,000	Fee Unit = 13.5	Non-Taxable	\$ 206.40	TBC			Statutory
Class 8 VicSmart application >\$10,000	Fee Unit = 29	Non-Taxable	\$ 443.40	TBC			Statutory
Class 9 VicSmart application to subdivide or consolidate land	Fee Unit = 13.5	Non-Taxable	\$ 206.40	TBC			Statutory
Class 10 VicSmart application (other than a class 7, class 8 or class9 permit)	Fee Unit = 13.5	Non-Taxable	\$ 206.40	TBC			Statutory
To Develop land (other than single dwelling per lot) where the estimated cost is:							
Class 11 <\$100,000	Fee Unit = 77.5	Non-Taxable	\$ 1,185.00	TBC			Statutory
Class 12 >\$100,000 - \$1,000,000	Fee Unit = 104.5	Non-Taxable	\$ 1,597.80	TBC			Statutory
Class 13 >\$1,000,000 - \$5,000,000	Fee Unit = 230.5	Non-Taxable	\$ 3,524.30	TBC			Statutory
Class 14 >\$5,000,000 - \$15,000,000	Fee Unit = 587.5	Non-Taxable	\$ 8,982.90	TBC			Statutory
Class 15 >\$15,000,000 - \$50,000,000	Fee Unit = 1732.5	Non-Taxable	\$ 26,489.90	TBC			Statutory
Class 16 >\$50,000,000	Fee Unit = 3894	Non-Taxable	\$ 59,539.30	TBC			Statutory
Class 17 To subdivide an existing building (other than a class 9 permit)	Fee Unit = 89	Non-Taxable	\$ 1,360.80	TBC			Statutory



## APPENDIX 9.1A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Class 18 To subdivide land into 2 lots (other than a class 9 or class 16 permit)	Fee Unit = 89	Non-Taxable	\$ 1,360.80	TBC			Statutory
Class 19 To effect a realignment of a common boundary between lots or consolidate 2 or more lots (other than a class 9 permit)	Fee Unit = 89	Non-Taxable	\$ 1,360.80	TBC			Statutory
Class 20 Subdivide land (other than a class 9, class 16, class 17 or class 18 permit) (per 100 lots created)	Fee Unit = 89	Non-Taxable	\$ 1,360.80	TBC			Statutory
Class 21 To:	Fee Unit = 89	Non-Taxable	\$ 1,360.80	TBC			Statutory
a) create, vary or remove a restriction within the meaning of the Subdivision Act 1988; or							Statutory
b) create or remove a right of way; or							
c) create, vary or remove an easement other than a right of way; or							
d) vary or remove a condition in the nature of an easement (other than right of way) in a Crown grant.							
Class 22A permit not otherwise provided for in the regulation	Fee Unit = 89	Non-Taxable	\$ 1,360.80	TBC			Statutory
<i>Statutory fees in accordance with Planning and Environment Act 1987 Section 72 (Regulation 11), fees are set in accordance with the Monetary Units Act 2004.</i>							
13 For a combined application to amend permit: The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made		Non-Taxable	Calculated Fee	Calculated Fee			Statutory
14 For a combined permit and planning scheme amendment: Under section 96A(4)(a) of the Act: The sum of the highest of the fees which would have applied if separate applications were made and 50% of each of the other fees which would have applied if separate applications were made		Non-Taxable	Calculated Fee	Calculated Fee			Statutory
15 For a certificate of compliance	Fee Unit = 22	Non-Taxable	\$ 336.40	TBC			Statutory
16 For an agreement to a proposal to amend or end an agreement under section 173 of the Act	Fee Unit = 44.5	Non-Taxable	\$ 680.40	TBC			Statutory
18 Where a planning scheme specifies that a matter must be done to the satisfaction of a responsible authority, Minister, public authority or municipal council	Fee Unit = 22	Non-Taxable	\$ 336.40	TBC			Statutory
Extension of time to Planning Permit (First)	Per Application	Non-Taxable	\$ 180.00	\$ 190.00	\$ 10.00	5.6%	Non-statutory



## APPENDIX 9.1A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST	2023/24 Fee Inc GST	Fee Increase / (Decrease)	Fee Increase / (Decrease)	Basis of Fee
			\$	\$	\$	%	
Extension of time to Planning Permit (Second)	Per Application	Non-Taxable	\$ 300.00	\$ 310.00	\$ 10.00	3.3%	Non-statutory
Extension of time to Planning Permit (Third and subsequent)	Per Application	Non-Taxable	\$ 450.00	\$ 460.00	\$ 10.00	2.2%	Non-statutory
Secondary Consent for Planning Permits – Minor	Per Application	Non-Taxable	\$ 150.00	\$ 160.00	\$ 10.00	6.7%	Non-statutory
– Major	Per Application	Non-Taxable	\$ 300.00	\$ 310.00	\$ 10.00	3.3%	Non-statutory
Amendment to Planning Permit not otherwise listed	Per Amendment	Non-Taxable	\$ 200.00	\$ 210.00	\$ 10.00	5.0%	Non-statutory
Planning Permit History	Per Permit	Taxable	\$ 140.00	N/A	N/A		Non-statutory
Advertising Fee and planning permit History	Per Advert	Taxable	\$ 150.00	\$ 160.00	\$ 10.00	6.7%	Non-statutory
Copy of Title and Title Plan	Per Title	Taxable	\$ 70.00	\$ 75.00	\$ 5.00	7.1%	Non-statutory
Copy of Covenant/Section 173	Per Covenant	Taxable	\$ 50.00	\$ 55.00	\$ 5.00	10.0%	Non-statutory
Request for Council consent (i.e. Liquor Licence) where no P/P required	Per Request	Taxable	\$ 100.00	\$ 110.00	\$ 10.00	10.0%	Non-statutory
Application for Council signing and scaling Section 173 Agreement	Per Application	Taxable	\$ 300.00	\$ 310.00	\$ 10.00	3.3%	Non-statutory
Inspection Fee	Per Inspection	Taxable	\$ 155.00	\$ 160.00	\$ 5.00	3.2%	Non-statutory
Request for Planning Information in writing	Per Request	Taxable	\$ 75.00	\$ 80.00	\$ 5.00	6.7%	Non-statutory
<b>Subdivision Fees</b>							
6 For certification of a plan of subdivision	Fee Unit = 11.8	Non-Taxable	\$ 180.40	TBC			Statutory
7 Alteration of plan under section 10(2) of the Act	Fee Unit = 7.5	Non-Taxable	\$ 114.70	TBC			Statutory
8 Amendment of certified plan under section 11(1) of the Act	Fee Unit = 9.5	Non-Taxable	\$ 145.30	TBC			Statutory
9 Checking of engineering plans							
0.75% of the estimated cost of construction of the works proposed in the engineering plan (maximum fee)	Per Plan	Non-Taxable	Calculated Fee	Calculated Fee		0.0%	Non-statutory
10 Engineering plan prepared by council							
3.5% of the cost of works proposed in the engineering plan (maximum fee)	Per Plan	Non-Taxable	Calculated Fee	Calculated Fee		0.0%	Non-statutory
11 Supervision of works							
2.5% of the estimated cost of construction of the works (maximum fee)	Per Works	Non-Taxable	Calculated Fee	Calculated Fee		0.0%	Non-statutory
12 Public Open Space Valuation	Per Valuation	Taxable	\$ -	\$ 880.00	New		Non-statutory

## Building

## Extensions and Alterations

Value of Works \$5001 to \$10,000	Each	Taxable	\$ 819.50	\$ 847.00	\$ 27.50	3.4%	Non-statutory
Value of Works \$10,001 to \$20,000	Each	Taxable	\$ 1,072.50	\$ 1,100.00	\$ 27.50	2.6%	Non-statutory



## APPENDIX 9.1A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc	2023/24 Fee Inc	Fee Increase /	Fee	Basis of Fee
			GST	GST	(Decrease)	Increase /	
			\$	\$	\$	%	
Value of Works \$20,001 to \$50,000	Each	Taxable	\$ 1,540.00	\$ 1,595.00	\$ 55.00	3.6%	Non-statutory
Value of Works \$50,001 to \$100,000	Each	Taxable	\$ 2,051.50	\$ 2,178.00	\$ 126.50	6.2%	Non-statutory
Value of Works \$100,001 to \$150,000	Each	Taxable	\$ 2,376.00	\$ 2,464.00	\$ 88.00	3.7%	Non-statutory
Value of Works \$150,001 to \$200,000	Each	Taxable	\$ 2,794.00	\$ 2,893.00	\$ 99.00	3.5%	Non-statutory
Value of Works \$200,001 to \$250,000 *	Each	Taxable	\$ 3,135.00	\$ 3,245.00	\$ 110.00	3.5%	Non-statutory
Value of Works \$250,001 to \$300,000 *	Each	Taxable	\$ 3,520.00	\$ 3,652.00	\$ 132.00	3.8%	Non-statutory
Value of Works \$300,001 to \$350,000 *	Each	Taxable	\$ 3,993.00	\$ 4,136.00	\$ 143.00	3.6%	Non-statutory
Value of Works above \$350,000	Each	Taxable	\$ 4,224.00	\$ 4,378.00	\$ 154.00	3.6%	Non-statutory
Protection Works	Each	Taxable	\$ 880.00	\$ 880.00	\$ -	0.0%	Non-statutory
* Includes partial compliance							
* performance solutions additional \$1,000 (up to 2, more than 2 to be negotiated)							
* Includes four (4) mandatory inspections - additional inspections \$175 each							
Owner Builder (New Dwellings, Re-erection / Re-siting)							
Value of Works \$1 to \$200,000	Each	Taxable	\$ 3,135.00	\$ 3,245.00	\$ 110.00	3.5%	Non-statutory
Value of Works \$200,001 to \$250,000	Each	Taxable	\$ 3,619.00	\$ 3,899.50	\$ 280.50	7.8%	Non-statutory
Value of Works \$250,001 to \$350,000	Each	Taxable	\$ 3,916.00	\$ 4,218.50	\$ 302.50	7.7%	Non-statutory
Value of Works above \$350,000	Each	Taxable	\$ 3,998.50	\$ 4,136.00	\$ 137.50	3.4%	Non-statutory
Protection Works	Each	Taxable	\$ 880.00	\$ 880.00	\$ -	0.0%	Non-statutory
performance solutions additional \$1,000 (up to 2, more than 2 to be negotiated)							
Includes four (4) mandatory inspections - additional inspections \$175 each							
Registered Builder (New Dwellings, Re-erection / Re-siting)							
Value of Works \$1 to \$200,000	Each	Taxable	\$ 2,568.50	\$ 2,651.00	\$ 82.50	3.2%	Non-statutory
Value of Works \$200,001 to \$340,000	Each	Taxable	\$ 2,898.50	\$ 3,124.00	\$ 225.50	7.8%	Non-statutory
Value of Works \$340,001 to \$550,000	Each	Taxable	\$ 3,190.00	\$ 3,437.50	\$ 247.50	7.8%	Non-statutory
Value of Works above \$550,000	Each	Taxable	\$ 3,657.50	\$ 3,784.00	\$ 126.50	3.5%	Non-statutory
Protection Works	Each	Taxable	\$ 880.00	\$ 880.00	\$ -	0.0%	Non-statutory
performance solutions additional \$1,000 (up to 2, more than 2 to be negotiated)							
Includes four (4) mandatory inspections - additional inspections \$175 each							



## APPENDIX 9.1A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
<b>Miscellaneous - Building Permits</b>							
Garage, Car Port, Shed, Patio, Veranda, Pergola	Each	Taxable	\$ 951.50	\$ 984.50	\$ 33.00	3.5%	Non-statutory
Swimming Pool (Fence Alterations Only)	Each	Taxable	\$ 398.20	\$ 412.50	\$ 14.30	3.6%	Non-statutory
Swimming Pool (New Fence Only)	Each	Taxable	\$ 704.00	\$ 726.00	\$ 22.00	3.1%	Non-statutory
Swimming Pool and All Fences	Each	Taxable	\$ 902.00	\$ 935.00	\$ 33.00	3.7%	Non-statutory
Restumping (Work must be performed by a Registered Builder)	Each	Taxable	\$ 968.00	\$ 1,001.00	\$ 33.00	3.4%	Non-statutory
Demolish / Remove Building - Domestic (shed / house)	Each	Taxable	\$ 869.00	\$ 924.00	\$ 55.00	6.3%	Non-statutory
Demolish / Remove Building - Commercial	Each	Taxable	\$ 913.00	\$ 968.00	\$ 55.00	6.0%	Non-statutory
Minor Works less than \$5,000	Each	Taxable	\$ 759.00	\$ 825.00	\$ 66.00	8.7%	Non-statutory
Additional Inspections	Each	Taxable	\$ 209.00	\$ 209.00	\$ -	0.0%	Non-statutory
<i>Works Includes three (3) mandatory inspections</i>							
<b>Commercial Building Work (Class 2-9)</b>							
<b>New Building, Extension, Alterations</b>							
Value of Works up to \$10,000	Each	Taxable	\$ 1,028.50	\$ 1,067.00	\$ 38.50	3.7%	Non-statutory
Value of Works \$10,001 to \$50,000	Each	Taxable	\$ 1,485.00	\$ 1,595.00	\$ 110.00	7.4%	Non-statutory
Value of Works \$50,001 to \$100,000	Each	Taxable	\$ 2,200.00	\$ 2,365.00	\$ 165.00	7.5%	Non-statutory
Value of Works \$100,001 to \$150,000	Each	Taxable	\$ 2,722.50	\$ 2,805.00	\$ 82.50	3.0%	Non-statutory
Value of Works \$150,001 to \$200,000	Each	Taxable	\$ 3,080.00	\$ 3,190.00	\$ 110.00	3.6%	Non-statutory
Value of Works \$200,001 to \$250,000*	Each	Taxable	\$ 3,630.00	\$ 3,740.00	\$ 110.00	3.0%	Non-statutory
Value of Works \$250,001 to \$300,000*	Each	Taxable	\$ 4,202.00	\$ 4,334.00	\$ 132.00	3.1%	Non-statutory
Value of Works \$300,001 to \$500,000*	Each	Taxable	\$ 4,785.00	\$ 4,950.00	\$ 165.00	3.4%	Non-statutory
Value of Works above \$500,000 - negotiated with Council*	Each	Taxable	By Negotiation	By Negotiation			Non-statutory
Protection Works	Each	Taxable	\$ 880.00	\$ 880.00	\$ -	0.0%	Non-statutory
Additional Inspections	Per Inspection	Taxable	\$ 209.00	\$ 209.00	\$ -	0.0%	Non-statutory
* Includes partial compliance							
* performance solutions additional \$1,000 (up to 2, more than 2 to be negotiated)							
* Includes four (4) mandatory inspections							
<b>Levies / Bonds</b>							
Building Administration Fund Levy - building works over \$10,000 (Cost x 0.128%)	Each	Non-Taxable	Calculated Fee	Calculated Fee			Statutory



## APPENDIX 9.1A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
Bond / Guarantee: Re-erection of buildings - The lesser of the cost of building works or Fee	Each	Non-Taxable	\$ 5,000.00	\$ 5,000.00	\$ -	0.0%	Non-statutory
Council Infrastructure (Asset) Protection Deposit	Each	Non-Taxable	\$ 700.00	\$ 700.00	\$ -	0.0%	Non-statutory
<b>Inspections</b>							
Statutory Inspections	Each	Taxable	\$ 209.00	\$ 225.50	\$ 16.50	7.9%	Non-statutory
Compliance Inspection	Each	Taxable	\$ 209.00	\$ 220.00	\$ 11.00	5.3%	Non-statutory
Additional Inspections	Each	Taxable	\$ -	\$ 242.00	New		Non-statutory
<b>Inspections of Swimming Pool and Spa Barriers (compliance inspection)</b>							
First Inspection	Each	Taxable	\$ 330.00	\$ 330.00	\$ -	0.0%	Non-statutory
Re-inspection	Each	Taxable	\$ 203.50	\$ 203.50	\$ -	0.0%	Non-statutory
<i>Includes certificate - FORM 23 or FORM 24 (non-compliance)</i>							
<i>Excludes prescribed lodgements fees</i>							
<b>Swimming Pools and Spa's (lodgement fees)</b>							
Swimming Pool / Spa registration fee	Each	Non-Taxable	Prescribed Fee	Prescribed Fee			Statutory
Swimming Pool / Spa records search determination fee	Each	Non-Taxable	Prescribed Fee	Prescribed Fee			Statutory
lodging a certificate of pool and spa barrier non-compliance	Each	Non-Taxable	Prescribed Fee	Prescribed Fee			Statutory
lodging a certificate of pool and spa barrier compliance	Each	Non-Taxable	Prescribed Fee	Prescribed Fee			Statutory
<b>Report and Consent</b>							
Application for report and consent (To build over an easement vested in Council) (Regulation 310, Part 4 – Siting, 513, 515, 604, 802 and 806)	Each	Non-Taxable	Prescribed Fee	Prescribed Fee			Statutory
Application for report and consent (Regulation 610 - Location of Point of Stormwater Discharge)	Each	Non-Taxable	Prescribed Fee	Prescribed Fee			Statutory
Application for report and consent (Section 29a – Demolition of Building)		Non-Taxable	Prescribed Fee	Prescribed Fee			Statutory
Farm Building Exemption Request	Each	Taxable	\$ -	\$ 330.00	New		Non-statutory
<b>File Retrieval / Search</b>							
File Retrieval – Minor Document (for example, Copy of Building / Occupancy Permit/ Plans	Each	Taxable	\$ 49.50	\$ 49.50	\$ -	0.0%	Non-statutory
File Retrieval / Search (for example, Permit History)	Each	Taxable	\$ 132.00	\$ 132.00	\$ -	0.0%	Non-statutory



## APPENDIX 9.1A

Description of Fees and Charges	Unit of Measure	GST Status	2022/23 Fee Inc GST \$	2023/24 Fee Inc GST \$	Fee Increase / (Decrease) \$	Fee Increase / (Decrease) %	Basis of Fee
<b>Amended Building Permit</b>							
Amended Building Permit – Minor Alterations	Each	Taxable	\$ 187.00	\$ 198.00	\$ 11.00	5.9%	Non-statutory
Amended Building Permit – Major Alterations (+ additional inspections)	Each	Taxable	\$ 308.00	\$ 324.50	\$ 16.50	5.4%	Non-statutory
Time Extension – Building Permit (first request)	Each	Taxable	\$ 319.00	\$ 330.00	\$ 11.00	3.4%	Non-statutory
Time Extension – Building Permit (second request)	Each	Taxable	\$ 363.00	\$ 374.00	\$ 11.00	3.0%	Non-statutory
Time Extension – Building Permit (third request)	Each	Taxable	\$ 407.00	\$ 423.50	\$ 16.50	4.1%	Non-statutory
<b>Refunds</b>							
Withdrawn Application – Permit Lodged Not Yet Assessed	Retained	Taxable	\$ 396.00	\$ 407.00	\$ 11.00	2.8%	Non-statutory
Withdrawn Application – Permit Assessed Not Yet Issued - Whichever is the greater of 40% of Total Fees or Listed minimum Fee	Retained	Taxable	\$ 528.00	\$ 550.00	\$ 22.00	4.2%	Non-statutory
Permit Cancellation – After Permit Issued - Refund only for inspections not carried out, based on inspection fee at time of cancellation	Retained	Taxable	Permit Fee	Permit Fee			Non-statutory
Permit Cancellation – After Permit Expired	Retained	Taxable	No Refund	No Refund			Non-statutory
<b>Lodgement Fee</b>							
Lodgement fee for Private Building Surveyors (Submission of Section 80, 30, and 73) - lodged via hard copy / email / facsimile	Each	Taxable	Prescribed Fee	Prescribed Fee			Non-statutory
Lodgement fee for Private Building Surveyors - (Submission of Section 80, 30, and 73) lodged wholly online via Greenlight only	Each	Taxable	Prescribed Fee	Prescribed Fee			Non-statutory
<i>Building Fees may be negotiated based on volume, scope and economies of scale</i>							
<b>Events</b>							
Place of Public Entertainment (POPE) Occupancy Permit	Each	Taxable	\$ 400.00	\$ 400.00	\$ -	0.0%	Non-statutory
Temporary Siting Approval or Temporary Structure Inspection	Each	Taxable	\$ 260.00	\$ 260.00	\$ -	0.0%	Non-statutory
Entertainment / Event Consideration, Notification, and Approval - No Permit Required	Each	Taxable	\$ 20.00	\$ 20.00	\$ -	0.0%	Non-statutory







# REVENUE AND RATING PLAN

2021 - 2024





# Horsham Rural City Council

## Revenue and Rating Plan 2021-2024

### Updated May 2023

Amendment Register

Issue	Date	Details	By
1	26 April 2021	First draft out for community consultation	Council
2	28 June 2021	Final adopted version	Council
3	27 June 2022	2022 Revision	Council
4	11 May 2023	2023 Revision - Draft	



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## 1.0 PURPOSE

The *Local Government Act 2020 (the Act)*, Section 93 requires council to prepare a Revenue and Rating Plan to cover a minimum period of four years following each Council election. The Revenue and Rating Plan establishes the revenue raising framework within which Council proposes to work. The Act does not prescribe the content that the plan must cover.

The purpose of the Revenue and Rating Plan is to determine the most appropriate and affordable revenue and rating approach for Horsham Rural City Council which in conjunction with other income sources will adequately finance the objectives in the Council Plan.

This plan is an important part of Council's integrated planning framework, all of which is created to help Council achieve its vision and that of the communities.

Strategies outlined in this plan align with the objectives contained in the Council Plan 2021-2025 and will feed into the budgeting and long-term financial planning documents, as well as other strategic planning documents under our Council's strategic planning framework as depicted in the diagram below.





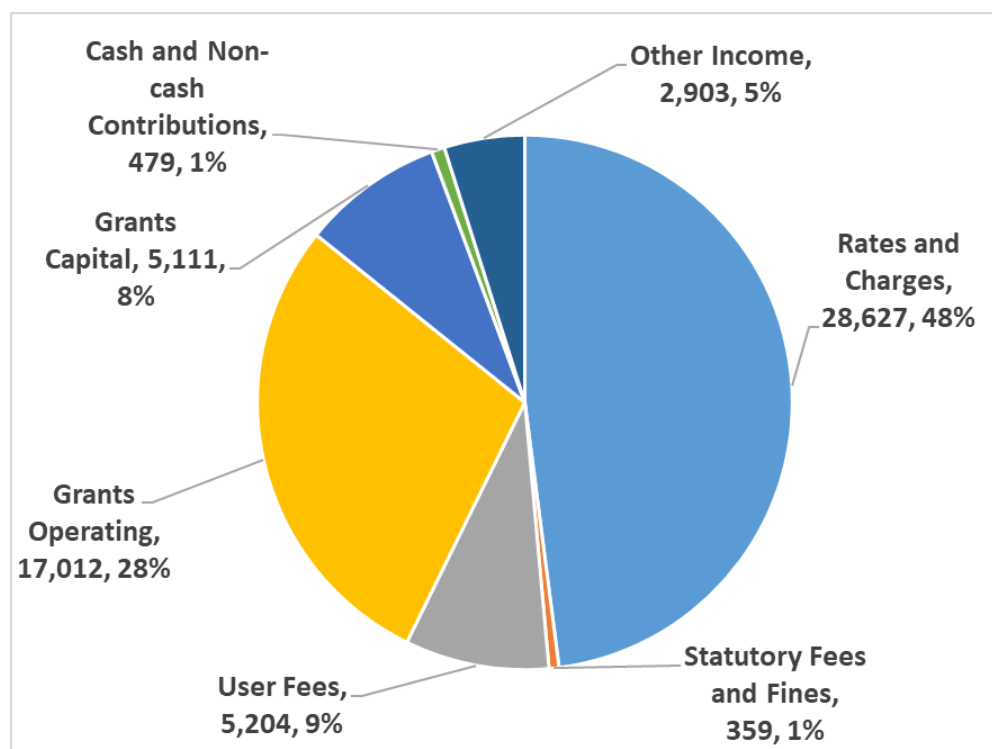
This plan explains how Council calculates the revenue needed to fund its activities, and how the funding contributions will be apportioned between ratepayers and other users of Council facilities and services.

In particular, this plan sets out principles and policy positions that Council has made in relation to rating options available to it under the *Local Government Act 2020* to ensure the fair and equitable distribution of rates across property owners. It will also set out principles that are used in decision making for other revenue sources such as fees and charges.

It is important to note that this plan does not set revenue targets for Council, it outlines the strategic framework and decisions that inform how Council will go about calculating and collecting its revenue. Decisions around revenue targets are set-out in Council's Budget and long-term financial planning documents.

## 1.1 INTRODUCTION

Council provides a number of services and facilities to our local community, and in doing so, must collect revenue to cover the cost of providing these services and facilities.



Council's revenue sources in the 2020-21 Annual Report include:

- Rates & Charges (includes Waste and garbage)
- Grants from other levels of Government for Capital
- Grants from other levels of Government for Operations
- Statutory Fees and Fines
- User Fees
- Cash and non-cash contributions from other parties (i.e. developers, community groups)
- Other income including Interest from investments, sale of assets, rents

Rates are the most significant revenue source for Council and made up 48% of annual income in 2020-21, although this percentage fluctuates depending upon the level of grant funding received in any given year.



The introduction of rate capping under the Victorian Government's Fair Go Rates System (FGRS) has brought a renewed focus to Council's long-term financial sustainability. The FGRS continues to restrict Council's ability to raise revenue above the rate cap unless application is made to the Essential Services Commission for a variation. Maintaining service delivery levels and investing in community assets remain key priorities for Council.

Council provides a wide range of services to the community, often for a fee or charge. The nature of these fees and charges generally depends on whether they relate to statutory or discretionary services. Some of these, such as statutory planning fees are set by State Government statute and are commonly known as regulatory fees. In these cases, councils usually have no control over service pricing. However, in relation to other services, Council has the ability to set a fee or charge and will set that fee based on the principles outlined in this Revenue and Rating Plan.

Council's revenue can also be adversely affected by changes to funding from other levels of government. Some grants are tied to the delivery of council services, whilst many are tied directly to the delivery of new community assets, such as roads or sports pavilions. There is a significant untied grant also from the Federal Government's Financial Assistance Grant (FAGS) which is provided to council by the Victorian Grants Commission, under a complex formulae to address fiscal imbalances between councils.

It is important for Council to be clear about what grants it intends to apply for, and the obligations that grants create in the delivery of services or infrastructure.

## **HISTORY**

In 2005 Council developed a Rating Strategy, which was adopted in conjunction with the adoption of the 2005-06 Budget. Council has annually reviewed this strategy as part of its budget process, but in 2013-14 as a response to budget submissions received, it undertook a more detailed review of its entire Rating Strategy in order to investigate the concerns raised by some sectors within the community.

Further to this the Victorian Auditor General's Report into the results from the 2012-13 audits highlighted the need for councils to "apply a robust and strategic approach to the collection and use of revenue through rates and charges" and to improve the quality of the Rates Strategy and to implement a Rating Policy. Council during the 2013-14 review thoroughly examined the various elements of its current rating package, the objective being to consider ways in which these could be varied to "more equitably distribute the rates contribution across the municipality".

In the 2018-19 year Council formed the Rates Strategy Review Advisory Committee (Committee) to provide community input and opinion on the setting of key rating principles in the review of the Council's 2018-19 Rates Strategy, and to make recommendations to Council on revisions to the Rates Strategy and an overarching Rates Policy. A key outcome of which was to achieve a fair and equitable distribution of the rate burden across all members of the community. The Committee made 5 overall recommendation with 18 parts in total, Council, at its meeting in January 2019, accepted 13 and rejected 5 and later rejected/modified a further 2 of the accepted recommendations when adopting the final Strategy in April 2019.

The requirements for a Revenue & Rating Plan have been legislated through the *Local Government Act 2020* but that does not include a requirement for a Rating Policy. As such in order to simplify what is a complex area the previous Rating Policy and Rating Strategy have now been combined in to a single Revenue & Rating Plan.



## 1.2 EXECUTIVE SUMMARY AND CHANGES

The 2023-24 Year can be summarised as follows:

1. Council has increased its additional “Council funded” rebate to pensioners from \$30 to \$50. This is over and above the state government rebate.
2. As the policy trigger of +3.5% of the Farm General Valuation has been met, the Differential has been reviewed but will remain at 50% of the residential rate.  
Some of the reasoning behind this decision was that currently residential properties share the same % of the total CIV Value, (approx. 46% of the total value of all properties respectively) but residential properties are now responsible for nearly double the rates revenue than Farm. This would indicate that both vertical and horizontal equity, benefits as well as residential “capacity to pay” have reached their limit concerning altering the differential in the 2023-24 budget.
3. As the policy trigger of -3.5% of the Commercial General Valuation has been met, the Differential has been reviewed but no change is recommended and it remains at 95%.
4. As the policy trigger of -3.5% of the Industrial General Valuation has been met the Differential has been reviewed but no change is recommended and it remains at 100%
5. Municipal Charge – The charge has been reviewed and will remain constant at \$200. Some of the reasoning for leaving the Municipal charge steady in the 2023-24 year is it will further disadvantage higher valued Farm and Residential properties if the charge were to drop, as a higher differential would have to be calculated. A flat fee provides horizontal equity to evenly spread the cost of services over the municipality.

The changes that were made to Council’s policy positions and rating parameters for 2022-23 are summarised as follows:

Differentials:

1. As the policy trigger of +3.5% of the General Valuation has been met the Farm Differential has been reviewed and it will be reduced by 9% from 59% to 50%. This has been done to recognize the large increase in value for the farm sector this year and the need to ensure that rating shocks are mitigated to some degree.
2. As the policy trigger of -3.5% of the General Valuation has been met the Commercial Differential has been reviewed but no change is recommended and it remains at 95%
3. As the policy trigger of -3.5% of the General Valuation has been met the 95% Industrial Differential has been reviewed and it will be removed returning the Industrial Sector to the General Rate.
4. There is no differential for Retirement Villages and this will remain unchanged.



Municipal Charge – The charge has been reduced from \$240 to \$200 a reduction of \$40 or 16.7%. This change will assist vertical equity and transfer more of the rate contribution from lower valued properties to higher valued properties.

Interest on overdue debts – Council has modified its policy to not charge interest on outstanding rates where the rate payer is experiencing financial hardship, has put in place a payment plan and is meeting their obligations under that payment plan.

## 1.3 COMMUNITY ENGAGEMENT

The Revenue and Rating Plan outlines Council's decision-making process on how revenues are calculated and collected. The following public consultation process was followed to ensure due consideration and feedback was received from relevant stakeholders.

Revenue and Rating Plan community engagement process:

- Draft Revenue and Rating Plan was placed on public exhibition at (26 April 21) Council meeting for a period of 42 days and calling for public submissions;
- Community encouraged to engage together with the budget, promoted through local news outlets, social media; e-newsletters, website & councilor listening posts
- Hearing of public submissions (9 June 21); and
- The final Revenue and Rating Plan was presented to (28 June 21) Council meeting for adoption.
- The revision to the Rating Plan in 2022 was distributed to the community with the Draft Budget on 23 May 2022 and the community were invited to make submissions on the proposed changes.

During the 42 day community engagement process in 2021 council received four submissions in relation to rates. Three were in relation to the level of the farm differential and municipal charge and one was in relation to the rates affordability for pensioners and those less well off in the community.

## 1.4 RATES AND CHARGES

Rates are property taxes that allow Council to raise revenue to fund essential public services to cater for their municipal population. Importantly, it is a taxation system that includes flexibility for councils to utilise different tools in its rating structure to accommodate issues of equity and to ensure fairness in rating for all ratepayers. Whilst the Local Government Act 2020 requires this Revenue and Rating Plan many of the rating requirements remain as per the Local Government Act 1989.

Council has established a rating structure comprised of three key elements. These are:

- General Rates – Based on property values (using the Capital Improved Valuation methodology), which are indicative of capacity to pay and form the central basis of rating under the *Local Government Act 1989*;
- Service Charges - A 'user pays' component for council services to reflect benefits provided by Council to ratepayers who benefit from a service; and
- Municipal Charge - A 'fixed rate' portion per property to cover some of the administrative costs of Council.

Striking a proper balance between these elements will help to improve equity in the distribution of the rate burden across residents.



Council makes a further distinction when applying general rates by utilising rating differentials based on the purpose for which the property is used. That is, whether the property is used for residential, commercial/industrial, or farming purposes. This distinction is based on the concept that different property categories should pay a fair and equitable contribution, taking into account the benefits those properties derive from the local community.

The Horsham Rural City Council rating structure comprises four differential rates, residential commercial, industrial, and farm. These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the *Local Government Act 1989*, and the Ministerial Guidelines for Differential Rating 2013.

The differential rates are currently set as follows:

- Residential 100%
- Commercial 95%
- Industrial 100%
- Farm land 50%

Cultural and Recreational rates levied on recreational land are based on capital improved valuations at concessional rates in the dollar of between 0% for those with little other sources of revenue and 50% of the general rate with significant revenue raising capacity.

Council also levies a municipal charge which is a minimum rate per property and declared for the purpose of covering some of the administrative costs of Council. In applying the municipal charge, Council ensures that each ratable property in the municipality makes a contribution.

The formula for calculating General Rates, excluding any additional charges, arrears or additional supplementary rates is:

- Valuation (Capital Improved Value) x Rate in the Dollar (Differential Rate Type)

The rate in the dollar for each rating differential category is included in Council's annual budget.

Rates and charges are an important source of revenue, accounting for over 50% of operating revenue received by Council. The collection of rates is an important factor in funding Council services.

Planning for future rate increases is therefore an essential component of the long-term financial planning process and plays a significant role in funding both additional service delivery and the increasing costs related to providing Council services.

Council is aware of the balance between rate revenue (as an important income source) and community sensitivity to rate increases. With the introduction of the State Government's Fair Go Rates System, all rate increases are capped to a rate declared by the Minister for Local Government, which is announced in December for the following financial year.

Council currently utilises a service charge to fully recover the cost of Council's waste services and provide for future landfill rehabilitation costs. The garbage service charge is not capped under the Fair Go Rates System, and Council will continue to allocate surplus funds from this charge towards the provision of waste services. The service is based on the type and size of the services provided. A recycling service is also included for residential garbage service recipients and some outer urban areas. During 2020 the State Government announced a "4 Bins" policy which requires all councils across the state to provide four waste stream services as far as practicable across the community, being for general waste, commingled recycling (excluding glass), glass & organic waste. Council is implementing this new service during 2022-23 rolling.

A rebate of \$30 in addition to the State funded Pensioner Rebate Scheme is paid to eligible pensioners. In 2023-24 this will be increased to \$50.

Rates and Charges Overall Principles to be applied are that:

- Property Rates will be reviewed annually;



- Property Rates will not change dramatically from one year to next;
- Property Rates will be sufficient to fund current expenditure commitments and deliverables outlined in the Council Plan, Financial Plan and Asset Plan.
- Council acknowledge that a discount given to one sector will need to be picked up by other sectors
- Council will be mindful of the impacts of revaluation on the various property types in implementing any differential rating to ensure that rises and falls in council rates remain affordable and that rating 'shocks' are mitigated to some degree

### 1.4.1 RATING LEGISLATION

The legislative framework is set out in the *Local Government Act 1989* and has not yet been included in the *Local Government Act 2020*. It determines council's ability to develop a rating system, and provides significant flexibility for Council to tailor a system that suits its needs.

Section 155 of the *Local Government Act 1989* provides that a Council may declare the following rates and charges on rateable land:

- General rates under Section 158
- Municipal charges under Section 159
- Service rates and charges under Section 162
- Special rates and charges under Section 163

The recommended strategy in relation to municipal charges, service rates and charges, and special rates and charges are discussed later in this document.

In raising Council rates, Council is required to primarily use the valuation of the rateable property to levy rates. Section 157 (1) of the *Local Government Act 1989* provides Council with three choices in terms of which valuation base to utilise. They are: Site Value, Capital Improved Value (CIV) and Net Annual Value (NAV).

The advantages and disadvantages of the respective valuation basis are discussed further in this document. Whilst this document outlines Council's strategy regarding rates revenue, rates data will be contained in the Council's Annual Budget as required by the *Local Government Act 2020*.

Section 94(2) of the *Local Government Act 2020* states that Council must adopt a budget by 30 June each year (or at another time fixed by the Minister) to include:

- a) the total amount that the Council intends to raise by rates and charges;
- b) a statement as to whether the rates will be raised by the application of a uniform rate or a differential rate;
- c) a description of any fixed component of the rates, if applicable;
- d) if the Council proposes to declare a uniform rate, the matters specified in section 160 of the *Local Government Act 1989*;
- e) if the Council proposes to declare a differential rate for any land, the matters specified in section 161(2) of the *Local Government Act 1989*;

Section 94(3) of the *Local Government Act 2020* also states that Council must ensure that, if applicable, the budget also contains a statement –

- a) that the Council intends to apply for a special order to increase the Council's average rate cap for the financial year or any other financial year; or
- b) that the Council has made an application to the Essential Services Commission for a special order and is waiting for the outcome of the application; or
- c) that a special order has been made in respect of the Council and specifying the average rate cap that applies for the financial year or any other financial year.



This plan outlines the principles and strategic framework that Council will utilise in calculating and distributing the rating contribution of property owners, however, the quantum of rate revenue and rating differential amounts will be determined in the annual Horsham Rural City Council budget.

In 2019 the Victorian State Government conducted a Local Government Rating System Review. The Local Government Rating System Review Panel presented their final report and list of recommendations to the Victorian Government in March 2020. The Victorian Government subsequently published a response to the recommendations of the Panel's report. However, at the time of publication the recommended changes have not yet been implemented, and timelines to make these changes have not been announced. Council wrote to the Minister for Local Government in early 2021 to express concern that the State has not implemented all of the recommendations from the Rate Review Panel and has therefore not addressed the underlying problems in the system. The response back from the Minister was "I am committed to developing a Bill in 2021 that will introduce reforms to the local government rating system to increase transparency and available support to vulnerable ratepayers. This Bill will also be informed by the Ombudsman's investigations into how local councils respond to ratepayers in financial hardship", no Bill has yet to be introduced as at April 2022.

### 1.4.2 RATING PRINCIPLES

The Victorian Government's Local Government Better Practice Guide: Revenue and Rating Strategy 2014 states that when developing a rating strategy, in particular with reference to differential rates, a council should give consideration to the following key good practice taxation principles:

- Wealth Tax
- Equity
- Efficiency
- Simplicity
- Benefit
- Capacity to Pay
- Diversity

Many of these principles conflict with one another so the rating challenge for Council is to determine the appropriate balance of these competing considerations.

#### a) Wealth Tax

Council supports the principle that rates paid are dependent upon the value of the ratepayer's real property. To ensure that people in similar economic circumstances are treated similarly.

Issues: There is a direct relationship between property holdings and disadvantage – less wealthy people tend to own lower valued housing stock. Property owners with higher valued assets generally have a greater capacity to pay.

**Policy:** Council considers the wealth tax principle a good starting point in developing its Revenue and Rating Plan.

#### b) Equity (Horizontal)

Council considers issues of horizontal equity, to ensure that people in similar economic circumstances are treated similarly.

Issues: Levels of Government with more diverse taxing and investigative powers and resources struggle to achieve this and use a broad range of taxing instruments from income and assets tests, consumption versus income taxation etc. It is difficult to expect a property tax system alone to deal practically with this issue.



**Policy:** Council will consider (where possible) issues of horizontal equity in its Revenue and Rating Plan.

### c) Equity (Vertical)

Council considers issues of vertical equity, i.e. the amount of tax to be paid varies in accordance with an individual's economic circumstances.

Issues: Economic circumstances can be very subjective, depending upon how we define and measure this. Similar circumstances may be judged differently based on wealth, income and expenditure. Information around individual economic circumstances is not freely available to Council.

**Policy:** Council will consider (where possible) issues of vertical equity in its Revenue and Rating Plan.

### d) Efficiency

Council considers issues of economic efficiency, i.e. the level of rates burden can affect the extent to which production and consumption decisions are made by people.

Issues: Efficiency can be defined as the ratio of ends produced (outputs) to means used (inputs). Being more efficient, means that the burden on ratepayers can be reduced or ratepayer's utility can be increased by limited resources being diverted to more productive areas. For services where users are price sensitive, direct charging can influence demand patterns and thus lead to greater allocative efficiency.

**Policy:** Council will consider (where possible) issues of efficiency in its Revenue and Rating Plan.

### e) Simplicity

Council considers issues of simplicity, i.e. the complexity of the rating system affects how easily it can be understood by ratepayers and the practicality and ease of administration.

Issues: All reviews of taxation have argued that simplicity is a critical goal. The simpler the rating system is, the easier it is for ratepayers to understand, but the simplicity principle can often conflict with other principles.

**Policy:** Council will consider (where possible) issues of simplicity in its Revenue and Rating Plan.



## f) Benefit

Council considers the “benefit” or “user pays” principle. The benefit principle points to the fact that some groups may have more access to Council services.

Issues: More use of user charges, special rates and service charges lend themselves better to dealing with the issue of benefit. Another issue to consider here is that of the degree of “public” good in a service. A public good is something where it is difficult or impractical to exclude non-payers from the benefit. A user charge can be used where the benefit of a particular service can be mapped to an individual ratepayer. A comprehensive analysis of access to services is extremely costly, complex and difficult to determine with many subjective judgement calls to be made. In some ways arguing the benefit principle with respect to Council rates is like trying to do the same for income tax that is used to fund a wide range of universally accessed services. It might be argued that a country ratepayer derives less benefit from library services or street lighting than their town counterparts but the reverse may be argued with respect to the cost of repairing rural roads that are seldom travelled on by the urban ratepayer. Many services are not location specific. Access is not synonymous with consumption.

Residents can travel or use technology to access services. Services provided in different locations within the municipality have different costs e.g. waste collection in rural areas may be more costly than in urban areas etc. Rates are a property wealth tax based on valuation of properties and not based upon access to services. Services are available on a “whole of life” basis i.e. different services are accessed at different points during a person’s life.

**Policy:** Council will consider user pays opportunities wherever practicable.

## g) Capacity to Pay

Council considers issues of capacity to pay, i.e. that some groups may have a greater or lesser capacity to pay (i.e. asset rich but income poor).

Issues: Council does not have access to income information for ratepayers. This would be necessary to assess this aspect of rating equity. Individuals may apply on hardship grounds to have their rates waived, deferred or interest waived and in doing so need to provide Council with some of this information.

**Policy:** Council will consider (where possible) issues of capacity to pay in its Revenue and Rating Plan.

## h) Diversity

Council considers issues of diversity, that is that some ratepayers within a group may have a greater or lesser capacity to pay (i.e. urban versus rural).

Issues: Council does not have access to income information for ratepayers. This would be necessary to assess this aspect of rating equity. Individuals may apply on hardship grounds to have their rates waived, deferred or interest waived and in doing so need to provide Council with some of this information. Establishing sub-groups may lead to an overly complex rating system.

**Policy:** Council will consider (where possible) issues of diversity in its Revenue and Rating Plan.



### 1.4.3 DETERMINING WHICH VALUATION BASE TO USE

Under the *Local Government Act 1989*, Council has three options as to the valuation base it elects to use. They are:

- Capital Improved Value (CIV) – Value of land and improvements upon the land.
- Site Value (SV) – Value of land only.
- Net Annual Value (NAV) – Rental valuation based on CIV.

#### a) Capital Improved Value (CIV)

Capital Improved Value is the most commonly used valuation base by local government with over 90% of Victorian councils applying this methodology. Based on the value of both land and all improvements on the land, it is generally easily understood by ratepayers as it equates to the market value of the property.

Section 161 of the *Local Government Act 1989* provides that a Council may raise any general rates by the application of a differential rate if –

- a) It uses the capital improved value system of valuing land; and
- b) It considers that a differential rate will contribute to the equitable and efficient carrying out of its functions.

Where a council does not utilise CIV, it may only apply limited differential rates in relation to farm land, urban farm land or residential use land.

Advantages of using Capital Improved Value (CIV)

- CIV includes all property improvements, and hence is often supported on the basis that it more closely reflects “capacity to pay”. The CIV rating method takes into account the full development value of the property, and hence better meets the equity criteria than SV and NAV.
- With the increased frequency of valuations (previously two year intervals, now annual intervals) the market values are more predictable and has reduced the level of objections resulting from valuations.
- The concept of the market value of property is more easily understood with CIV rather than NAV or SV.
- Most councils in Victoria have now adopted CIV which makes it easier to compare relative movements in rates and valuations across councils.
- The use of CIV allows Council to apply differential rates which greatly adds to Council’s ability to equitably distribute the rating burden based on ability to afford council rates. CIV allows Council to apply higher rating differentials if this is also deemed fair and equitable.

Disadvantages of using CIV

- The main disadvantage with CIV is the fact that rates are based on the total property value which may not necessarily reflect the income level of the property owner as with pensioners and low-income earners.

#### b) Site Value (SV)

There are currently no Victorian councils that use this valuation base. With valuations based simply on the valuation of land and with only very limited ability to apply differential rates, the implementation of Site Value in a Horsham Rural City Council context would cause a shift in rate contribution from the industrial, commercial and residential sectors on to the farm sector, and would hinder Council’s objective of a fair and equitable rating system.



There would be further rating movements away from modern townhouse style developments on relatively small land parcels to older established homes on quarter acre residential blocks. In many ways, it is difficult to see an equity argument being served by the implementation of site valuation in the Horsham Rural City Council.

#### Advantages of Site Value

- There is a perception that under site value, a uniform rate would promote development of land, particularly commercial and industrial developments. There is, however, little evidence to prove that this is the case.
- Scope for possible concessions for urban farm-land and residential use land.

#### Disadvantages of using Site Value

- Under SV, there will be a significant shift from the industrial, commercial and residential sectors on to the farm sector of Council. The percentage increases in many cases would be in the extreme range.
- SV is a major burden on residential property owners that have large areas of land. Some of these owners may have much smaller/older dwellings compared to those who have smaller land areas but well developed dwellings - but will pay more in rates. A typical example is flats, units, or townhouses which will all pay low rates compared to traditional housing styles.
- The use of SV can place pressure on Council to give concessions to categories of landowners on whom the rating burden is seen to fall disproportionately (e.g. Farm land and residential use properties). Large landowners, such as farmers for example, are disadvantaged by the use of site value.
- SV will reduce Council's rating flexibility and options to deal with any rating inequities due to the removal of the ability to levy differential rates.
- The community may have greater difficulty in understanding the SV valuation on their rate notices, as indicated by many inquiries from ratepayers on this issue handled by Council's customer service and property revenue staff each year.

### c) Net annual value (NAV)

For residential and farm properties, NAV is calculated at 5 per cent of the Capital Improved Value. For commercial and industrial properties, NAV is calculated as the greater of the estimated annual rental value or 5 per cent of the CIV.

NAV, in concept, represents the annual rental value of a property. However, in practice, NAV is loosely linked to capital improved value for residential and farm properties.

In contrast to the treatment of residential and farm properties, NAV for commercial and industrial properties are assessed with regard to actual market rental. This differing treatment of commercial and industrial versus residential and farm properties has led to some suggestions that all properties should be valued on a rental basis.

Overall, the use of NAV is not largely supported. For residential and farm ratepayers, actual rental values pose some problems. The artificial rental estimate used may not represent actual market value, and means the base is the same as CIV but is harder to understand.

### d) Recommended valuation base

Of the 79 Councils in the state, 75 use CIV as the valuation method. Use of CIV allows the use of differential rates.

**Policy:** Council will use the capital improved value valuation method as this satisfies the equity principles and allows council to utilise differential rates in its rating structure.



### e) Property Valuations

The *Valuation of Land Act 1960* is the principle legislation in determining property valuations. Under the *Valuation of Land Act 1960*, Valuer-General Victoria conducts property valuations on an annual basis. The CIV basis of valuation takes into account the total market value of the land including buildings and other improvements.

The value of land is always derived by the principal of valuing land for its highest and best use at the relevant time of valuation.

### f) Supplementary Valuations

The Valuation of Land Act allows for Councils to have its Valuer make regular inspections following sales in subdivisions and consolidations as well as following the construction and demolition of buildings so that the maximum financial benefit can be gained from development as it occurs in the municipality, while at the same time ensuring that rates are levied equitably and transparently on new and changed properties.

Issues: There is some discretion as to what is an appropriate level of change in value upon which a supplementary valuation should be made.

**Policy:** Council's policy is to undertake supplementary valuations on a regular basis throughout the year, where there is a significant change to the capital improvements or where there is a new assessment or property consolidation required. The additional revenue generated during the year assists in maintaining the rate in the dollar at the lowest level and is both transparent and satisfies the equity principles within the Revenue and Rating Plan.

### g) Objections to property valuations

Part 3 of the *Valuation of Land Act 1960* provides that a property owner may lodge an objection against the valuation of a property or the Australian Valuation Property Classification Code (AVPCC) within two months of the issue of the original or amended (supplementary) Rates and Valuation Charges Notice (Rates Notice), or within four months if the notice was not originally issued to the occupier of the land.

A property owner must lodge their objection to the valuation or the AVPCC in writing to the Horsham Rural City Council or via the State Government's Rating Valuation Objections online portal. Property owners also have the ability to object to the site valuations on receipt of their Land Tax Assessment. Property owners can appeal their land valuation within two months of receipt of their Council Rate Notice (via Council) or within two months of receipt of their Land Tax Assessment (via the State Revenue Office).

## 1.4.4 RATING DIFFERENTIALS

Section 161A of The Act allows Council to strike a different rate in the dollar for separate property classes, if Council uses CIV as the system of valuation. Section 161 (2) states that Council must specify the characteristics of the land which are the criteria for declaring a differential rate and the objectives of the differential rate. These objectives must include: a definition of the types and classes, a statement of the reasons for the level of the rate and the identification of the types or classes of land.

Section 161 (5) of The Act states the highest differential rate must be no more than 4 times the lowest differential rate.



Under Section 161 (2A) Council must have regard to any Ministerial Guidelines made before declaring a differential rate. The Minister issued Guidelines in April 2013. These guidelines attempt to spell out clearly what types and classes of land may be considered for differentials and also those that are not appropriate for differentials or need to be “carefully considered”. Geographic location may also be considered as a basis for the use of a differential.

The guidelines summarize the types and classes of land as follows:

“Must give consideration” to reducing the rate burden through a reduced differential rate

- Farm land
- Retirement villages

“Appropriate” for differential rates

- General land
- Residential land
- Farm land
- Commercial land
- Industrial land
- Retirement villages
- Vacant land
- Derelict land
- Cultural & recreational

“Carefully considered” as to whether they are appropriate for a differential rate

- Holiday Rental
- Extractive
- Landfill
- Dryland farming
- Irrigation farm land
- Automobile manufacturing land
- Petroleum Production
- Aluminum Production

“Would not be appropriate” to declare a differential

- Electronic gaming venue
- Liquor licensed venues
- Business premises defined by hours of trade
- Fast food franchises

Until the year 2000-01, Council levied a uniform rate in the dollar on all properties, whether they were residential, commercial, industrial or farm. It then resolved that the equity of the rating system would be enhanced if the different characteristics of the farming sector were recognised by applying a differential rate at 95% of the general rate applied to all other non-concessional rateable properties.

- Taking the above into account the farm rate was determined in the year 2000-01 after noting the relative changes in valuations between the farming and residential sectors in particular following the 2000 revaluation, and the lower accessibility of the farming sector to some of the services provided in the municipality generally. In doing so Council was mindful that a concession granted to one sector has to be paid for by all others but it believes that the equity principle is furthered by the application of this differential.
- In 2010-11, Council further reduced its differential rate to benefit the farming sector from 95% to 90% (of the general rate) having considered the outcomes of its biennial revaluation, the



impact of low commodity prices on farming incomes and uncertainty about the continuation of the Exceptional Circumstances financial support (which was subsequently withdrawn). In doing so, it considered the issue of geographical distance from standard Council services and the ability of farmers to use and access those services.

- In 2014-15, Council reduced its farm differential rate by a further 10% to 80% of the general rate, in recognition of the changes to relative property values, the high value of land as an input to farm operations, and in recognition of some lesser access to services associated with the rural isolation of the majority of the farming sector.
- In 2019-20, Council reduced the farm differential rate by a further 13% to 67% of the general rate to recognise the changes to relative property values (in 2018), the high value of land as an input to farm operations, and in recognition of some lesser access to services associated with the rural isolation of the majority of the farming sector. Council also introduced a commercial differential rate of 95% of the general rate and an industrial differential rate of 95% of the general rate in recognition of the changes to relative property values following the 2018 general revaluation of properties and reliance on the level of economic activity of the farming sector.
- In 2021-22, Council reduced the farm differential rate by a further 8% to 59% of the general rate to recognise the changes to relative property values, the high value of land as an input to farm operations, and in recognition of some lesser access to services associated with the rural isolation of the majority of the farming sector.
- In 2022-23, Council has reduced the farm differential rate by a further 9% to 50% of the general rate to recognise the changes to relative property values. It has also removed the 95% differential for the Industrial sector as a result of the movement in relative property values and has left the Commercial Sector differential at 95% in recognition of the impact that Covid 19 has had particularly on this sector, despite the impact of relative property values.

Council believes each differential rate will contribute to the equitable and efficient carrying out of council functions.

Details of the objectives of each differential rate, the classes of land which are subject to each differential rate and the uses of each differential rate are set out below.

### **a) Differential Residential Land**

A differential may be offered for residential land. A differential is considered appropriate for residential land under the Ministerial Guidelines for use of differentials.

Council considerations when looking at a differential for residential land will include the following: Rates are an allowable deduction for tax purposes for residential properties held for investment purposes and homebased businesses in relation to the portion of the home that is used for business purposes, properties within the township of Horsham generally have higher access to council services, residential properties tend to be lower in value and therefore are adversely impacted by the regressive nature of the municipal charge and any other factors as may be deemed relevant from time to time.

**Policy:** Council does not consider appropriate, a separate differential for residential land.

### **b) Differential Commercial Land**

A differential may be offered for commercial land and is considered appropriate under the Ministerial Guidelines for use of differentials.

Council considerations when looking at a differential for commercial land will include the following:



Rates are an allowable deduction for tax purposes for commercial properties, commercial properties are operated for profit, there is a wide diversity of retail operators both in size and type, and the farming sector underpins economic activity for much of the local economy and any other factors as may be deemed relevant from time to time.

**Policy:** Council considers it appropriate to continue to have a 95% differential for commercial land in recognition of the impact that Covid 19 has had particularly on this sector.

### c) Differential Industrial Land

A differential may be offered for industrial land and is considered appropriate under the Ministerial Guidelines for use of differentials.

Council considerations when looking at a differential for industrial land will include the following:

Rates are an allowable deduction for tax purposes for industrial properties, industrial properties are operated for profit, there is a wide diversity of retail operators both in size and type, and the farming sector underpins economic activity for much of the local economy and any other factors as may be deemed relevant from time to time.

**Policy:** Council removed the 95% differential for industrial land in recognition of the changes to relative property values following the 2021 general revaluation of properties.

### d) Differential Farm Land

A differential may be offered for farming land and is considered appropriate under the Ministerial Guidelines for use of differentials. It is a specific requirement of these Guidelines for Council to consider a reduced differential for this category of land use.

Council considerations when looking at a differential for farm land will include the following:

Farms can have reduced access to services compared to residential properties, and this reduced access is not reflected in the property values, the extent to which relative property values may have varied between sectors, an excessive rate burden is applied on farmers due to their land holding having a significantly greater value than for other small businesses, agriculture producers are unable to pass on increases in costs, farms are seen as more susceptible or fragile than other commercial or industrial operations, the farming sector underpins economic activity for much of the local economy, rates are an allowable deduction for tax purposes and often include the principle place of residence, farms are operated for profit and any other factors as may be deemed relevant from time to time.

Eligibility for the farm land differential has been based on the definitions of Farmland under the Valuation of Land Act 1960:

- Not less than 2 hectares in area
- That is used primarily for agricultural purposes
- That is used by a business that has significant and substantial commercial purpose or character, seeks to make a profit on a continuous or repetitive basis and is either making a profit or has reasonable prospect of making a profit from its activities

Council during 2015-16 undertook a review of its data associated with the classification of land as farm land, in order to ensure that all properties below the 60 hectare minimum lot size within the farm zone meet the above definition.

The increasing differential for farm land is creating a significant discount to farm properties and hence is increasing the incentive for land owners to be rated as farm land instead of residential land. As a result Council is introducing some further processes to ensure that all properties below the 60 hectare



minimum lot size in the farm zone, that are not part of a larger farming enterprise, are in fact meeting the requirement of “a business that has significant and substantial commercial purpose”.

**Policy:** Council will continue with a differential for the farm sector in recognition of changes to relative property values, the high value of land as an input to farm operations, and in recognition of some lesser access to services associated with their rural isolation of the majority of the sector. The farm differential was reduced from 59% to 50% of the General Rate, in 2022-23.

To be eligible to receive the farm differential the land must meet the definition of Farmland as per the Valuations of Land Act 1960 (see above).

For land designated as farmland by the Valuer but which is below the minimum 60 Hectare lot size in the Farm zone, is not part of a larger farming enterprise and has a habitable dwelling on it, council will require the following to substantiate the conduct of a business that has significant and substantial commercial purpose:

1. There must be a valid ABN that applies to the farm business operations being undertaken on the site
2. That ABN must be registered for GST
3. A letter will be required from the business owner’s accountant or other proof from the Australian Taxation Office that they are conducting a farm business.
4. The following will be required if there is a share farming or lease arrangement in place:
  - a. a copy of the relevant agreement between the parties detailing the term of the agreement and indicating the substantial nature of the operations and the legal entities involved
  - Or
  - b. a letter from a farming enterprise with a valid ABN, stating they are farming the land commercially
  - c. conditions 1,2 & 3 will then need to be met if the relevant farming enterprise is not already known to council

A separate review of farm properties under 60 Hectares will be undertaken once every 4 years to confirm that properties remain eligible.

### e) Differential Retirement Villages

A differential may be offered for Retirement Villages and is considered appropriate under the Ministerial Guidelines for use of differentials. It is a specific requirement of these Guidelines for Council to consider a reduced differential for this category of land use.

Council considerations when looking at a differential for farm land will include the following:

A lower differential for this class of properties may be considered appropriate, based on the reduced number of services accessed by residents of retirement villages, savings in capital investment and maintenance to council for roads, footpaths, drainage, street lighting, car parking and landscaping, council benefits from increased rate revenue because of the density of retirement village housing and any other factors as may be deemed relevant from time to time.

**Policy:** Council has reviewed the Retirement Villages within the Municipality and does not believe there is any basis on which to offer a differential. The average value of assessments within a Retirement Village is on the lower end of the scale and many of the services of Council are available to and utilised by tenants of Retirement Villages, reducing the Municipal Charge will benefit Retirement Villages also.



## f) Differential Other Classes of Land Use

A differential may be offered for range of other classes of land use under the current Ministerial Guidelines.

**Policy:** Council does not consider any other differential as appropriate for any of the other listed categories of land use within the Ministerial Guidelines.

## g) Differential for Geographic Reasons

A differential may be offered for definable Geographic areas and is considered appropriate under the Ministerial Guidelines for use of differentials.

Council considerations when looking at a differential for geographic reasons will include the following: A lower differential for this class of properties may be considered appropriate based upon, the distance from Horsham and therefore the ability to access services, in practice this would be very difficult to measure as to where the line should be and how to administer, in taking in to account the extent of usage of services Council needs to satisfy itself that the situation is consistent across the majority of properties within a property class.

**Policy:** Whilst Council recognises the issue as being applicable to outer geographic areas of the Municipality the costs and inability to position and administer a suitable line on a map would outweigh the benefits of introducing such a differential.

## h) Cultural and Recreational Land

Under the provisions of the Cultural and Recreational Lands Act 1963 most councils levy rates on outdoor cultural and recreational facilities at concessional rates. These lands must be occupied by a body which exists for an outdoor recreational purpose and which applies its profits in promoting the furthering of this purpose. The lands must be owned by the body or owned by the Crown or Council to be eligible. Agricultural showgrounds are specifically included. Indoor bodies may be exempt as charities under Section 154 of the Local Government Act 1989, on the basis of providing a general community benefit.

Issues: Council during 2014-15 undertook a detailed review of culture and recreational assessments within the municipality and developed a policy to guide officers in applying the principles. This policy clearly defines eligibility criteria and reduces the previous 20% concessional rate to 0% i.e. no rates to be levied and the upper rate of 60% has been reduced to 50%. Council believes this recognises the role that Cultural and Recreational groups play in the provision of services to the community. These groups do have access to some services in their own right but largely, themselves, are part of the cultural and recreational service provision within the community. This new policy reduces the rate burden on these groups within the community and attempts to clarify the grey areas in the decision process, to help provide consistency and fairness in the way in which Council approaches this matter.

Council sets rates which differentiate between those which have significant fund raising capacity and those which do not. The levels are discretionary and as a consequence have been reviewed so that the lower rate aligns with the full exemption that may be granted to groups under Section 154 of the Local Government Act. The upper rate has been reduced from 60% to 50% to provide some further concession to these groups in recognition of the general community benefit they provide.

**Policy:** Rates are set at a higher value (for those with significant revenue raising capacity) and a low value (for those with little revenue raising capacity) of the general rate. No municipal charge is made on these properties.



## i) Trigger for Review of Differentials

**Policy:** Council has established the following parameters for the purposes of deciding when a detailed review of differentials in the Rating Strategy is required in any budget year:

- The difference in the valuation change (increase or decrease) between the general differential rate category and another differential rate category exceeds 3.5% following a general revaluation of properties
- Any change in the legislative framework that materially impacts the equitable imposition of rates and charges.
- Any other relevant matter as per the Ministerial Guidelines for Differential Rating

## 1.4.5 DISCOUNTS AND WAIVERS

### a) Rate Exemptions for Charitable and Other Properties

The Local Government Act provides for limited exemption of certain categories of properties from rating, Section 154 sets out what land is non-rateable. Primarily those regarded as being used for charitable purposes, as well as specified types of property, such as those used for mining. Most Government and Council owned properties, including educational institutions and hospitals, are also included in non-rated categories.

Issues: Some degree of discretion needs to be applied when looking at some charities as they may often be almost commercial in nature, a detailed review of non-rateable assessments is undertaken on a regular basis.

**Policy:** Council has in place a policy “Rate concessions for Cultural, Recreational and Charitable Organisations” to help guide decision making in relation to the granting of exemptions under Section 154 of the Local Government Act.

### b) Rating of Retail Premises of Charitable Organisations

The Local Government Act provides in Section 154 (4) that any part of land used for the retail sale of goods cannot be regarded as used exclusively for charitable purposes and is thus rateable. These are commercial operations that are not charitable by nature and hence they should be rated.

Issues: These retail premises operate in order to both raise income for their charitable cause and also to provide a cheap source of recycled clothing which provides a social benefit to the community.

**Policy:** For the purpose of charging rates, the Council Valuer will be asked to separately value that part of land not rated which is occupied by a charitable organisation and used for the retail sale of goods so as to allow that part to be separately rated. Council will then make an annual Community Donation/Grant equivalent to the rates charged to the charitable organisations so rated in accordance with this policy.

### c) Rebates and Concessions

Under Section 169 of the Act, a council may grant a rebate or concession in relation to any rate or charge:

- To assist the proper development of the municipal district; or
- To preserve buildings or places in the municipal district which are of historical or environmental interest; or
- To restore or maintain buildings or places of historical, environmental, architectural or scientific importance in the municipal district; or



- To assist the proper development of part of the municipal district.

A council resolution granting a rebate or concession must specify the benefit to the community as a whole resulting from the rebate or concession. Rebates and concessions may be offered for a number of reasons as defined in Section 169 of the Act. Primarily “to assist the proper development of the municipal district” or to assist the preservation and/or restoration of places “of historical or environmental interest.”

Issues: Council may offer rebates and concessions as it deems appropriate, and as established through clear policy direction, the following rebates are in place: or have been considered:

- Council provides for the state funded pensioner rebate scheme.
- A specific rebate has been granted under an historical agreement, to provide 50% general rate concession (excluding the municipal charge) on the low value rental units owned by the Department of Families, Fairness & Housing.
- An additional rebate of \$30 is offered to eligible pensioners from 2019-20 onwards to recognise the impact of rates on this section of the community. This rebate is being increased in 2023-24 to \$50.

The following rebates are not in place but have been considered however the administrative burden or difficulties for such schemes are considered significant and that they would outweigh the benefits

- Land with Conservation Covenants issued by the Trust for Nature for landowners undertaking conservation of their land, which has been suggested by the Trust as being appropriate and desirable.
- A rebate or concession to be offered for relevant landholders in return for weed management has been discussed.
- A rebate to Health Care Card holders

**Policy:** Council administers the state government funded pensioner rebate scheme. Council will offer an additional rebate to pensioners over and above the state government value. Council will not grant a concession or rebate to properties on which a conservation covenant has been executed. Such covenants would be incorporated into the attributes considered by the Valuer when determining the Capital Improved Value of the land and rated according to the Australian Valuation Property Classification Code (AVPCC). The Council funded rebate was \$30 in 2022-23. This has been increased in 2023-24 to \$50.

#### **d) Rating of Granny Flats**

**Policy:** In relation to the rating of Granny Flats, where a flat that is constructed on land on which there had previously been one dwelling only and where such flat is occupied by the elderly or disabled pensioner relatives of the occupier of the adjacent house, Council will waive the rates and charges over and above the pensioner concession granted, providing the pensioners makes an application for such a waiver each year before the rate payment is due.

### **1.4.6 MUNICIPAL CHARGE**

Under Section 159 of the Act, a council may declare a municipal charge to cover some of the administrative costs of the council. A council's total revenue from a municipal charge in a financial year must not exceed 20 per cent of the sum total of the council's total revenue from a municipal charge and total revenue from general rates.

A person may apply to Council for an exemption from the payment of a municipal charge on rateable land if the rateable land is farm land, the rateable land forms part of a single farm enterprise and an



exemption is not claimed in respect of at least one other rateable property which forms part of the single farm enterprise. In the case of a single farm enterprise which is occupied by more than one person, an exemption cannot be claimed in respect of more than one principal place of residence.

A fixed component of the rating structure is provided as recognition of the fact that all rateable properties have an obligation to contribute to the basic operations of Council i.e. its administrative functions

Issues: Because the municipal charge is a fixed charge, it is regressive, meaning that as the value of properties decrease, the municipal charge increases as a percentage of rates paid, thus the total burden is reduced on higher value properties. The higher the municipal charge the greater is the benefit to farms with multiple assessments that are eligible for the “single farm enterprise” exemption, a municipal charge may be used by a council to collect a portion of revenue not linked to property value but paid equally by all ratepayers. The charge cannot be more than 20% of total rates. A reduction in the level of the municipal charge would benefit lower valued properties, but any reduction would need to be balanced by an increase in the ad-valorem rate accordingly which would increase the rates on all properties across all sectors. Some councils tie the municipal charge to specific administrative or governance costs and set it accordingly. Council has considered the effect of lowering the level of the charge and consequently raising the ad-valorem rate to compensate.

**Policy:** Council recognises the regressive nature of this charge and will seek to reduce it over time, but will continue to levy a municipal charge on the grounds that all properties should contribute to its administrative costs. It remains at \$200.

#### 1.4.7 SPECIAL CHARGE SCHEMES

Under Section 163 of the Act, a council may declare a special rate or charge for the purposes of defraying any expenses or repaying (with interest) any advance made to or debt incurred or loan raised by the Council, in relation to the performance of a function or the exercise of a power of the council, if it will be of special benefit to the persons required to pay the special rate or special charge.

A 1999 VCAT ruling said “if a benefit accrues to the land so as to make it more desirable and therefore more valuable for sale, the owner derives a special benefit even if his or her present use of the land does not provide it there and then”.

Special rates and Charges may be utilised. These have been utilised principally for drainage, footpaths and road schemes where the “benefit” to individual ratepayers can be clearly identified.

Issues: Greater use of Special Charges when there are clearly “special benefits” that can be identified will help address some of the Equity issues around the benefit principle.

**Policy:** Council will use special rates and charges wherever it believes these may be appropriate.

#### 1.4.8 SERVICE RATES AND CHARGES

Under Section 162 of the Act, a council may declare a service rate or charge for any of the following services:

- Provision of a water supply
- Collection and disposal of refuse
- Provision of sewage services
- Any other prescribed service

Garbage services are compulsory for Natimuk and Horsham and are charged on a user pays principle. Recycling services are included as part of the garbage services to urban and some outer urban areas



but are not provided in rural areas. It is appropriate to have a user charge as the service can be clearly tagged to those that use it. The calculation is done on a cost recovery basis. Recycling is included to encourage recycling which helps reduce landfill costs. To charge separately may result in some people cancelling the service.

Issues: The calculation of the garbage charge is on a cost recovery basis but does not currently pick up on a contribution towards Council's general administration or overhead. During 2017-18 the acceptable levels of contaminants in recyclable product delivered to China was reduced thereby impacting the recycling market, this resulted in a cost increase to council per recycling service. The state EPA levies are increasing significantly from 1 July 2021 which will see some significant increases in costs over the coming years.

**Policy:** Council will levy a charge for garbage and recycling services combined on a cost recovery basis.

### 1.4.9 COLLECTION AND ADMINISTRATION OF RATES AND CHARGES

The purpose of this section is to outline the rate payment options, processes, and the support provided to ratepayers facing financial hardship.

#### I. Payment Options and Incentives

In accordance with section 167(1) of the *Local Government Act 1989* ratepayers have the option of paying rates and charges by way of four instalments. Quarterly payments are due on the prescribed dates below:

- 1st Instalment: 30 September
- 2nd Instalment: 30 November
- 3rd Instalment: 28 February
- 4th Instalment: 31 May

A council may also allow rates and charges to be paid in a lump sum. Lump sum payments are due 15 February.

Council offers a range of payment options including:

- in person at Council offices (cheques, money orders, EFTPOS, credit/debit cards and cash),
- online via Bpay and Postbillpay,
- Australia Post (over the counter, over the phone via credit card and on the internet),
- By mail (cheques and money orders only).

The lump sum payment option has remained in February largely due to the preference by the farming community to pay annually at this time. Interest can be charged on overdue payments.

Issues: Farming has changed in recent years and farm incomes are now often spread differently across the year, compulsory quarterly payments would offer opportunities for improved efficiencies in how the rates department operates and better debt management and cash-flow management for Council and potentially ratepayers alike. Quarterly payments have been modelled to show there would be minimal extra costs to annual payers and can still be paid in full at the time of the first instalment on 30 September.

**Policy:** Council will allow payment of rates and charges by lump sum in February as well as quarterly payments. A discount for early payment of rates will not be offered.



## II. Interest on arrears and overdue rates

Interest is charged on overdue rates in accordance with Section 172 of the *Local Government Act 1989*. The interest rate applied is fixed under Section 2 of the *Penalty Interest Rates Act 1983*, which is determined by the Minister and published by notice in the Government Gazette. During the COVID-19 pandemic Council has undertaken a soft approach on debt collection and will continue to do this. Council will not charge interest on overdue amounts incurred as long as the ratepayer adheres to the payment arrangement that they had agreed to, or if they are unable to continue the arrangement, makes contact with Council to discuss their payments.

## III. Early Payment Incentives

Under Section 168 of the Act a council may also provide incentives for prompt payment. Early payment incentives may be offered if rates are paid early. Early payment benefits council by improvements to cashflow.

Issues: The question of a discount on early payment of rates has been looked at previously by Council. In a survey in 2003 a few ratepayers indicated that they would be attracted by a discount. The discount may be seen to benefit ratepayers in the community who have greater cashflow and capacity to pay so may not be fair to those who don't have that capacity. There is a cost to the discount itself, plus additional administrative and system costs.

**Policy:** Council does not offer a discount for early payment of rates and charges.

## IV. Financial Hardship

Under Section 170 of the Act, a council may defer in whole or in part the payment by a person of any rate or charge which is due and payable for a specified period and subject to any conditions determined by the council if it considers that an application by that person shows that the payment would cause hardship to the person.

Under Section 171 of the Act, a council may waive the whole or part of any rate or charge or interest in relation to, an eligible recipient or any other class of persons determined by the Council for the purpose of waiving rates or charges on the grounds of financial hardship.

Deferments, discounts and/or waivers of rates and charges are available in specific hardship cases. Section 169, 170 & 171 of the Act allows for people in designated groups to access this i.e. pensioner rate discount or for individual cases of hardship.

Issues: Council like most councils across the state, has traditionally preferred to offer deferrals rather than granting waivers. This means that there is little lost revenue to Council and it meets the equity issue of capacity to pay, by delaying payment until assets are realised at a later date. In proven long-term hardship situations Council would consider granting a full or partial waiver of rates.

**Policy:** Council has a separate and specific policy, "Rates and Charges Financial Hardship Policy" for the handling of hardship cases which allows waivers or deferment of all or part of rates for varying times depending on circumstances, interest may also be waived in hardship cases. Applicants are required to specify the hardship grounds, on consideration of which Council may grant a deferment. This deferment would generally continue until circumstances change, the land is sold or the person dies, and at such time the rates and interest deferred would be taken from the sale proceeds.



## V. Debt recovery

Council has in place a “Debt Collection Policy” that guides the decision making around the pursuit of overdue debts. Council makes every effort to contact ratepayers at their correct address and with the contact details previously supplied, but it is the ratepayers’ responsibility to properly advise Council of any changes to their contact details. The *Local Government Act 1989* Section 230 and 231 requires both the vendor and purchaser of property, or their agents (e.g. solicitors and or conveyancers), to notify Council by way of notice of disposition or acquisition of an interest in land. In the event that an account becomes overdue, Council will issue an overdue reminder notice which will include any accrued penalty interest. In the event that the account remains unpaid, Council staff will attempt to contact the ratepayer via phone, email and text messages. If no contact can be established, and no effort has been made by the ratepayer to contact Council, the account may be referred to a credit management company without further notice to recover the overdue amount. Any fees and court costs incurred will be recoverable from the ratepayer. Ratepayers who have a documented hardship case will not be referred to the credit management company.

If an amount payable by way of rates in respect to land has been in arrears for three years or more with no payment arrangement in place during this time, Council may take action to sell the property in accordance with the *Local Government Act 1989* Section 181. Council will at no time sell a property that is the ratepayer’s principal place of residence for unpaid rates.

## VI. Communications

Council will seek to communicate individually with properties that have a significant shift in the rate burden in any one year, advising them of the reason for the change and their options for appeal on their valuation. This Revenue and Rating Plan will be publicly available on Council’s website.

## VII. Fire Services Property Levy

In 2013 the Victorian State Government passed legislation requiring the Fire Services Property Levy to be collected from ratepayers. Previously this was collected through building and property insurance premiums. The Fire Services Property Levy helps fund the services provided by the Metropolitan Fire Brigade (MFB) and Country Fire Authority (CFA), and all levies collected by Council are passed through to the State Government. The Fire Services Property Levy is based on two components, a fixed charge, and a variable charge which is linked to the Capital Improved Value of the property. This levy is not included in the rate cap and increases in the levy are at the discretion of the State Government.

# 1.5 OTHER REVENUE ITEMS

## 1.5.1 USER FEES AND CHARGES

User fees and charges are those that Council will charge for the delivery of services and use of community infrastructure. Examples of user fees and charges include:

- Kindergarten fees
- Parking fees
- Leisure Centre, Gym, and Pool visitation and membership fees
- Waste Management fees
- Leases and facility hire fees



The provision of infrastructure and services form a key part of Council's role in supporting the local community. In providing these, Council must consider a range of 'Best Value' principles including service cost and quality standards, value-for-money, and community expectations and values. Council must also balance the affordability and accessibility of infrastructure and services with its financial capacity and in the interests of long-term financial sustainability.

Council must also comply with the government's Competitive Neutrality Policy for significant business activities that are provided and adjust the service price to neutralise any competitive advantages when competing with the private sector.

In providing services to the community, Council will determine the extent of cost recovery for each particular services consistent with the level of both individual and collective benefit that the service provides and in line with the community's expectations.

Services are provided on the basis of one of the following pricing methods:

### **I. Market Price**

Market pricing is where council sets prices based on the benchmarked competitive prices of alternate suppliers. In general market price represents full cost recovery plus an allowance for profit. Market prices will be used when other providers exist in the given market, and council needs to meet its obligations under the government's Competitive Neutrality Policy.

*Note: if a market price is lower than Council's full cost price, then the market price would represent Council subsidising that service. If this situation exists, and there are other suppliers existing in the market at the same price, this may mean that Council is not the most efficient supplier in the marketplace. In this situation, Council will consider whether there is a community service obligation and whether Council should be providing this service at all.*

### **II. Full Cost Recovery Price**

Full cost recovery price aims to recover all direct and indirect costs incurred by Council. This pricing will be used in particular where a service provided by Council benefits individual customers specifically, rather than the community as a whole. In principle, fees and charges will be set at a level that recovers the full cost of providing the services unless there is an overriding policy or imperative in favour of subsidisation.

### **III. Subsidised Price**

Subsidised pricing is where Council subsidises a service by not passing the full cost of that service onto the customer. Subsidies may range from full subsidies (i.e. Council provides the service free of charge) to partial subsidies, where Council provides the service to the user with a discount. The subsidy can be funded from Council's rate revenue or other sources such as Commonwealth and state funding programs. Full council subsidy pricing and partial cost pricing should always be based on knowledge of the full cost of providing a service.

Council publishes a table of fees and charges as part of its annual budget each year. Proposed pricing changes are included in this table and will be communicated to stakeholders before the budget is adopted, giving them the chance to review and provide valuable feedback before the fees are locked in. Council will be developing a user Fee Pricing policy in the future in line with the Victorian Auditor General's Office report "Fees and charges – cost recovery by local government" recommendations.



## 1.5.2 STATUTORY FEES AND CHARGES

Statutory fees and fines are those which Council collects under the direction of legislation or other government directives. The rates used for statutory fees and fines are generally advised by the state government department responsible for the corresponding services or legislation, and generally councils will have limited discretion in applying these fees.

Examples of statutory fees and fines include:

- Planning and subdivision fees
- Building and Inspection fees
- Infringements and fines
- Land Information Certificate fees

Penalty units are used to define the amount payable for fines for many offences. For example, the fine for selling a tobacco product to a person aged under 18 is four penalty units, one penalty unit is currently \$165.22, from 1 July 2020 to 30 June 2021. The rate for penalty units is indexed each financial year so that it is raised in line with inflation.

Fee units are used to calculate the cost of a certificate, registration or licence that is set out in an Act or Regulation. For example, the cost of depositing a Will with the Supreme Court Registrar of Probates is 1.6 fee units. The value of one fee unit is currently \$14.81 from 1 July 2020 to 30 June 2021. This value may increase at the beginning of a financial year, at the same time as penalty units.

## 1.5.3 GRANTS

Grant revenue represents income usually received from other levels of government. Some grants are one-off and attached to the delivery of specific projects, (often referred to as “Tied Grants”) whilst others can be of a recurrent nature and may or may not be linked to the delivery of projects (“Untied Grants”).

Grants may be made for both operational purposes and for the funding of capital works. The largest ongoing grant that Council receives is from the Federal Government’s Financial Assistance Grants (FAGS) through the Victorian Grants Commission.

Council will pro-actively advocate to other levels of government for grant funding support to deliver important infrastructure and service outcomes for the community. Council may use its own funds to leverage higher grant funding and maximise external funding opportunities.

When preparing its financial plan, Council considers its project proposal pipeline, advocacy priorities, upcoming grant program opportunities, and co-funding options to determine what grants to apply for. Council will only apply for and accept external funding if it is consistent with the Community Vision and does not lead to the distortion of Council Plan priorities.

Grant assumptions are then clearly detailed in Council’s budget document. No project that is reliant on grant funding will proceed until a signed funding agreement is in place.

## 1.5.4 CONTRIBUTIONS

Contributions represent funds received by Council, usually from non-government sources, and are usually linked to projects. Contributions can be made to Council in the form of either cash payments or asset hand-overs.

Examples of contributions include:

- Monies collected from developers under planning and development agreements
- Monies collected under developer contribution plans and infrastructure contribution plans
- Contributions from user groups towards upgrade of facilities



- Assets handed over to Council from developers at the completion of a subdivision, such as roads, drainage, and streetlights

Contributions should always be linked to a planning or funding agreement. Council will not undertake any work on a contribution-funded project until a signed agreement outlining the contribution details is in place.

Contributions linked to developments can be received well before any council expenditure occurs. In this situation, the funds will be identified and held separately for the specific works identified in the agreements.

### **1.5.5 INTEREST ON INVESTMENTS**

Council receives interest on funds managed as part of its investment portfolio, where funds are held in advance of expenditure, or for special purposes. The investment portfolio is managed per Council's investment policy, which seeks to earn the best return on funds, whilst minimising risk.



# HORSHAM NORTH

## LOCAL AREA PLAN

MAY 2023





## ACKNOWLEDGMENT OF COUNTRY

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



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1. INTRODUCTION + PURPOSE

The Horsham North Local Area Plan (the Plan) has been informed by previous background work, current research, investigation and valuable feedback from the Horsham North community, for which this plan is intended to serve. The *Horsham North Issues and Opportunities Paper (March 2022)* forms the basis and background work for the Plan, providing the analysis and context for a goal setting framework to guide future change within the precinct.

The Plan has been informed through community engagement, much of which has affirmed many of the findings detailed in the *Horsham North Issues and Opportunities Paper*. Public consultation has also highlighted the key issues and opportunities from the community’s perspective, which is fundamental for the future planning of Horsham North.

The purpose of the Plan is to set out a clear direction and strategic framework for Council and the community in addressing identified issues, some historic, and responding to opportunities that will make Horsham North more liveable and sustainable into the future. It does this by setting out a Vision, 10 Goals and underpinning Strategies relating to land use, built form, public space, access to open space and transport matters.

The development of a Local Area Plan provides the opportunity for the local community to contribute to developing a shared vision, ensuring that local values are conserved and enhanced through good planning, and making certain that change and development are carefully managed to strengthen liveability.







### Issues and Opportunities Paper



- Analysis of key influencing documents
- Identification of emerging issues
- Key issues and opportunities

### Local Area Plan



- Demographic change
- Vision
- Themes
- Goals
- Strategies
- Strategic Directions

### Action Plan



- Actions
- Measures
- Timelines



## 2. WHAT IS A LOCAL AREA PLAN

A Local Area Plan sets out a vision for a clearly defined area for a set timeframe. It provides guidance on the appropriate directions and opportunities for change. Planning for change that is environmentally, socially and economically sustainable is its key focus.

A Local Area Plan can include:

- Spatial plans to guide activities and land uses, including proposed locations for the colocation opportunities for future community facilities.
- Spatial plans to highlight opportunities for walking, cycling, and public transport routes.
- Guidance on building design and urban character.
- Spatial plans to enhance the open space network, including public gathering spaces and local parks.

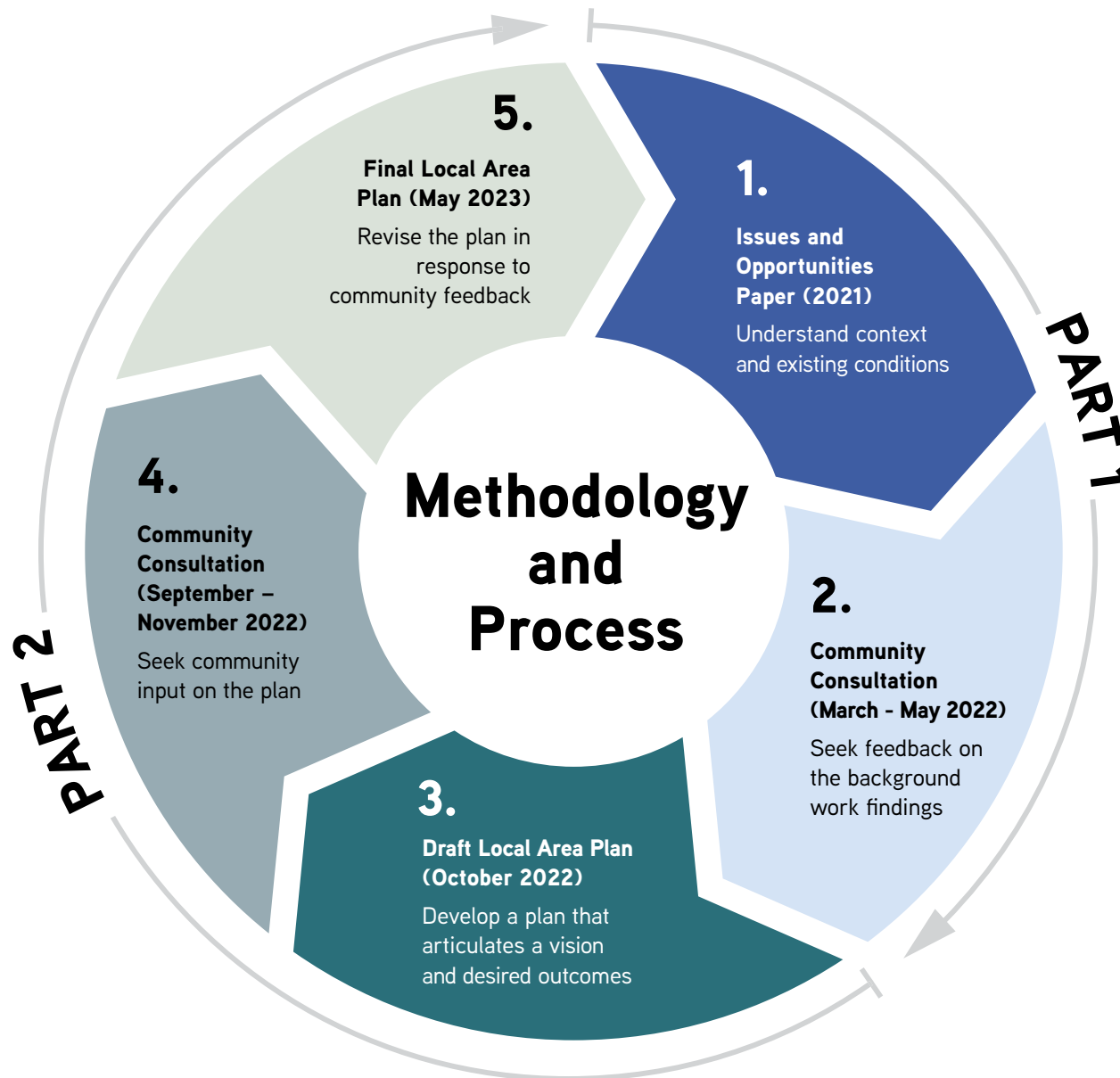
Some changes proposed in a Local Area Plan will require amendments to a Council's Planning Scheme. This requires additional research, evidence, consultation, decision making and the involvement of the State Government. At times an independent planning panel is convened to assess changes and hear submissions about proposed land use and planning policy changes from the community and other stakeholders.

### What is planning for environmental, social and economic sustainability?

Planning for change needs to consider environmental, social and economic elements in an integrated manner. For example, when a population increases, it creates demand for new homes. Planning for new residents requires more than considering where new housing will be located. It requires attention to the impact new housing and new residents might have on neighbourhood character, biodiversity values, capacity of existing services (i.e. schools, community centres), walkable distances to quality open space, local shopping opportunities and employment generating land uses (i.e. amenity impacts, sufficient employment opportunities). Planning in this integrated manner provides a comprehensive view and well formulated and sustainable outcomes.







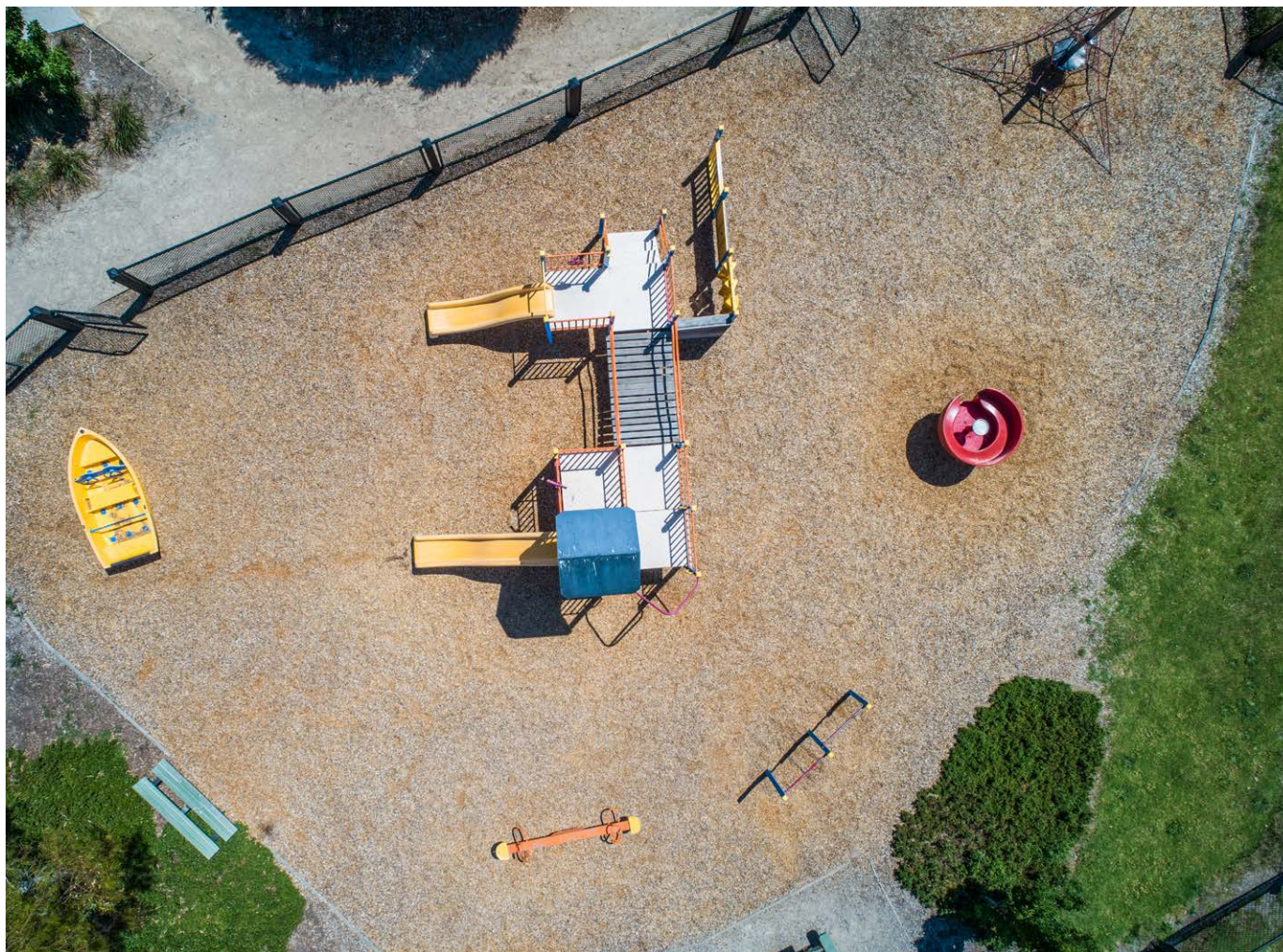
### Part 1

The project began in July 2021 with background investigation and research used to develop the *Issues and Opportunities Paper* and provide a contextual understanding of the precinct and its challenges to inform early consultation. From March to May 2022, Council placed the Paper on public consultation and multiple community workshops and drop in sessions were held. The workshops focused on understanding and clarifying the issues and constraints as well as the opportunities that should underpin the future planning of the precinct.

### Part 2

The work undertaken in Part 1 has been used to develop the 10 year vision of the Local Area Plan and preferred direction for change and improvement. This draft was available for comment to the wider community from 28 September to 9 November 2022 for a six-week period. A community workshop was held to determine whether the vision and goals were supported, if anything was missed, and which areas were of most importance in terms of prioritising. The Plan has been finalised with consideration of the comments received during the consultation period.





## 2.2 HOW WILL IT BE USED

The Plan establishes a goal setting framework that reflects community aspirations and Council's strategic intentions. The framework will be used for the development of actions that should be mapped against the goals and strategies. It will ensure actions are carried out in pursuit of the relevant goal.

The goals in this Plan are summarised statements of desired outcomes Council has heard from the community as well as important issues that need addressing. They are broadly written but describe a future outcome that actions should aim towards. Strategies fit under each goal and are more specific statements. They can be considered as being stepping stones, guiding the development of the *Action Plan*.

Council will use the Plan in the following ways:

- To work with the community in identifying short, medium and long term projects and actions that Council can undertake in a planned and coordinated way.
- To inform future Council Annual Action Plans, budget cycles and team work programs.
- The adopted plan can be used for grant applications and advocacy with State government agencies.
- The plan can also be used to inform changes to the *Horsham Planning Scheme* (such as land use and planning policy changes).

The structure of the Plan is explained on page 6.



# A Goal Setting Framework

To help us consider where we are, where we want to be and how we will get there

## 10 year vision



### Horsham North Vision

**Purpose:** The 10 year vision lays the foundation for the strategic direction of the Plan. It articulates the conditions that will allow current and future generations to enjoy a high quality life in Horsham North.

**Outcome:** The community came up with the vision at the 4 May 2022 community workshop.



### 3 Themes

**Purpose:** Breaking down the urban area of Horsham North into core themes creates a structure for analysis and goal setting. The themes categorise the various elements that influence the quality of neighbourhoods and well-being of residents.

**Outcome:** Background investigation and community consultation indicated that the issues and opportunities for Horsham North could be categorised into the following focus areas:

1. Land Use + Future Character
2. Access + Connectivity
3. Public + Open Spaces



### Desired Outcomes

**Purpose:** Desired outcomes provide a brief analysis of the existing conditions and issues to be addressed and a description of the desired end state.

**Outcome:** Desired outcomes are derived from the *Issues and Opportunities Paper*.



### 10 Goals

**Purpose:** Goals are concise statements of what the Plan aims to accomplish over its life cycle and sit under a designated theme. They have been created in sequence with the vision statement and reflect desired results.

**Outcome:** Ten results oriented goals have been developed.



### Underpinning Strategies

**Purpose:** Strategies are a detailed series of key steps in achieving the respective goal. The strategies have guided the development of actions and are shaped in pursuit of the goal.

**Outcome:** 52 strategies have been developed.



### Strategic Directions

**Purpose:** Strategic Directions set the course of future land use planning, development and infrastructure provision and are illustrated by framework plans.

**Outcomes:** A series of plans have been created that visually set out how Horsham North's evolution is envisaged.

## Implementation (Action Plan)

The Local Area Plan will be implemented through a range of actions. These actions have been developed within the following categories:



### Policy

Actions that require a change to Council's policies and Planning Scheme.



### Design

Actions that require design work, e.g. a masterplan, landscape plan or concept plan, to progress the delivery of the action.



### Research

Actions that require further research and investigation to gather evidence for future decision making.



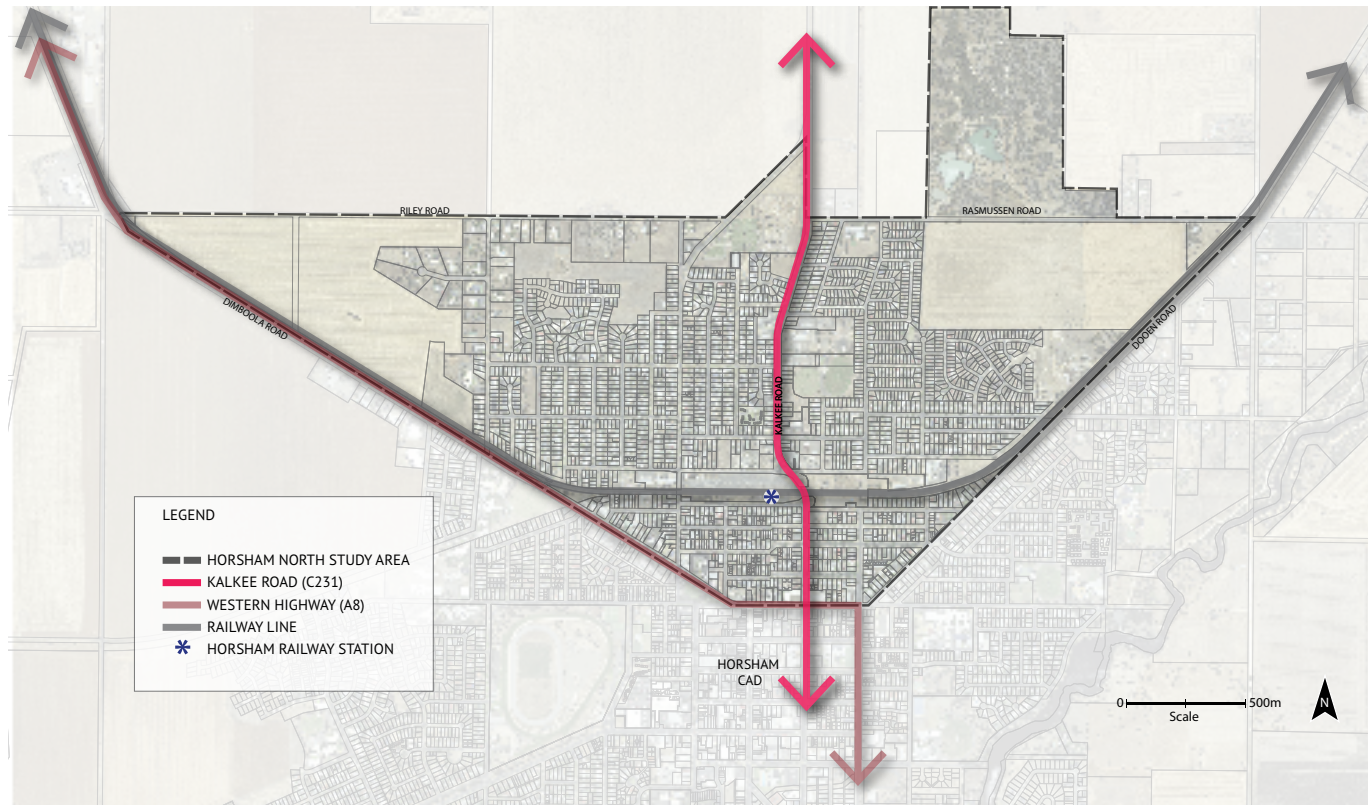
### Advocacy

Actions where Council will take an active role in partnering or advocating to external organisations which have the primary responsibility to deliver the action.

Each action has been nominated a timeframe for delivery (1 to 5+ years).



Figure 1. Study Area (Precinct)



### 3. KEY ISSUES, OPPORTUNITIES + THEMES

The key issues and opportunities affecting Horsham North have been discussed within the *Horsham North Issues and Opportunities Paper*, which provides the background and context, as an appendix to this plan.

The *Issues and Opportunities Paper* is derived from previous analysis and research undertaken for the *Horsham North Urban Design Framework* and some of the key issues have been brought forward into this plan, particularly in relation to the rail corridor.

The *Issues and Opportunities Paper* categorised issues and opportunities into three key themes:

**Land Use + Future Character**

**Access + Connections**

**Public + Open Spaces**



These themes have been used to organise goals and strategies. They have also been used to guide the development of the *Action Plan* which outlines further strategic work and key areas for actions to achieve change across a number of issues that vary in complexity and constraints.

Planning for the improvement of open space and local area traffic management will become a priority for Council in relation to Horsham North, in addition to current operational works taking place. There has been an ongoing street tree planting program which will continue across parts of Horsham North to enhance the amenity and presentation of local streets and neighbourhoods. A comprehensive tree inventory is underway to determine the health, diversity and quality of existing trees. This will ensure the most suitable species are carefully selected and trees that are reaching their end of life are renewed.

The rail corridor and underpasses have been an ongoing issue and Council has been actively engaging with the relevant agencies within State Government over a number of years. These discussions will continue and the extent of the rail corridor (VicTrack) land should be pursued for the future conversion to a public use. Further planning and design is required to ensure safe and attractive spaces are created that facilitate pedestrian and cycling connectivity across and along the rail corridor.

The *Action Plan* comprises a suite of actions and identifies further work for Council and many of those actions will include further consultation and collaboration with the community.

## 4. COMMUNITY ENGAGEMENT

Consultation with the community has been central to the development of this Plan. The *Engagement Summary Report* (August 2022) summarises the key messages that emerged during consultation of the *Horsham North Issues and Opportunities Paper* (March 2022) and have subsequently influenced the outcomes of this Plan.

### 4.1 COMMUNITY VISION

The following statements were made by the community in regards to their desired future for Horsham North. This Plan utilises these statements in establishing a ten year vision and for setting a course of action for positive change.

- A unique and celebrated identity
- Accessible, safe, clean and well maintained spaces and places
- A diversity of services
- Housing options that meet current needs and reflect the character of neighbourhoods
- Accessible green, active and inclusive open spaces that provide shade, shelter, play, recreation, design and art
- Fosters connections with neighbourhoods and greater Horsham
- Provides quality paths for pedestrians and cyclists, roads and public transport options
- Local businesses will contribute to the precinct's prosperity





# 5. DEMOGRAPHIC PROFILE

## 5.1 People and Households

To plan for the next 10 years in Horsham North it is important to look at who the community is today and how it got to this point. This section of the Plan will summarise Horsham North’s past and present, in terms of its demographic profile and housing provision.

### 5.1.1 Population and Age

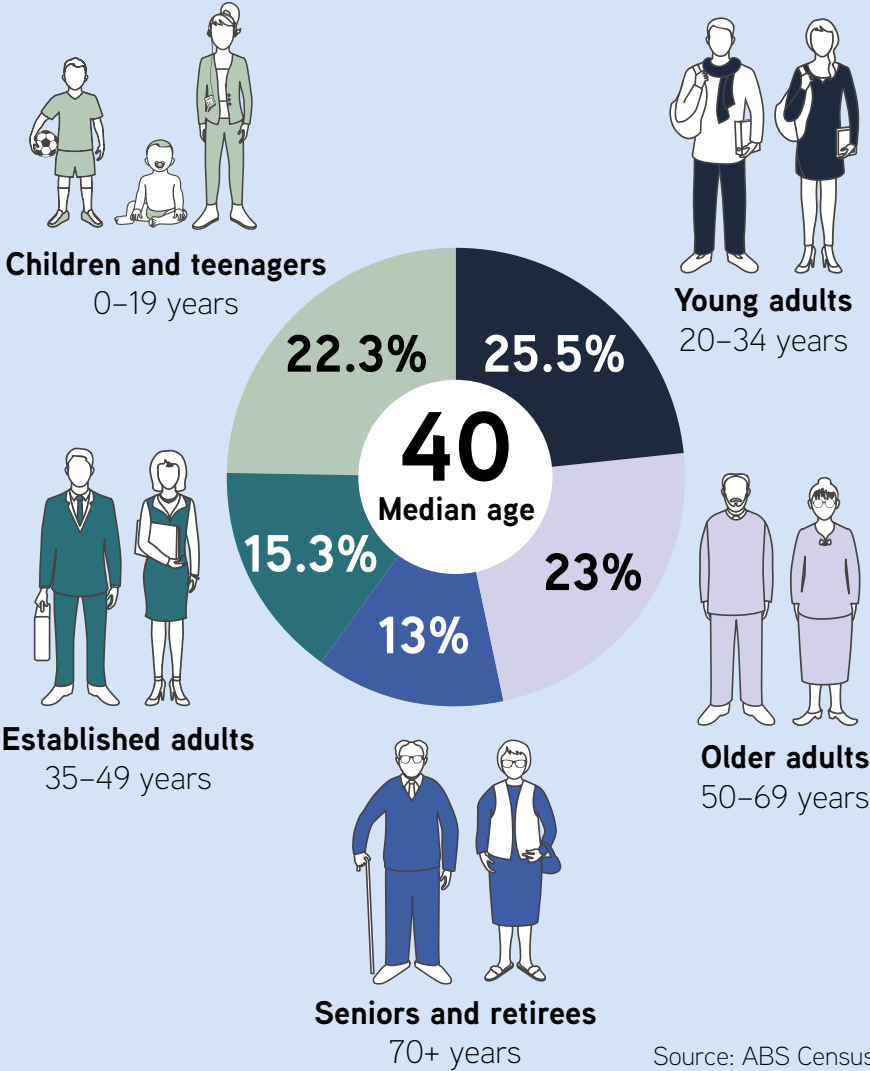
The estimated residential population of the Horsham North Study Area in 2021 was 3,376. The largest service age group in Horsham North in 2021 was the young workforce (20 to 34) and parents and homebuilders (35 to 49). Approximately 50.2% of residents were female and 49.8% were male. The available data from the 2021 Census did not include non-binary and other gender identifiers.

22.3% of residents in 2021 were children and teenagers (0 to 19), 25.5% were young adults (20 to 34) and 15.3% were adults aged 35-49. A total of 25.9% were aged over 60, a lower rate than the Horsham average.



Source: ABS Census 2021

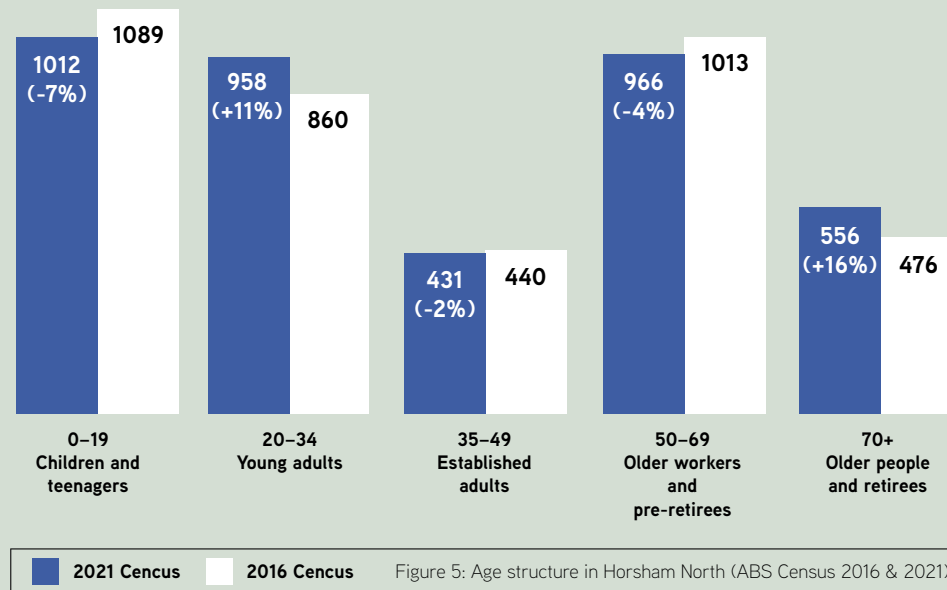
Figure 4: Horsham North age and gender profile, five year age group (ABS Census 2021)



Source: ABS Census 2021



### Age structure in Horsham North (2016 & 2021)



### 5.1.2 Cultural and Linguistic Diversity

Horsham North's residents are not particularly culturally diverse, when compared to the rest of Horsham or Victoria. 95% of people reported an ancestry which was either Australian, English or Scottish.

4% of Horsham North's community reported an Australian Aboriginal ancestry, while 3.6% indicated Aboriginal or Torres Strait Islander origin (a separate Census question). This is approximately double the percentage in Horsham as a whole and a significant increase from 2016 (0.5%).

3.7% of residents speak a language other than English at home. The largest languages include Malayalam, Karen, Mandarin and Filipino/Tagalog. 7.3% of respondents did not state which language was spoken at home.



5. DEMOGRAPHIC PROFILE *continued...*

5.1.3 Household Size and Type

In 2021 the average household size was 2.16 people. It has decreased from 2.43 since 2001, a substantially larger fall than the Victorian average.

The most common household size in Horsham North at the time of the 2021 Census was lone-person households (37.7%) followed by two persons' households (32.6%).

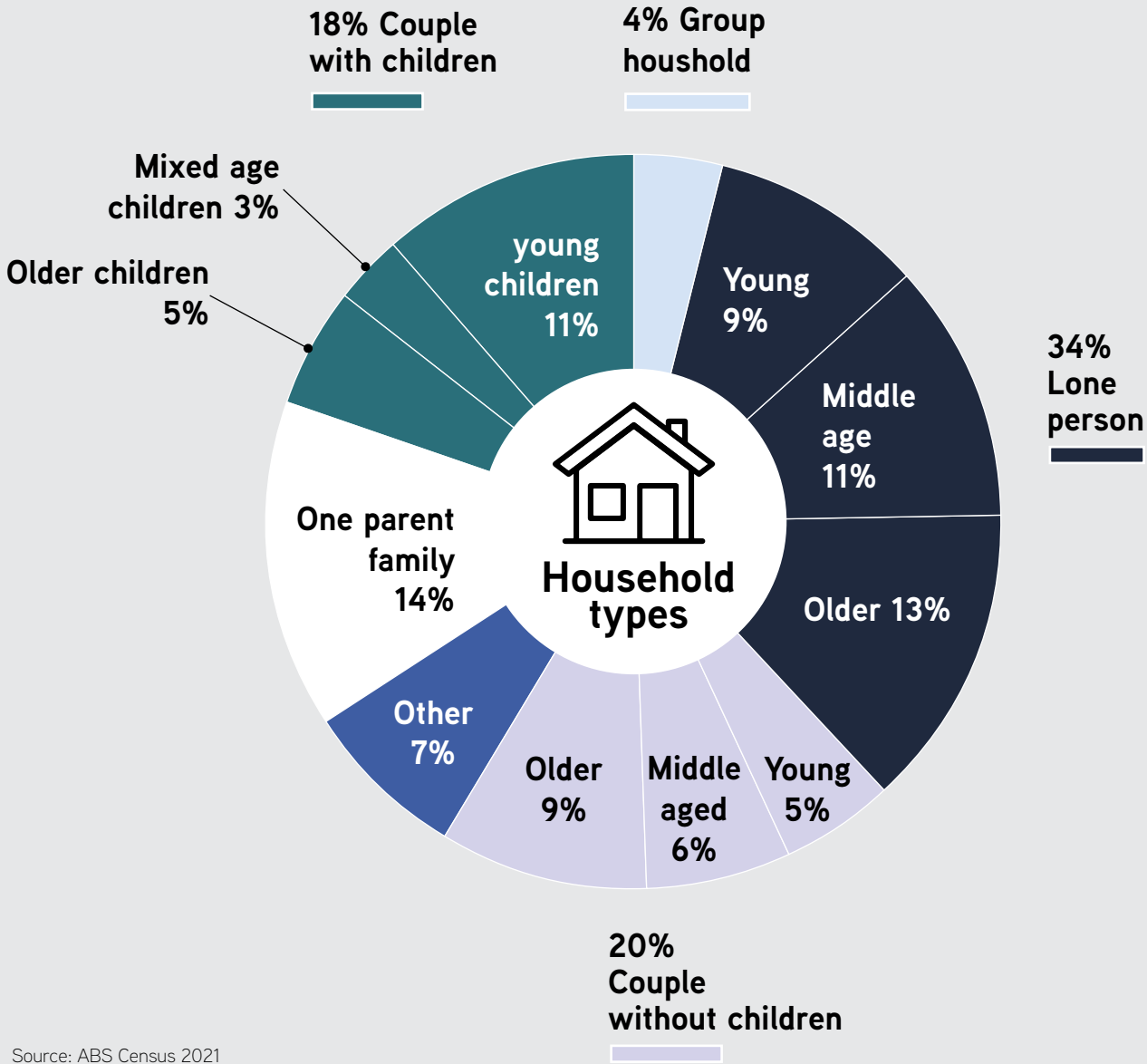
The most common household type in Horsham North in 2021 was lone person households (648 households or 34.0% of total) followed by couples without children (398 or 20.9%) and couples with children (361 or 18.9%). As a percentage of all households these have all been relatively stable since 2016.

The proportion of household types in the Horsham North Study Area shows generally smaller household types and a higher proportion of one parent families (14.8% to 9.7%), though the largest increase in the past five years was among group households (34+).

Average household size in  
Horsham North in 2021

2.16

Source: ABS Census 2021



Source: ABS Census 2021

Percentages have been rounded down and therefore do not always add up to hundred percent





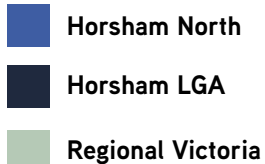
### 5.1.4 Education and Employment

The highest level of secondary school completed for residents of Horsham North has increased since 2016. The 2021 Census found that residents who had completed Year 12 had risen from 30.4% (in 2016) to 33.2%. However, compared to the municipality as a whole there still remains a higher proportion of people who left school at an early year (Year 10 or less) and a lower proportion of people who completed Year 12.

The employment status of Horsham North compared to the municipality as a whole shows that in 2021 there was a lower proportion in employment and a higher proportion of unemployment. Overall, 93% of the labour force was employed and 6.3% unemployed, compared with 96.9% and 3.1% respectively for the municipality. So the unemployment rate in the Horsham North Study Area is about double the Horsham average. Additionally, the labour force participation rate (proportion of population either working or looking for work) was lower at 55.6% compared to 61.0% across the municipality.

The 2021 Census indicates that the type of occupations for Horsham North residents are predominantly Technicians and Trade Workers, Labourers and Community and Personal Service Workers.

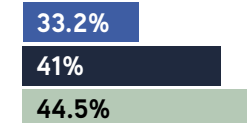
76.5% of residents on Census day in 2021 were recorded to have used a car as their method of travel to work. There was a decrease in active modes of travel (walking and bicycle) from 7.3% in 2016 to 5.8%, however, Horsham North still has a higher percentage using active modes of travel compared to the entire municipality (4.8%). 5.5% of Horsham North residents worked from home on Census day, exactly half that of the municipality (11.0%). This record might also be an outcome of lower car ownerships in Horsham North compared to the rest of the municipality.



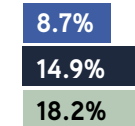
Source: ABS Census 2021

## EDUCATION AND EMPLOYMENT

### Education



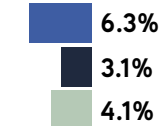
### Bachelor level degree or above



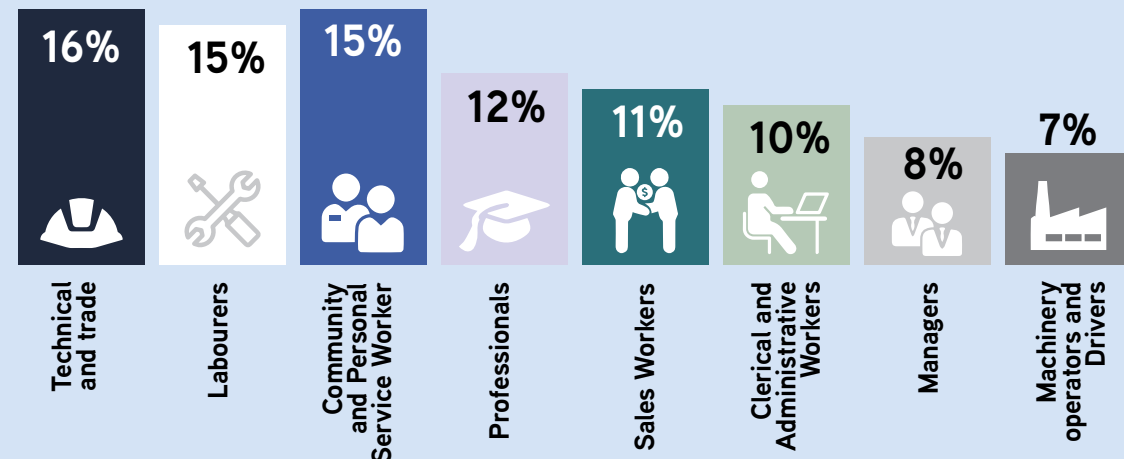
### Diploma or certificate I,II,III or IV



### Unemployment rate



## OCCUPATION OF JOBS IN HORSHAM NORTH





5. DEMOGRAPHIC PROFILE *continued...*

5.2 Current Housing Stock

5.2.1 Dwelling Numbers in 2021

2021 ABS Census shows there were a total of 2,086 dwellings in the Horsham North Study Area.

Dwelling Type	Number of Dwellings	Per cent (%)
Separate house	1,811	88%
Medium density (semi-detached, low-rise flats and apartments)	252	12%

Percentages have been rounded off to whole numbers.

5.2.2 Number of bedrooms per dwelling in 2021

The following table indicates the number of bedrooms per dwelling type.

Dwelling Type	1 bedroom	2 bedroom	3 bedroom	4 bedroom	5 bedroom	Not stated / NA
Separate house	0.7%	9.4%	59.1%	14.3%	1.6%	14.4%
Medium density (semi-detached, low-rise flats and apartments)	17.8%	55.6%	5.4%	0	0	24.7%

Percentages have been down and therefore do not always add up to 100 percent..

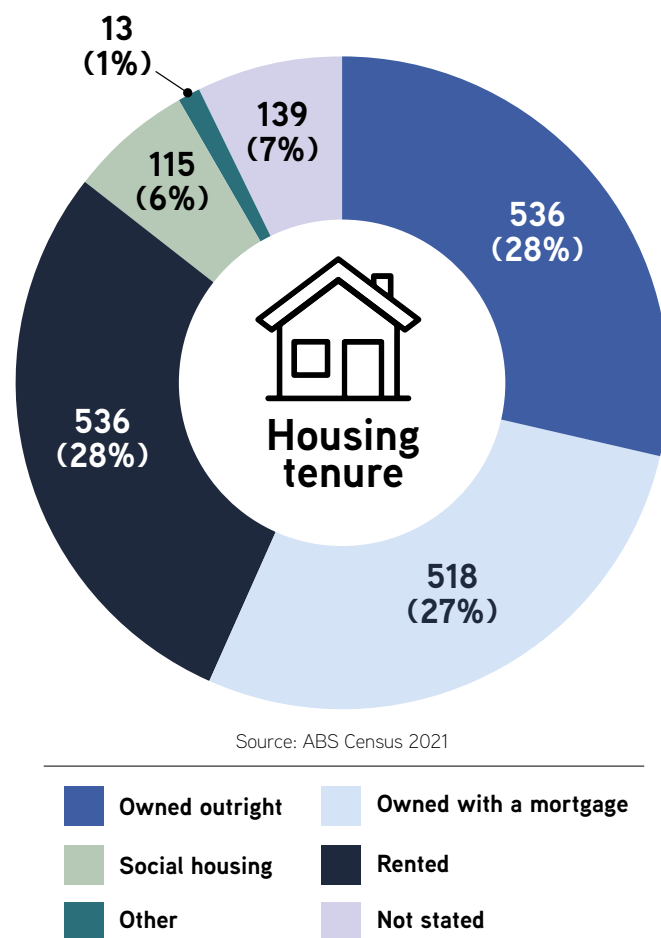
A large proportion of all dwellings in Horsham North have three bedrooms, while the small share of medium density housing predominantly house two bedrooms.

The following table illustrates a comparison between Horsham North and the entire Horsham municipality in relation to the size of dwellings by number of bedrooms. The numbers are based on Census data from 2021.

Dwellings	Proportion of total dwellings	Horsham average
1-2 bedroom	19.4 %	18.0 %
3-4 bedroom	71.6 %	73.0 %
5+ bedroom	1.6 %	3.6 %

Based on 2021 Census data, the Horsham North Study Area has a similar proportion of 1-2 bedroom and 3-4 bedroom houses compared to the entire municipality.





### 5.2.3 Housing Tenure

Housing tenure in Horsham North falls into one of the following four categories:

- Owned outright
- Owned with a mortgage
- Rented
- Other

The chart (left) shows that housing tenure in Horsham North is relatively evenly distributed between the first two categories of tenure – people who own their homes outright and people who are buying their house with a mortgage. However, there is a larger proportion renting in Horsham North (35%) in comparison to the municipality as a whole (24.3%). There is also a small but significant share renting social housing (6.2% - part of the rented figure).

### 5.2.4 Dwelling suitability

The Census records a measure of dwelling suitability and relative housing affordability by considering whether the number of bedrooms in a dwelling is generally suitable for the number of residents of a household. Based on the assumptions of this measure (which does not include personal preferences or spare rooms are actually used), there is a need for more 1-2 bedroom dwellings (semi-detached and unit dwellings) to meet the dominant and emerging household size i.e. for people to comfortably downsize and living with a partner (projected to be the most common living arrangement in Australia in 2041) (ABS, 2019)<sup>1</sup>. It is important that there are suitable alternatives to larger, detached houses to meet these needs, in close proximity to key transport routes and services. Providing greater opportunities for downsizing will also free up housing stock for larger households.

### 5.3 Key Findings

The Horsham North Study Area has (compared to the entire municipality unless otherwise indicated):

- A median age of 40
- An increasing number of 18-34 and 70-84 year olds
- A decreasing number of 50-59 years olds
- A relatively high number of lone person households with a higher proportion of middle aged and older persons
- A higher number of single parent households
- An increasing amount of residents identifying as being of Aboriginal or Torres Strait Islander origin
- An increasing proportion of people who completed Year 12, however, it remains lower than the average
- Higher than average trade education and no qualifications
- Higher than average unemployment and lower participation rate
- More residents selecting active modes of travel (on Census day 2021)
- A predominantly higher proportion of 3-4 bedroom dwellings
- Higher than average share of people in private rentals and social housing

<sup>1</sup> <https://www.abs.gov.au/statistics/people/population/household-and-family-projections-australia/latest-release>



## 6. THEME 1: FUTURE LAND USE + CHARACTER

Horsham North will continue to evolve into a vibrant and attractive area of Horsham, with a strong sense of neighbourhood character and identity, complemented by tree-lined streets and well-designed housing. There are parts of the area that suffer from neglect and the legacy of past industrial and railway related activities, particularly in relation to the rail corridor and previously industrial focused land. This legacy detracts from the overall character and image of Horsham North and could be improved through changes to land use and urban design interventions. The desired outcomes discussed in this chapter aim to create a greater sense of place, identity and local pride in Horsham North.

### What can land use change achieve?

Land use planning plays a key role in enhancing the built environment within which people, communities and businesses can thrive. A planning scheme controls land use and development within a local government context. It is made up of State, regional and local planning policies, zones and overlays that affect how land can be used and developed. Council has the ability to introduce and change the local planning policies, land use or development objectives to better reflect local priorities, needs, issues and circumstances. These changes must be informed by a plan, strategy or study such as a housing strategy or a structure plan. A housing strategy can identify preferred locations for housing growth and subsequently inform a land use zone change. This land use change could be accompanied by a new overlay that ensures future development must address the type of design outcomes Council seeks.

### What are urban design interventions?

Good urban design is central to ensuring the liveability of our towns and neighbourhoods. Good urban design focuses on public places where people like to be and will feel safe. It is not just a well-designed building, it can also include the spaces between buildings, infrastructure, landscaped areas and streetscapes.

Council plays a critical role in investing in and advocating for good design. It is imperative that Council continues to invest in good design through its procurements of capital works projects as well as its influence in the planning framework on the development of private property.

There is an opportunity for Council to act on a range of urban design interventions that can improve the built environment in Horsham North through planning regulation (i.e. effective policy in the *Horsham Planning Scheme*) and process improvements (i.e. design guidelines that can provide a visual aid to assist in the interpretation of Council's expectations regarding quality design for private development).

### DESIRED OUTCOMES

1. Conversion of industrial and commercial zoned land
2. Overcome the barrier effect of the rail corridor
3. Diverse and affordable housing options
4. Strong precinct identity
5. Equitable access to community facilities and services

### 6.1 CONVERSION OF INDUSTRIAL + COMMERCIAL ZONED LAND

Neighbourhood character and local amenity can be enhanced through the relocation of industries to more suitable locations within Horsham and by changing land uses that are more conducive to surrounding residential areas.

Across the precinct there are sites with existing and historical commercial or industrial uses in close proximity to or co-existing within residential areas. The historical development pattern in Horsham North is reflective of many settlements where employment and industry activity is located close to housing.

This can, however, cause conflicts between land uses as well as amenity impacts for residential areas. There is a need for future planning to address land use incompatibility in order to minimise off-site impacts such as noise, dust, odour, privacy, commercial traffic movement, visual amenity and local character. It became apparent during community consultation that this is one of the most important issues which requires addressing.

Existing major industrial and trade uses will be encouraged to relocate to more compatible locations. An *Industrial and Commercial Land Use Strategy* will provide the strategic guidance and identify preferred industrial and commercial precincts for relocation. Whilst the desirable outcome is to relocate all incompatible uses from the precinct it is also important to recognise that the rail corridor and industrial and commercial sites have a long history in the area and provide local employment and activity. Furthermore, many businesses are operating within the legal framework of the *Horsham Planning Scheme* and the industrial and commercial zones. Changes to land use will not impact on the ability of these uses to continue. A balance between what is viable for business operators and how the community wants this area to develop will evolve and improve over time.

Due to past activities within the precinct there will be pockets of land contamination which will need to be identified and addressed before sensitive uses, such as housing and recreational uses, are allowed to occur. The application of the Environmental Audit Overlay should be considered by Council when any future rezoning process occurs, and in accordance the *Planning Practice Note on Potentially Contaminated Land (PPN31)*.

Rezoning of land must be considered in a holistic way that is consistent with a longer-term strategic planning approach. Individual rezoning requests are to be discouraged and avoided as they are not a long-term planning solution and can contribute to (and exacerbate) current and potential land use conflicts. A precinct plan or investigation of uses around the rail corridor should be undertaken to inform any rezoning.





## 6.2 OVERCOME THE BARRIER EFFECT OF THE RAIL CORRIDOR

A sequenced planning approach for the redevelopment of the rail corridor will ensure constraints are appropriately understood and future possible land uses and activities are properly evaluated.

The land identified as the rail corridor is considered all of the land currently owned by VicTrack. The rail corridor is comprised of four quadrants that each offer significant opportunities to benefit the community through:

- Activation through appropriate mix of recreational, public use, residential and/or commercial use
- Increased pedestrian and cyclist connectivity
- Increased public open space, landscaping and activation
- Increased public safety through appropriately designed public spaces
- Increased character and amenity through the transition of land use activity away from commercial and industrial use

Council has the opportunity to plan for each of these areas. It will continue to actively engage with VicTrack in the pursuit of the remediation, acquisition and redevelopment of key sites to serve a strategic purpose towards those benefits listed above. The extent of land development within the rail corridor and the process for Council to acquire land will be dependent on negotiations with VicTrack, the level of contamination found, remediation required, remediation undertaken and the extent of land required for railway operations. A thorough evaluation of these issues will inform potential uses and activities within the rail corridor.



## 6. THEME 1: FUTURE LAND USE + CHARACTER *continued...*

### 6.3 DIVERSE + AFFORDABLE HOUSING OPTIONS

A diversity of housing types and sizes offers something for everyone.

Infill development has been a significant part of residential development across Horsham in recent years. Horsham has seen a number of multi-unit and town house developments north of Baillie Street and around Kalkee Road. Across the precinct there is evidence of home renovations, new dwellings and multi-unit developments occurring, indicating that the area is attractive for future residents as the community grows. The size and price of some properties are an indication of the opportunities that exist for residential in-fill development on sites in excess of 1,000m<sup>2</sup>.

Industrial and commercial sites have the potential to facilitate future housing. This will be subject to the relocation of current business operations that will cause direct amenity impacts for residents. Furthermore, this will require investigation and remediation of sites known to have accommodated activities with a high likelihood of contamination.

There are currently two existing greenfield development fronts within Horsham North; one with an approved subdivision plan in place and one undergoing a development plan approval process. The site with the approved subdivision plan is located north centrally of the precinct and the site currently undergoing the approval process is located in the far north-west of the precinct. These two sites could accommodate up to 340 lots varying from 400-900m<sup>2</sup> to larger lifestyle blocks. There is also a potential strategic development site on the north-eastern edge of Horsham North that is undeveloped and located within the General

Residential and Farming Zones. The site presents a potential opportunity to accommodate future urban growth. Council has recently resolved to undertake a *Housing Strategy* that will provide a strategic direction for housing across the municipality, including the identification and prioritisation of opportunities for future housing growth. The relative merits of the site to potentially help with meeting the City's housing needs will be tested through the *Housing Strategy*.

The provision and standard of open space has been highlighted as a gap in past Council asset management and planning processes. It is important that future development has regard to the principles set out in the *Urban Design Guidelines for Victoria* and standards within the *Horsham Planning Scheme* that require dwellings to be within a 400m walking distance to local parks and within 1km of sporting facilities.

### 6.4 STRONG PRECINCT IDENTITY

Neighbourhood character and heritage is what makes a neighbourhood distinctive and brings identity to a place.

There are several landmarks including the Horsham Railway Station, Horsham Silo and Noske Mill Complex and GWM Water Tower as well as various residential parts of Horsham North that define the history and character of the area. By protecting these places under a Heritage Overlay it will ensure that heritage values and attractive aesthetic qualities are retained. The second consideration is views to landmark buildings, in particular the newly painted silos where artwork displays a local significantly story of Yanggendinyanyuk, an important Wotjobaluk leader in the community.





A *Housing Strategy* will require the need for a *Neighbourhood Character Assessment* to ensure valued characteristics and qualities of Horsham's residential areas are identified and remain protected when planning for growth. Neighbourhood character is what makes a neighbourhood different from others. This includes the way it looks and feels which can be influenced by built form, street layout, setbacks and vegetation. It is important that appropriate planning controls that provide design guidance for new development, are applied at the time of rezoning, to ensure new housing is well designed within the context of its surrounds and the further enhancement of the local urban environment.

Good urban design has the ability to transform how places look and feel, increasing the desire of people to walk around and be in that place. The streets of Horsham North have the potential but there are particular locations where change is required in order to encourage more walking and cycling, and to increase perceptions of safety. The following elements should be incorporated into the design considerations for new development as the area changes over time, and to accompany any changes in land use to encourage a more diverse mix of uses and to discourage industrial activity and the storage of chemicals on sites in close proximity to residential areas:

- Interfaces
- Landscaping + Canopy Trees
- Key Sites and Architectural Design
- Activation / Passive Surveillance
- Pedestrian Amenity and Comfort

## 6.5 EQUITABLE ACCESS TO COMMUNITY FACILITIES AND SERVICES

Community facilities are recognised as playing an important role in promoting social cohesion by providing focal points for community activity and places for people to meet and connect. Council must be responsive when it is identified that there is an increase in demand. Investment in social infrastructure and services will be consistent with Council's principles and with a particular focus to deliver social equity and accessibility.

The community highlighted the important role the Neighbourhood House plays in Horsham North. The service brings people together to connect, learn and contribute in their local community through social, educational, recreational and supportive activities.

The relocation of the current kindergarten at the Children's Hub to the Horsham Primary School Rasmussen Road Campus will revert the Children's Hub to its original purpose and design facilitating a new long day care provider in 2024.





7. THEME 2: ACCESS + CONNECTIONS

As Horsham North continues to grow, in terms of population and housing, the issues that are currently present will only become magnified over time. The area suffers predominantly due accessibility constraints and the presence of the railway corridor. Horsham North also has a number of other issues to address such as improving footpaths and opportunities to improve and increase connectivity across and through the rail corridor land.

Traffic management issues have been highlighted during the community engagement phase, some of which were highlighted in the *Issues and Opportunities Paper*.

DESIRE OUTCOMES

- 1. A walking friendly precinct
- 2. Effective transport networks
- 3. Accessible public transport
- 4. Safer streets
- 5. Active travel within the rail corridor

7.1 A WALKING FRIENDLY PRECINCT

Enhancing the pedestrian environment is important in encouraging walking and promoting an active and healthy community whilst reducing our carbon footprint.

The current state of footpaths and pedestrian connections in Horsham North does not meet the needs of a range of users, creating persistent accessibility issues for older adults, people with disabilities and parents with prams. Council has undertaken an audit of footpaths in Horsham North and will commence footpath upgrades within this financial year (2022-23). Barriers that prevent people from choosing walking as a mode of transport for local trips within Horsham North should be removed. Such barriers include lack of formalised and regular crossing locations, discontinuous footpaths and a disjointed path network. New development presents an opportunity to do it right in the first instance including wider footpaths with sufficiently sized nature strips for tree planting. Planning and design principles should be adopted such as the Heart Foundation’s *Healthy Active by Design* guidelines to ensure industry best practice is applied.

Increasing the tree canopy in Horsham North will create shade and reduce temperatures on footpath surfaces. The provision of shade is an important component in the design and creation of safe and healthy neighbourhoods. It creates an environment and climate that is more comfortable to use in all seasons, improving active recreational opportunities, community health and wellbeing.

Designing quality footpaths for everyone will create an inclusionary built environment that will increase opportunities to participate in local activities and provides better access to services (e.g. Kalkee Children’s & Community Hub and Neighbourhood House). A built environment conducive to walking will also decrease the amount car trips needed, therefore decreasing the amount of carbon emissions.





## 7.2 EFFECTIVE TRANSPORT NETWORKS

Network planning is critical in the effective promotion of walking and cycling. Integrated cycling lanes and shared paths will provide convenient and direct routes enabling all users to move around the network according to their needs.

The pedestrian and cycling network can be improved to safely facilitate active modes of transport through the provision of shared paths, on-road cycling lanes and footpaths exits. The rail corridor and existing open spaces have the ability to support this outcome. Some of the opportunities are illustrated in this Plan and Council is currently undertaking a *Municipal Bike and Shared Path Plan* which will further identify a hierarchy in terms of the road network and potential shared path locations.

The need for a *Walking Strategy* to address accessibility of neighbourhoods has also been identified by Council. Together with the *Municipal Bike and Shared Path Plan*, comprehensive cycling and pedestrian networks will be developed that connect people to key destinations and services and support active recreation.

Council will also work to ensure new developments offer quality pedestrian and cycling environments. Street networks will be designed to maximise connections and minimise barriers to direct travel such as dead ends, court bowls, long street lengths and busy intersecting roads. The built environment should be safe, easy to navigate and comfortable for pedestrians and cyclists with many routes to choose from in all areas of Horsham.

Creating safer connections through all public spaces will be prioritised in all future work particularly when planning for the re-design or upgrade of local parks. Local parks should be designed and located within a connected path network allowing easy and continuous pedestrian and cycling movement to and through parks.

Improving the integration of walking and cycling amenities will establish an environment conducive to active travel for leisure, commuting and visiting local services, facilities and shops. This will also naturally improve the quality of the public domain. Amenities include the installation of additional seating, shelters, signage, bike parking, bike repair station, drinking fountains and lighting.

## 7.3 ACCESSIBLE PUBLIC TRANSPORT

Coordinated and direct connections to public transport as well as the provision of quality amenities will support public transport in becoming a realistic choice for everyday trips. In the longer term this investment in improved connections and amenities can increase the effectiveness and reliability of public transport.

Increased public transport patronage presents the opportunity to advocate for higher frequencies, longer operational times and expanded coverage of public transport services in Horsham North. Council will continue to liaise with the Department of Transport in terms of public transport provisions.

Often public transport trips involve some form of walking, such as walking to a bus stop for part of the journey. Providing convenient and comfortable paths to public transport services will better facilitate the use of public transport in Horsham North for people of all abilities. Improved integration between public transport and walking will ensure that the community has a choice of transport options when travelling to a bus stop as part of an onward journey. Equally important is the provision of bus stop amenities which is currently lacking in the precinct. Providing bus shelters, lighting and bicycle hoops can make public transport a more appealing choice of transportation. There is a strong desire to reconnect Horsham to the regional rail network that ultimately connects with larger regional centres, such as Ballarat as well as Melbourne. When this occurs, investment in restoring and potentially expanding the current railway station will also be an opportunity to pursue. A new underpass in proximity to the train station will contribute to this ongoing transformation that Horsham North is ready and waiting for.



Ayesha Sedgman



## 7. THEME 2: ACCESS + CONNECTIONS *continued...*

### 7.4 ENHANCE LOCAL AREA TRAFFIC MANAGEMENT

Traffic control and calming measures on a precinct wide basis will create streets that increase amenity and commuter safety for all road and path users.

Local roads are associated with more walking and cycling when traffic related issues are well managed. The safe use of local streets as a priority should be afforded to all users, not just vehicles. People will be discouraged from walking and cycling if road traffic is heavy and safety measures are not in place.

Much of Horsham North's traffic is generated by motorists travelling to Horsham North or through Horsham North via Kalkee Road to nearby settlements. Kalkee Road, Mill Street and Hazel Street currently present significant barriers for safe and convenient movement for pedestrians and cyclists. Mill Street and Hazel Street should be prioritised for short-term monitoring and intervention. This is due to the presence of heavy industry vehicles and an increase in vehicle and pedestrian activity as a result of the Silo Art Project. The traffic volumes and lack of pedestrian priority crossings on Kalkee Road is a barrier for safe pedestrian and

cycle travel to services and facilities. These facilities include the Kalkee Children's and Community Hub, Dudley Cornell Park and the Neighbourhood House. Traffic calming strategies and interventions need to be considered to ensure streets are safe to cross without compromising their functional role. Furthermore, as the area develops walking and cycling will be actively encouraged. This will be facilitated through new and upgraded footpaths, provision of cycling and shared paths and local streets will require traffic management measures to improve pedestrian connections and create safer conditions.

The *Municipal Bike and Shared Path Plan* will help establish a connected path network of shared paths, on-road bike lanes and separated bike lanes with a focus on facilitating safe movement. The cycling network will identify busy commuter and recreational routes as shared paths. This includes relatively low-moderate speed limit locations for the provision of on-road bicycle lanes (with clear delineation and regular signs and pavement markings), and locations where safety and comfort for riders is to be addressed through separated bicycle lanes.

### 7.5 ACTIVE TRAVEL WITHIN THE RAIL CORRIDOR

The rail corridor will provide a safe corridor for cyclists and pedestrians and facilitate convenient access for commuters.

The rail corridor was consistently the number one issue raised by the community due to its unmistakable presence as you enter Horsham North via the Kalkee Road Bridge. People are presented with a waste-land which is further compounded by the industrial blocks to the north.

Whilst the rail corridor is perhaps the biggest issue it is also the biggest opportunity to address in Horsham North with the potential for it to become a place of community focus. Connectivity can be significantly improved along both sides of the rail corridor, allowing freedom of movement and potentially avoiding the use of Kalkee Road as a crossing point.

The community currently has three central options to pass the railway line. There are the two pedestrian underpasses, one at Wawunna Road and the second at Albert Street / McPherson Street, both of which are uninviting, poorly designed and placed and non-DDA compliant. The third option is the Kalkee Road Bridge which only has a footpath on the eastern side. Alternatively, some choose to enter the rail corridor and cross it wherever it is most convenient. This presents a significant community safety risk as freight trains come through regularly.



Council has already investigated the potential for upgrading the two existing underpasses to a DDA (*Disability Discrimination Act 1992*) compliant standard (slope and width). It was found, however, that there are significant barriers that prevent such upgrades from being possible. Council has now shifted its focus to investigating the feasibility of a new underpass that meets modern standards in terms of safety, design and accessibility. A location has been investigated that will link with the northern end of David Street. This location is also in close proximity to the Horsham Railway Station (200m) providing a convenient connection for train commuters if regional passenger services (V-Line) were to be reinstated. A further connection opportunity has been identified within the large vacant block between Mill Street and Lynott Street including the potential for new open space and a shared path connection (subject to contamination assessment and discussions with land holder). The appearance of the existing underpasses could be improved to appear more inviting and attractive.





## 8. THEME 3: PUBLIC + OPEN SPACES

Parks, reserves and other public spaces across Horsham North are generally suffering from the planning and subdivision design of the past. Stronger planning scheme requirements and further work is required to address this issues to ensure an equitable and high standard of open space for current and future residents in Horsham North.

Quality open space is lacking, despite the fact that Horsham North has a higher percentage (provision) of open space than other parts of Horsham, and the design and landscaping of open space is not adequate. Moving forward, there is an opportunity to review the current provision of open space and to improve the quality of parks through considered design measures such as better connections (shared paths), landscaped edges to soften the presence and impact of back fences, and park furniture and infrastructure in appropriate locations that are shaded and/or sheltered from weather and sun.

### DESIRED OUTCOMES

1. Quality and welcoming open space
2. Unlock the potential of Dudley Cornell Reserve
3. Higher open space contributions
4. Conduct an open space audit
5. Shared use of the rail corridor







### 8.1 QUALITY AND WELCOMING OPEN SPACE

Open space is important in our daily lives for many reasons – providing recreation, socialisation, play, contemplation, green space and enjoyment. Open space should be safe for all users through better design reflecting best practice standards.

There are a number of opportunities across the precinct to improve the quality and distribution of the open space network. These opportunities include improving the amenity of existing open spaces, enlarging the size of existing open spaces and/or providing new open spaces within the precinct.

Council seeks to investigate and determine a process that will enable it to act quickly when a property is listed for a private sale which is in a priority location and meets suitability criteria for improving the open space network.

Council anticipates an increased community demand for safe, accessible and quality public spaces as the area grows. There are increasing expectations regarding the appropriate provision of public open spaces in new development and upgrades to existing public open spaces to meet the needs of people of different ages, interests and abilities. Developers are required (through landscape plans) to appropriately design new open spaces to enhance neighbourhood character and provide opportunities for active recreation.

Community involvement and strong partnerships will be encouraged in the planning, use and management of the open space network.

The *Urban Design Guidelines for Victoria* identifies lighting as an important component of achieving safe and inviting public spaces. Lighting supports wayfinding, orientation and safe movement at night as well as providing decorative effects to building facades, landmarks and pathways. All new projects will address the provision and design of lighting.

### 8.2 UNLOCKING THE POTENTIAL OF DUDLEY CORNELL RESERVE

Best practice approaches to open space and community facilities promote co-location with complementary services to create a stronger community hub. Together they create a focal point for community activity and allow people to make a single trip when accessing a wide range of services.

The three large sites immediately north of Dudley Cornell Reserve provide a strategic opportunity to enlarge the current provision of open space. This can be achieved by opening it up from Kalkee Road and providing connectivity opportunities. The Kalkee Road Children's and Community Hub also presents an opportunity to co-locate any future community facilities that could complement the Hub and Dudley Cornell Reserve. The process of discussions with land owners (including GWMWater, VicRoads and existing businesses) should be undertaken in order to advance the objectives of open space expansion and introduction of complementary new services and facilities.



## 8. THEME 3: PUBLIC + OPEN SPACES *continued...*

### 8.3 HIGHER OPEN SPACE CONTRIBUTIONS

Open space standards in the planning scheme ensure equitable access, reasonable quality and user needs are addressed.

There are a range of provisions that the *Horsham Planning Scheme* can apply in order to achieve appropriate Open Space Contributions from new subdivisions and development. Council recommends that:

A review of the *Open Space Strategy* is intended to support an amendment to the *Horsham Planning Scheme* and to apply a fixed Open Space Contribution rate within the schedule to Clause 53.01 - Open Space Contributions. The contribution rate should allow a sufficient revenue for the investment in open space.

Larger sites should have appropriately drafted Development Plan Overlay schedules that specify open space and subdivision design requirements and guidelines.

Local planning policy should specify the urban design and open space provision requirements, aligning with the principles within the *Urban Design Guidelines for Victoria*.

The *Horsham Planning Scheme* should specify the circumstances where a cash contribution is preferred over land (when there is not land that meets the criteria set out for a land contribution, which needs to be set in the *Open Space Strategy*).







#### 8.4 AN OPEN SPACE AUDIT

An audit will enable Council to develop a database for the future renewal of public open spaces.

An audit of existing open space will inform the redesign of parks, where required, to ensure that they are safe, inviting and functional for a range of users. Existing parks should be audited by a landscape design consultant and strategies put forward to ensure that they are re-designed and fit-for-purpose. Land that has not been set aside for public open space should be prioritised. Due to the poor standard of some of the parks, redesign and retro-fitting are necessary to change their appearance and function.

Ideally, all public spaces should:

- Have at least three street frontages (avoid back fence interface conditions)
- Have a high level of passive surveillance from neighbouring houses
- Provide connecting paths that link with the broad pedestrian network
- Be regular in shape and not be designed with areas that fall out of the line of vision
- Be designed to provide infrastructure in appropriate locations
- Provide additional tree (canopy) cover and consider biodiversity values

#### 8.5 SHARED USE OF THE RAIL CORRIDOR

The rail corridor is a long term opportunity to provide additional public open space that increases amenity and appearance for fronting neighbourhoods.

There is a degree of overlap with the Access & Connections Chapter, given that the rail corridor provides a range of opportunities that would benefit the community in terms of:

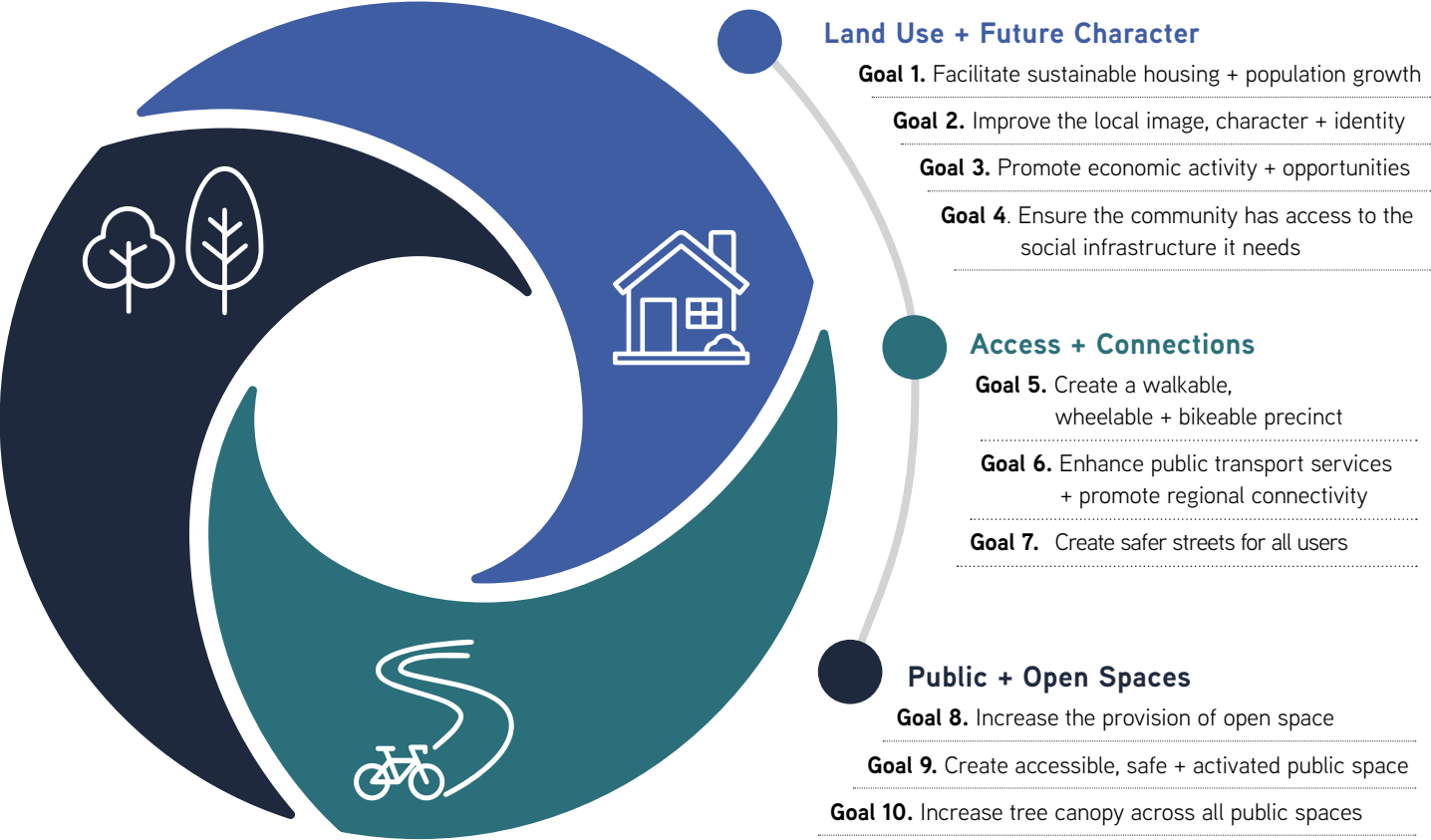
- Pedestrian and cyclist connectivity
- Future public open space
- Public transport connectivity
- Enhanced character, identity and amenity for Horsham North





9. GOALS + STRATEGIES

10 GOALS FOR HORSHAM NORTH







Ayesha Sedgman

## Land Use + Future Character

### Goal 1. Facilitate sustainable housing + population growth

#### Strategies to achieve the goal:

- 1.1 Establish strategic directions for housing across the municipality, including the identification and prioritisation of opportunities for future housing growth.
- 1.2 Promote Environmentally Sustainable Design (ESD) principles in all new development.
- 1.3 Effectively manage environmental risks such as potentially contaminated land and flooding.
- 1.4 Ensure new development is respectful of existing and valued neighbourhood character.

### Goal 2. Improve the local image, character + identity

#### Strategies to achieve the goal:

- 2.1 Identify and protect heritage places and precinct.
- 2.2 Improve the character, identity and amenity of the area through appropriate land use change and urban design guidance.
- 2.3 Encourage the development and transformation of identified entry and gateway sites.
- 2.4 Plan for the future conversion of VicTrack land that encourages activation.
- 2.5 Build upon the *Silo Art Project* through public art projects that activates public spaces and create interest.

### Goal 3. Promote economic activity + opportunities

#### Strategies to achieve the goal:

- 3.1 Establish an overall long term vision and objectives for industrial and commercial land in Horsham.
- 3.2 Encourage a transition away from industrial land use towards commercial or mixed use activity with minimal off-site impacts.
- 3.3 Promote a mix of uses within the area bounded by Lynott and Mill Streets currently zoned as Industrial 1 Zone.
- 3.4 Encourage commercial and employment activity in existing industrial areas.
- 3.5 Support convenience retail opportunities that activate local neighbourhoods, Kalkee Road and the rail corridor.
- 3.6 Consider rezonings that facilitates housing, commercial activity and light industrial in suitable locations.

### Goal 4. Ensure the community has access to the social infrastructure it needs

#### Strategies to achieve the goal:

- 4.1 Ensure social infrastructure investment keeps pace with the scale of growth.
- 4.2 Provide fair access to facilities and services that are needed across the precinct.
- 4.3 Provide up to date community facilities for all user groups.
- 4.4 Identify opportunities (sites) to provide improved or new community facilities and to co-locate facilities where possible.
- 4.5 Provide contemporary sporting facilities to meet community needs in appropriate locations.
- 4.6 Review the provision of open space and facilitate upgrading existing parks and recreational open space.



## 9. GOALS + STRATEGIES *continued...*

### Access + Connections

#### Goal 5. Create a walkable, wheelable + bikeable precinct

##### Strategies to achieve the goal:

- 5.1 Improve the condition of footpaths along all developed streets so all footpaths users with any ability can access them and use them for their intended purpose.
- 5.2 Plan an accessible environment that enables walkable distances (400m) to open space.
- 5.3 Identify and suitably address barriers to pedestrian movement and safety.
- 5.4 Develop targeted solutions for specific needs and destination choices.
- 5.5 Provide the appropriate infrastructure and amenity to encourage active modes of transport.
- 5.6 Provide way-finding signage at key locations and amenities that caters for all abilities.
- 5.7 Provide trees that can offer canopy cover over all streets in Horsham North.
- 5.8 Improve pedestrian and cycling connectivity and safety across and along the rail corridor including the provision of an additional underpass.
- 5.9 Identify and plan for a hierarchy of cycling routes and shared paths.
- 5.10 Ensure that planning processes and provisions deliver good urban design outcomes such as pedestrian and cyclist connectivity and footpaths of a quality standard.
- 5.11 Provide way-finding signage at key locations (such as the silos on Wawunna Road).

#### Goal 6. Enhance and public transport services + promote regional connectivity

##### Strategies to achieve the goal:

- 6.1 Provide better pedestrian connectivity and amenities (e.g. seating, lighting, shelters) to encourage the use of public transport.
- 6.2 Advocate for improved public transport services in terms of increased frequencies, operation times, and catchment coverage.
- 6.3 Plan for new public transport infrastructure and services in population growth areas that are bus capable and provide a high quality amenities.
- 6.4 Advocate on behalf of the community for the return of passenger rail services between Horsham and Melbourne.

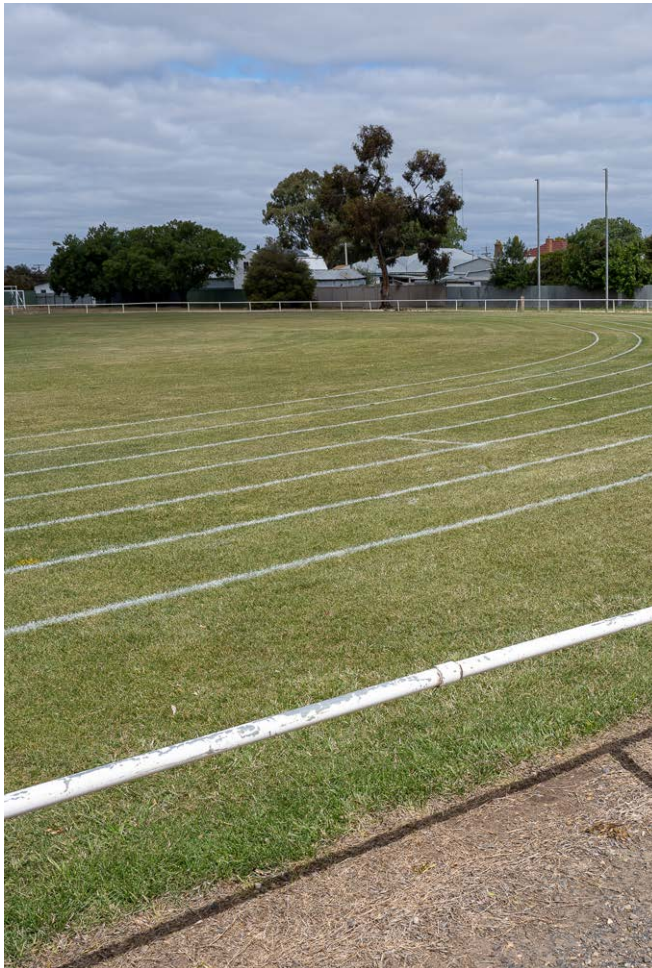
#### Goal 7. Create safer streets for all users

##### Strategies to achieve the goal:

- 7.1 Manage local traffic movement and monitor over time.
- 7.2 Provide sealed roads across the area.
- 7.3 Introduce traffic calming strategies and interventions for high traffic locations and at key sites.
- 7.4 Provide safe and clearly distinguished crossing locations.







### Public + Open Spaces

#### Goal 8. Increase the provision of open space

##### Strategies to achieve the goal:

- 8.1** Provide quality open space that meets an identified threshold (quantity and quality).
- 8.2** Develop a policy that guides Council in the identification and strategic acquisition of land (properties) to support the improvement of existing open space.
- 8.3** Identify optimal locations for the provision of open space within greenfield sites.
- 8.4** Redesign existing parks to improve their overall function and appeal for the community.

#### Goal 9. Create accessible, safe + activated public space

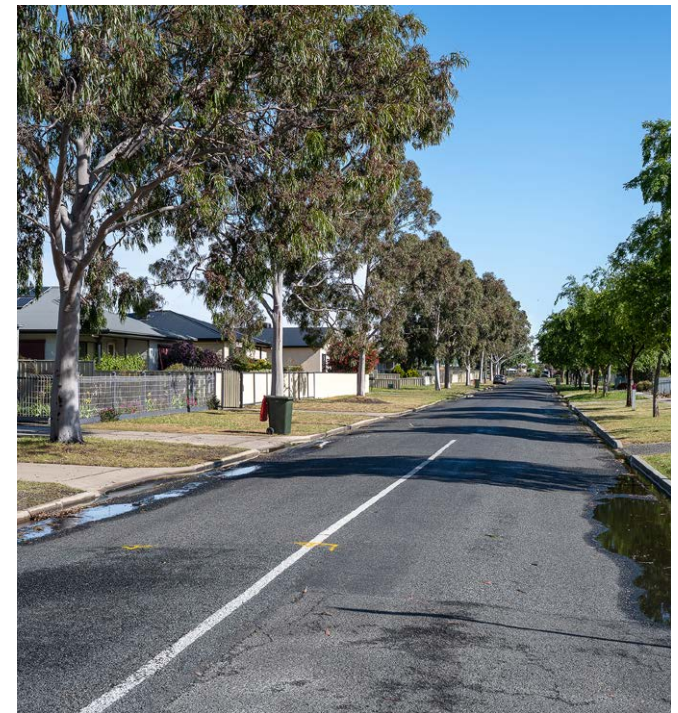
##### Strategies to achieve the goal:

- 9.1** Provide accessible and safe open spaces.
- 9.2** Incorporate shared paths into the design of existing and future open spaces.
- 9.3** Provide contemporary street lighting as part of the redesign of public spaces.
- 9.4** Ensure that buildings provide passive surveillance to public spaces.
- 9.5** Design and locate new public spaces to maximise exposure to surrounding streets through appropriate urban design guidance (e.g. by providing street frontages and connectivity with the surrounding area).
- 9.6** Consider colocation of community facilities as part of any future planning at Dudley Cornell Reserve and land immediately north.

#### Goal 10. Increase tree canopy across all public spaces

##### Strategies to achieve the goal:

- 10.1** Increase tree canopy along local streets and public spaces.
- 10.2** Increase tree canopy and plan for biodiversity corridors within open spaces.





## 10. STRATEGIC DIRECTIONS

### 10.1 LAND USE DIRECTIONS

(These Directions relate to Figure 2. Land Use)

#### 1. Continue to encourage commercial activity

Support the current activities in relation to the silos and existing commercial activities, and consider rezoning to a transitional zone (away from the Industrial 1 Zone) such as the Commercial 2 Zone, that supports a range of commercial uses that are compatible with the residential area to the north.

#### 2. Transform the Rail Corridor (VicTrack) land for mixed use and stronger connectivity

Continue to liaise with VicTrack regarding the remediation and acquisition of sections of land in VicTrack's ownership. Investigations will determine the levels of contamination within the corridor and the level of remediation required for a future potential mix of land uses that can activate the area. Furthermore, it will need to be determined the extent of land required for continuing the rail operations. Future development should prioritise pedestrian and cyclist connectivity and the implementation of a shared path network that can be linked with the railway station and potentially, a pedestrian underpass. Continue to plan for an alternative underpass connection and advocate for a bus terminal to be located within the rail corridor (working with the Department of Transport and Planning) to support the argument of returning passenger rail.

#### 3. Investigate long term opportunities to improve and extend the existing open space and/or consider as a long term option for residential

The future of this site is dependent on any history of contamination and current operations on the land. The site provides a long term strategic opportunity to provide access to the north and depending on levels of growth could be developed for an alternative purpose. There is also the opportunity to address interface constraints at Foundry Park.

#### 4. Encourage a transition away from industrial use

Consider this location as a transitional area to allow a mix of uses and importantly, prevents future industrial activities from being established or consolidated in this location. Rezoning land to a more appropriate zone/s should be considered including Industrial 3 Zone, Commercial 2 Zone or Mixed Use Zone. Any consideration to rezone the area to a zone that allows sensitive uses should also provide for a safeguard to ensure that appropriate soil assessments are undertaken prior to any future development.

#### 5. Consider a change in use when commercial activity has been relocated

The Commercial 2 Zone land has a direct interface with residential areas causing adverse amenity impacts for residents. Land uses are poorly located with regard to industrial and commercial land across Horsham. The future of these sites is dependent on whether the commercial activities can be relocated to a more suitable location. Future rezoning of this area as a precinct will allow for residential, pending the relocation of current commercial activities.

#### 6. Consolidate community uses and open space around Dudley Cornell Reserve

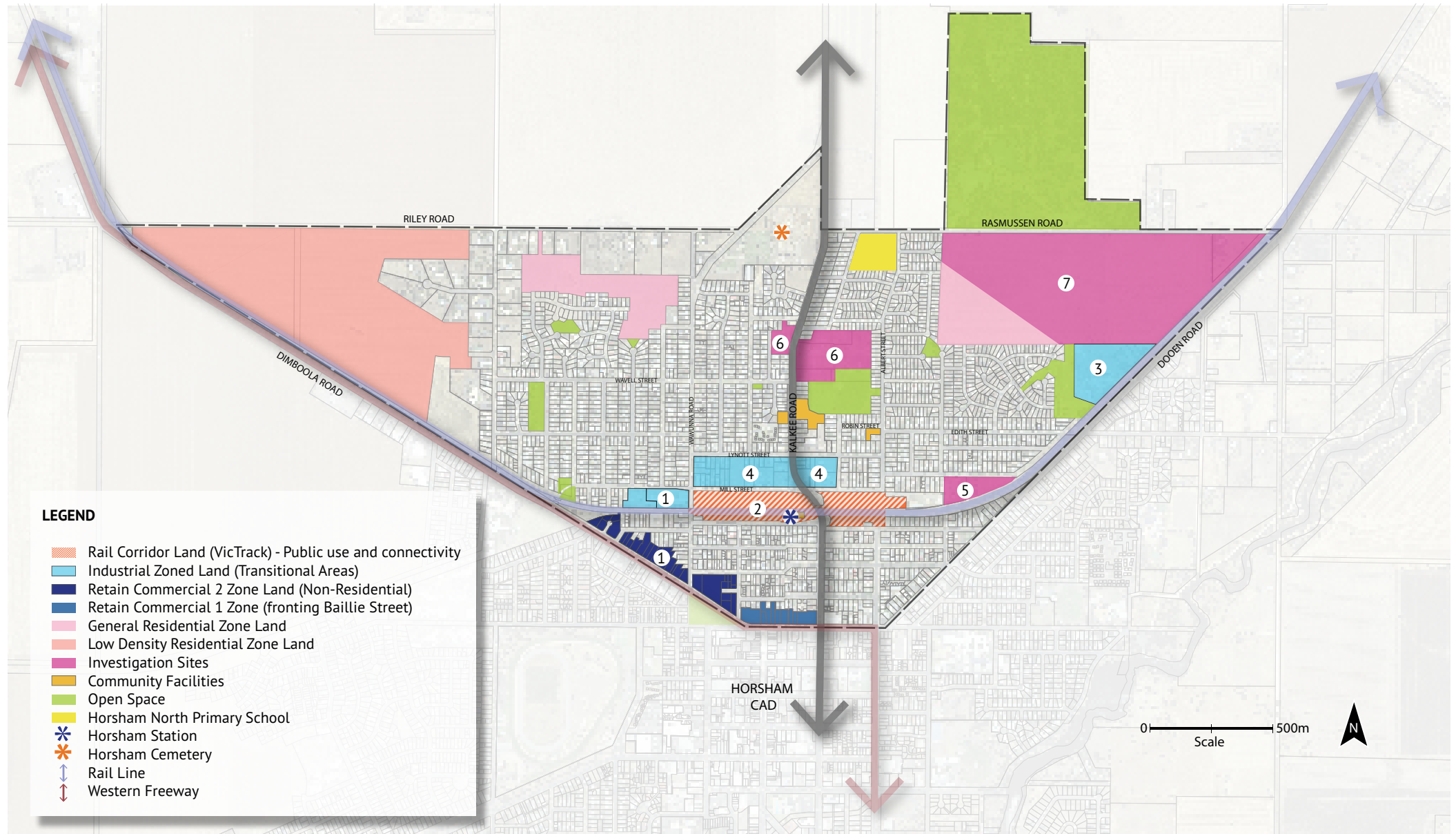
Continue discussions with land holders regarding the future of these sites, east and west of Kalkee Road, whilst considering opportunities for new and extended public open space (in relation to Dudley Cornell Reserve) and also the potential for a new community and/or sporting facility (subject to undertaking the necessary community needs assessment and the *Wimmera Regional Multi-Sport Precinct Feasibility Study*). Consolidate these sites into one zone. Facilitate their development to encourage a mix of uses, including residential, recreation and commercial uses, to encourage activation of the precinct.

#### 7. Potential strategic development site

The potential strategic development site at the north-eastern edge of Horsham North is undeveloped land and currently zoned both General Residential and Farming Zones. The site is large in size and its location and attributes present a potential opportunity to accommodate future urban growth. The relative merits of the site to accommodate future urban growth will be tested through the development of the *Housing Strategy*. If the *Housing Strategy* identifies the site as being a potentially suitable location to accommodate future urban growth, any proposal for its future use and development will be required to implement the applicable goals and strategies of this Local Area Plan.



Figure 2. Land Use





## 10. STRATEGIC DIRECTIONS *continued...*

### 10.2 HERITAGE + LANDMARKS

It is recommended that the following planning provisions and policy be implemented into the *Horsham Planning Scheme*:

- Ensure that view lines to identified landmarks and heritage buildings are protected.
- Apply the Heritage Overlay to the Horsham Railway Station, the silos, GWMWater Tower and residential areas with heritage values, as per the recommendations of *Heritage Study Review*, to retain and celebrate their history and significance for Horsham.



### 10.3 URBAN DESIGN + LOCAL CHARACTER

*(These Directions relate to Figure 3. Urban Design and Local Character)*

It is recommended that the following planning provisions and policy be implemented into the *Horsham Planning Scheme*. In future, new development will:

#### Character

- Reinforce and strengthen the existing residential character of local streets.
- Contribute to the residential and emerging mixed-use character of the (mixed use) area.
- Encourage the planting of canopy trees in front setbacks and nature strips.

#### Key + Entry Sites

- Establish prominent, attractive built form at corners and entry and gateway sites.
- Demonstrate a high level of architectural design with well-articulated façades (avoiding blank walls).
- Be designed to address street corners and provide a relatively open frontage with passive surveillance (windows and entries) oriented to two street frontages.

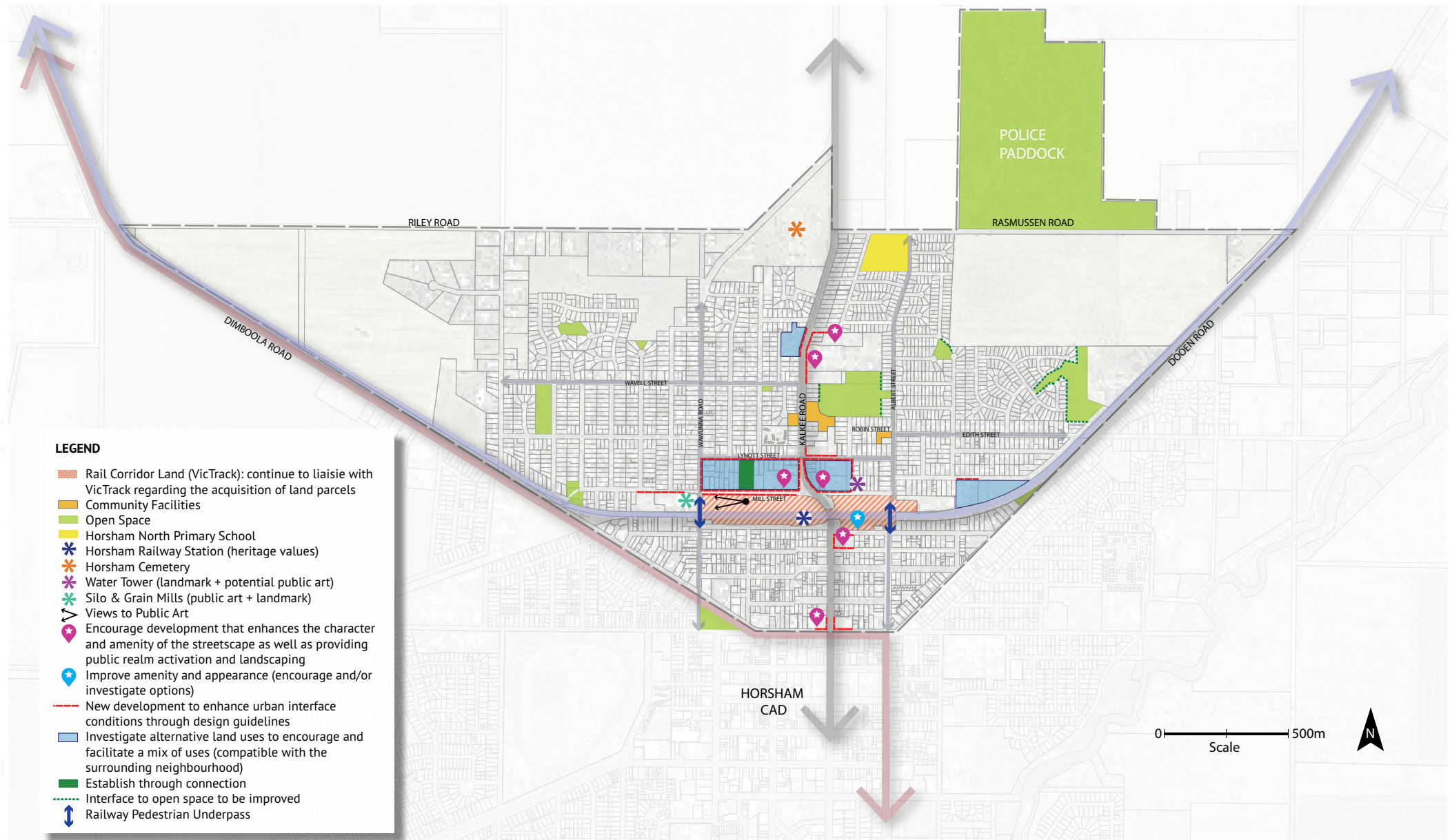
### Interfaces + Landscaping

- Be designed to contribute positively to the public spaces.
- Provide active interfaces, comprising of windows (passive surveillance) oriented towards the street and public spaces.
- Locate garages and warehouses towards the rear of properties, and avoid the development of garages and warehouses which are located on, or close to, the front property boundary.
- Provide a landscaped front setback that will accommodate trees and vegetation.
- Avoid the use of high fences and walls.





Figure 3. Urban Design and Local Character





10. STRATEGIC DIRECTIONS continued...

Figure 4. Access and Connections

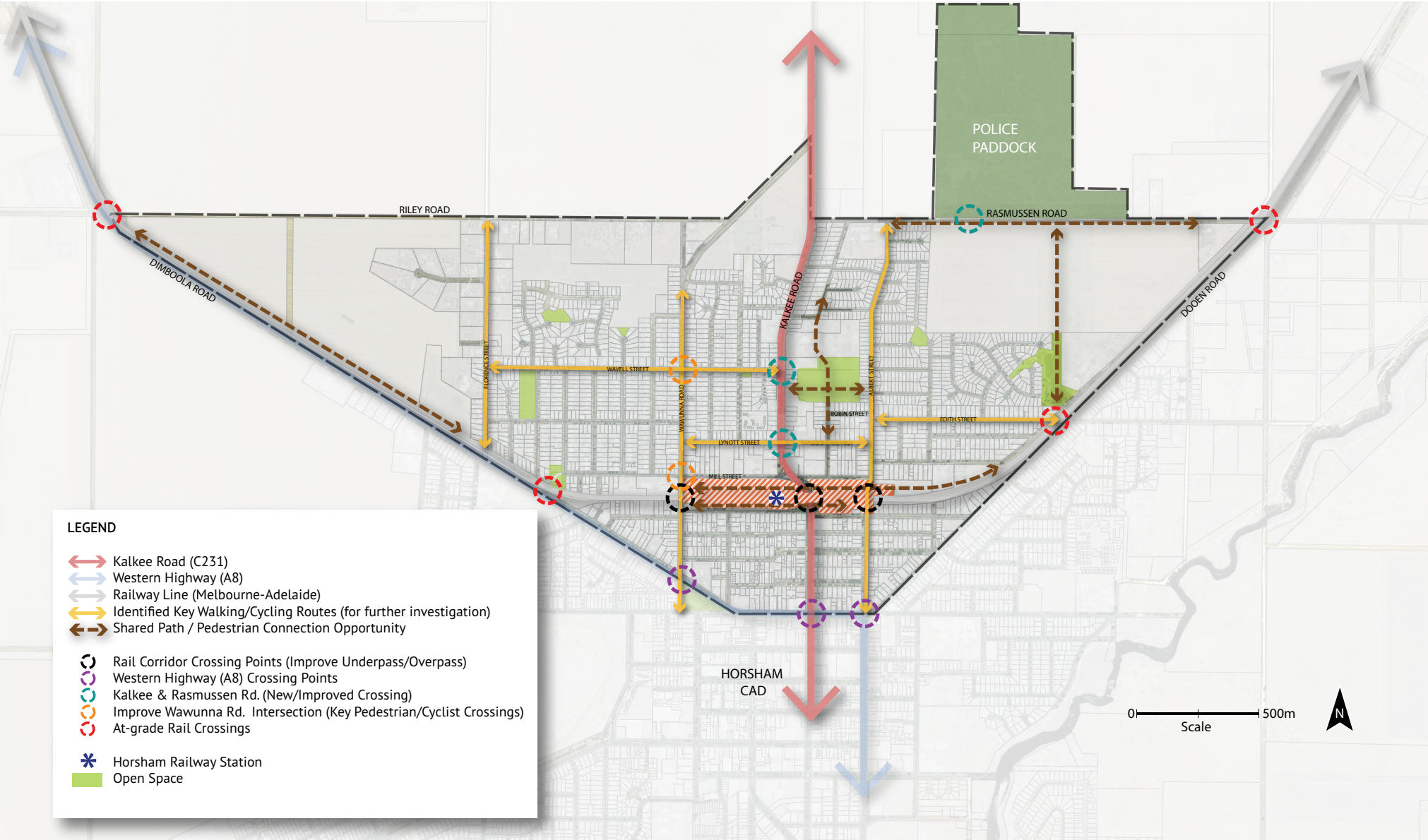
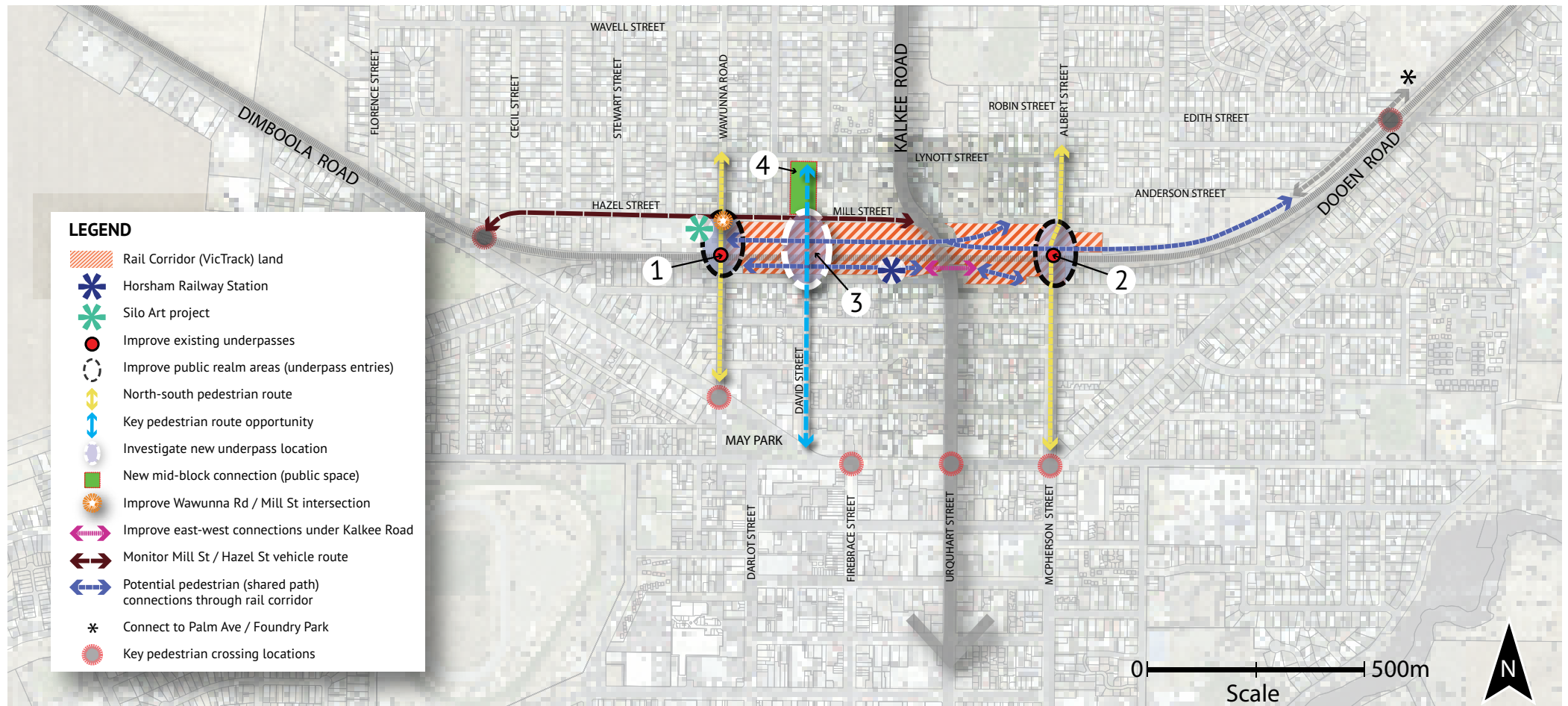




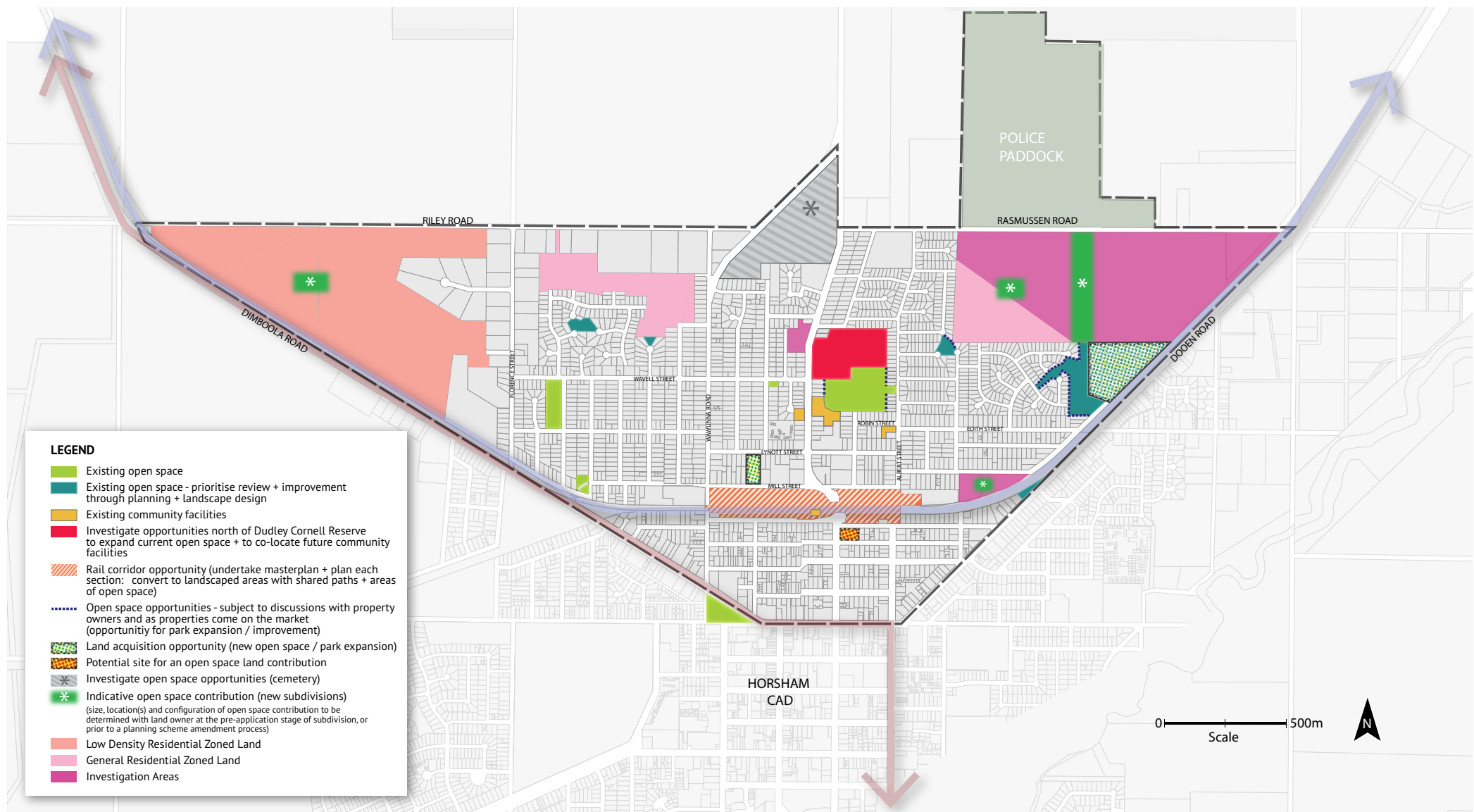
Figure 5. Rail Corridor – Access and Connections





10. STRATEGIC DIRECTIONS *continued...*

Figure 6. Public and Open Spaces



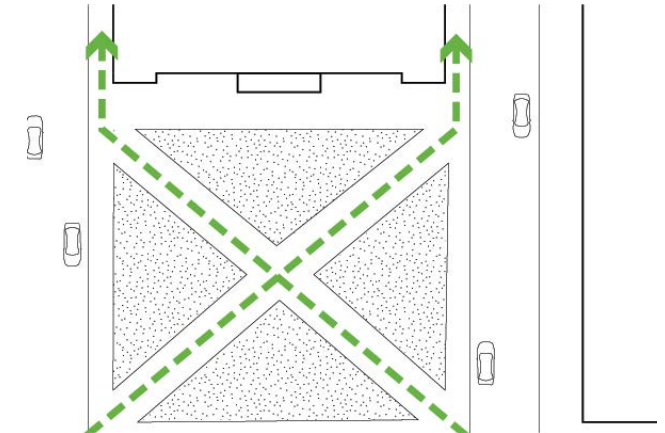


## 10.4 DESIGNING ACCESSIBLE AND SAFE PUBLIC SPACES

In accordance with the *Urban Design Guidelines for Victoria*, public spaces should be easily and safely accessible to all. Focus should be given to connecting public spaces to the surrounding pedestrian network and creating informal surveillance onto communal open space from adjacent buildings and busy pedestrian routes. These are important elements to also be captured in a future subdivision design and open space local policy in the *Horsham Planning Scheme*. Below are a series of images that illustrate how to design spaces to feel safer and more accessible and are subsequently used more.

### 10.4.1 Open Space and Connectivity

The below two images are excerpts from the *Urban Design Guidelines for Victoria (2017)* illustrating how to provide convenient and safe access to and through open space.



The below three images are examples of new local parks developed with pedestrian paths that are direct and logical, linking directly to surrounding pedestrian networks.



Baldivis, WA (Mirvac)



Cobblebank, Melton (Lendlease)



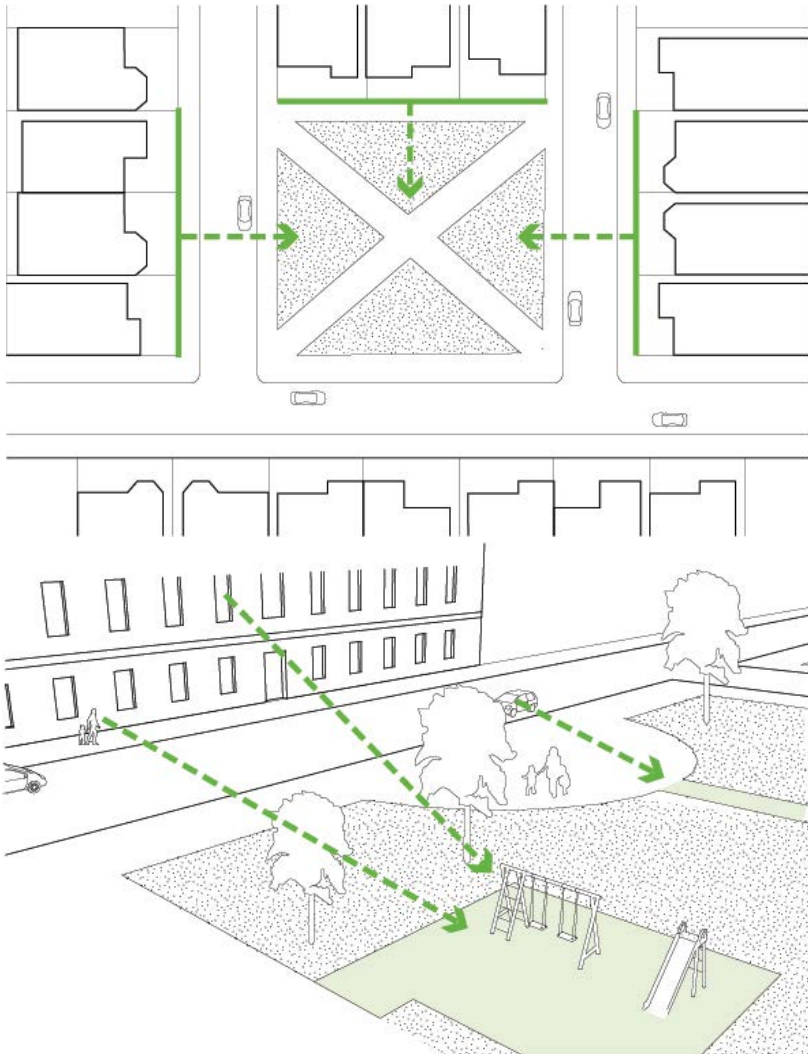
Riverwalk, Werribee (Development Victoria)



## 10. STRATEGIC DIRECTIONS *continued...*

### 10.4.2 Open Space and Active Street Frontages

The below two images are excerpts from the *Urban Design Guidelines for Victoria (2017)* illustrating local parks designed with at least three active street frontages, enabling buildings and passing traffic to overlook the park.



The below three images are examples of how to achieve public surveillance through active streets and adjacent buildings.



Gainsborough Green, QLD (Mirvac)



Rockbank, Melton (Mirvac)





Figure 7. Redesign Opportunities for Existing Open Space



## 10.5 RE-DESIGNING EXISTING OPEN SPACE

(These directions relate to Figure 7. Redesign Opportunities for Existing Open Space)

### Issues:

- Irregular shape creates “blind spots” resulting in public safety / surveillance issues
- Park is illegible in terms of layout / site-lines / exits
- Very poor pedestrian connectivity - users would feel lost if entering the park and trying to understand location
- Interface conditions – back-yard fences fronting open space result in lack of passive surveillance and sense of isolation
- Lack of street frontage adds to sense of isolation / lack of passive surveillance
- Usability and attractiveness of park is negatively affected by all of the above.

### Opportunities:

- Undertake landscape masterplan for reserve
- Incorporate landscaping / vegetation along fence-line interfaces
- Consider biodiversity values when undertaking landscaping / vegetation
- Provide increased tree canopy as part of all park design
- Design and implement connecting (landscaped) paths through park
- Locate park benches and other facilities at appropriate locations
- Incorporate lighting

## 10.6 THE RAIL CORRIDOR

(These directions relate to Figure 8. Rail Corridor - Public and Open Spaces)

The following directions are set out for the rail corridor to ensure coordinated future planning:

- Continue discussions with VicTrack regarding the long-term use and acquisition of the available sections (lots) within the rail corridor, owned by VicTrack.
- Ensure that the rail corridor is suitably remediated for future public use.
- Integrate the design of all interfaces with local streets and footpaths (including Mill Street and Railway Avenue)
- Undertake a landscape plan for the entirety of the rail corridor (VicTrack land) in order to further undertake detailed design of the four sections of land to maximise their open space, pedestrian/cyclist and public transport connectivity opportunities (dependent on contamination, remediation and land required for train operations).
- Liaise with the Department of Transport and Planning (DTP) regarding a potential location for a new underpass and the re-location of the current V-Line bus terminal in Horsham (Roberts Avenue). Furthermore, continue to advocate for the re-establishment of regional passenger rail services.
- Engage a landscape design professional to undertake landscape plans for each of the four sections of the VicTrack land, ensuring that public access and connectivity are the number one priority.
- Look to international examples (such as the “High Line” in New York City) and local examples (such as the Level Crossing Removal Project) as a precedent for the conversion of former rail corridors into attractive and popular public spaces.
- Investigate the potential to create a connection that links the new *Silo Art Project* with a future landmark public art project at the GWMWater tower, subject to further investigation and community input.



10. STRATEGIC DIRECTIONS continued...

Figure 8. Rail Corridor – Public and Open Spaces

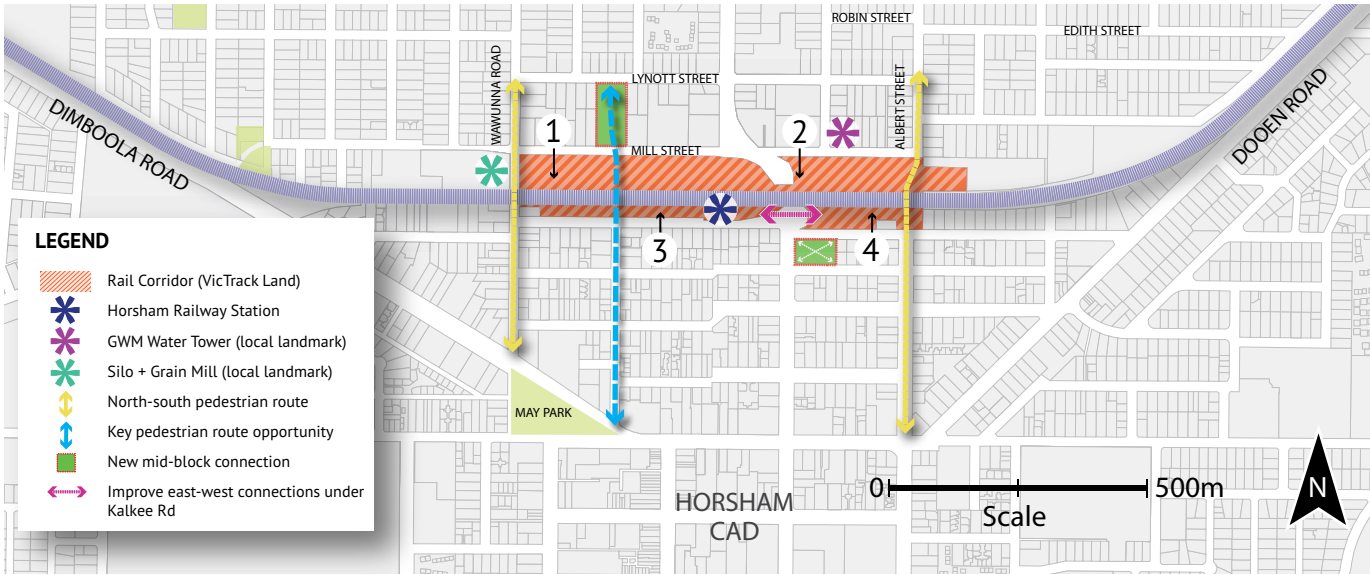


FIGURE 10.  
Rail Corridor Opportunities – VicTrack Land

Undertake a new masterplan for the entirety of the rail corridor (which is owned and managed by VicTrack) in order to undertake more detailed design of the four sections of land as Public Open Space, each serving a different purpose:

1. Undertake a landscape plan for the north-west section of the rail corridor incorporating east-west oriented shared paths and gathering spaces enabling viewing points for the silo art.
2. Undertake a landscape plan for the north-east section of the rail corridor that provides new and improved street lighting, shared paths, landscaping and sitting area(s) that defines the area as public open space.

3. Plan for the conversion of this section of land as public open space (undertake a landscape plan) that provides for connectivity with Horsham Railway Station and a potential new underpass connecting with Mill Street
4. Undertake a landscape plan for the south-east section of the rail corridor that facilitates and promotes pedestrian cyclist movement, improved street lighting and a sitting area, connecting through to Horsham Railway Station.



Cardinia Road underpass, Pakenham  
(Department of Transport and Planning)



Rail bridge in Coburg with landscaping  
(Level Crossing Removal Project)



Rail Trail in Caboolture, QLD  
(Moreton Bay Regional Council)



Separated bike and pedestrian paths in Moreland  
(Level Crossing Removal Project)



## 11. RELATED PROJECTS

### 11.1 STRATEGIC WORK UNDERWAY OR PLANNED

A number of teams within Council are currently undertaking work or have work planned in accordance with their work program that will address some of the issues, opportunities and strategies discussed in this Plan.

#### 11.1.1 Strategic Planning Team

##### *Horsham and Natimuk Housing Diversity and Affordability Strategy*

The purpose of the *Housing Strategy* is to develop a plan that will guide housing development and change in the right locations across Horsham City and Natimuk Township for the next 15 years. Horsham is experiencing significant housing pressures in terms of the availability of diverse and affordable housing. At present there is little direction in the *Horsham Planning Scheme* as to preferred locations for medium density housing and infill development and where neighbourhood character is to be protected. The *Housing Strategy* will be Council's long term plan to sustainably manage future housing growth and change so that it best meets the ongoing needs of the community. This project has recently commenced and future community consultation will occur.

##### *Horsham and Natimuk Neighbourhood Character Study*

The *Neighbourhood Character Study* involves a detailed assessment of neighbourhood character in Horsham and Natimuk's residential areas to ensure new development responds to existing and preferred residential character. This study will be prepared as part of the *Housing Strategy*. The *Neighbourhood Character Study* plays an important role in the application of Residential Zones in Horsham. In particular, the design objectives and design responses identified in the *Neighbourhood Character Study* will set out the planning controls (the New Residential Zone 'schedules') that new residential development will need to comply with. Public input will be sought on the desired future for residential neighbourhoods in Horsham and Natimuk. This work is currently underway.



*Example of a dual occupancy dwellings (MJS Construction Group)*

##### *Horsham Heritage Study Review*

The purpose of *Horsham Heritage Study Review* is to ensure places and precincts identified by the 2014 Heritage Study are sufficiently and strategically justified for heritage protection under the *Horsham Planning Scheme*. Since a significant amount of time has passed since the study was undertaken, a review must be conducted to ensure the assessment of heritage places meets current criteria. This work is currently underway and consultation with land owners will occur.

##### *Open Space Contributions Rate Review*

The purpose of this project is to assess the current and future open space requirements in Horsham, with regards to future development and population growth. This work will inform an *Open Space Contribution Rate* at Clause 53.01 (Open Space Contributions) in the *Horsham Planning Scheme*. It will also develop a local policy that sets out the selection criteria for accepting either a land or cash contribution at the subdivision stage of development (subdivision permits), and the format of land to be contributed. This work will commence mid-late 2023.

##### *Municipal Tree Register*

A *Significant Tree Register* for Horsham is an important initiative towards meeting the overall goal of protecting and increasing Horsham's urban forest. The register will ensure trees on private and public land with significant attributes (i.e. visual, aesthetic, social, cultural or horticultural/ botanical characteristics and age or size) are identified and suitably protected. This work will commence mid-late 2023.





11. RELATED PROJECTS *continued...*

*Industrial and Commercial Land Use Strategy*

The objective of the *Industrial and Commercial Land Use Strategy* is to establish an overall vision and objectives for industrial and commercial land in Horsham. It will provide strategic direction on a precinct by precinct basis to support future planning and investigation of the potential rezoning of land to industrial land / commercial land and vice versa. It will identify the demand for and supply of industrial and commercial land and the attributes and characteristics of land required to service the existing and future needs of industry/businesses to help drive economic growth across the municipality. This work is to commence 2024-25.

*Subdivision Design and Open Space Local Planning Policy*

The purpose of preparing this policy is to outline a set of requirements for information to be provided with an application for subdivision in terms of:

- The design of subdivisions
- The provision of open space within subdivisions
- The design and layout (connectivity) pedestrian, cyclists and vehicle networks within subdivisions.

This work will commence in 2024-25.

**11.1.2 Recreation and Open Space Planning Team**  
*Wimmera Regional Multi-Sports Precinct Feasibility Study*

The *Wimmera Multi-Sports Precinct Feasibility Study* builds on previous projects exploring the possibility of constructing and operating regional sporting infrastructure in the municipality. The *Multi-Sport Feasibility Study* has considered:

- The demand for regional and upgraded sporting facilities (liaising with State Sporting Associations regarding their strategic plans and examining participation trends in the various sports),
- The functional requirements for each of the sports (what land area and facilities are required to meet facility requirements)
- The cost of developing and maintaining regional infrastructure and accessibility by the community (physical access and cost of entry and usage) and
- Possible locations for new infrastructure or the upgrading of existing facilities.

This study has explored the requirements of different sports, different locations and operating models. It is expected recommendations from the study will be presented to Council by mid-2023.



### Community Facilities Analysis

Expectations regarding community buildings have changed. There is now a requirement to improve access to and within buildings (i.e. ramps and rails, width of doorways, toilets) as well as ensuring accessible parking facilities and safety (i.e. lighting and pathway access to buildings). Buildings are now used differently (i.e. Wi-Fi and technology) and the community's interests and needs have changed over time.

The *Community Facilities Analysis* will provide information about the way we use our buildings and what is required so facilities support the interests of our different community groups.

The project will be completed by the end of 2023.

### Play and Public Spaces Review

The *Public Play Spaces Review* will involve an audit of existing play spaces to be assessed against the following criteria:

- Walkable catchments (how are public spaces distributed across the city and throughout the municipality)
- The number and type of play spaces (local, neighbourhood, municipal and regional parks and play spaces)
- Whether the play and public spaces are safe, accessible and invite us to gather or move through the spaces.

A *Public Play Spaces Strategy* will be developed as a result of the review, establishing a framework and a plan for action. Upgrades to existing play and public spaces will focus on creating public parks that are interesting, inviting, accessible and are used by people of different ages and abilities. It is expected the strategy will be completed by the end of 2023.

### Municipal Bike and Shared Path Plan

The *Municipal Bike and Shared Path Plan* builds on the 2012-2016 *Municipal and Shared Paths Plan* and identifies current best practice for the safety of cyclists. Existing bike pathways have been assessed against the principles of Austroad's *Safe System* and opportunities have been identified to create a connected network that reflects both the *Safe System* principles and Council's road hierarchy.

This plan provides a framework where safety treatments for cyclists are defined for different road types; arterial roads (highways) connector roads (key roads throughout towns) and link roads (residential streets). A prioritisation tool has been developed to assist with the scheduling of works. It is expected that the plan will be completed by mid-2023.



### 11.1.3 Community Inclusion

#### Disability Access and Inclusion Plan

The purpose of the *Disability Access and Inclusion Plan* is to reduce barriers and increase inclusion and participation for people with a disability in Horsham. It provides a suite of actions relating to upgrading and maintaining public infrastructure and spaces as well as improving connectivity and accessibility across the community. This work is currently underway.

#### Aged Friendly Communities Action Plan

The purpose of the *Aged Friendly Communities Action Plan* is to develop actions that will focus on providing age-friendly access to Horsham and Horsham North. Actions will address:

- Improved gopher recharge facilities
- Improved parking
- Improved landscaping and lighting at major entrances
- Improved Dudley Cornell Park and install CCTV
- Upgrades to footpath



## 11. RELATED PROJECTS *continued...*

### 11.1.4 Strategic Projects Team

#### *Rail Corridor Landscape Plan*

The *Rail Corridor Landscape Plan* will provide designs of landscaping options within the rail corridor area. It will take into consideration parking, connecting paths, plantings, art and the future provision of a bus terminal (should it be required). Connecting paths to David Street, the Horsham Railway Station, Wawunna Road and Kalkee Road will be essential in making the new underpass accessible and safe for all uses.

Designs for larger open space areas will apply a native 'bush' theme comprising larger native trees, shrubs, grasses and bush rocks. Landscaping designs will aim to bring the Silo Art, proposed new underpass and the railway station together.

Design for pedestrian lighting will address safe levels of lighting when traveling through the underpass. Connecting paths will feature accent lighting within the underpass culverts and around the silo art could provide a visual experience and future talking points.

In keeping with the 'bush' theme depicted in the Silo Art illustrations, hard and soft landscape materials will be looked at to replicate the native and natural Australian bush look throughout the proposed landscape treatment. Native dryland plant species and natural materials will assist in long-term maintenance while also adding a sense of place and linkage between the Silo's and railway station.

Landscaping options, art, parking and connection paths will be discussed with the community when planning/funding commences.

#### *Rail Underpass Investigation*

A third rail underpass location in proximity to the railway station has been investigated and is considered feasible from a design perspective. Funding for this third underpass will continue to be investigated as part of the *Rail Corridor Landscape Plan*.

### 11.1.5 Parks and Gardens Team

#### *Tree Inventory*

A detailed inventory of all trees in Horsham is nearing completion, an action from the *Municipal Tree Strategy*. The purpose of the inventory is to record existing trees and identify vacant nature strips, exposure areas (i.e. pedestrian and shared paths) and local parks. This work has also determined the health, diversity and quality of existing trees. This information will be used to inform the selection of suitable and diverse tree species and where trees are reaching their end of life so they can be renewed.

Funding is available for the latter part of this financial year for a tree planting program. It will aim to increase the canopy cover across eight defined sub precincts within Horsham.

## 11.2 CAPITAL AND CIVIL WORKS

Council is rolling out a capital works program made up of projects designed to renew or upgrade infrastructure.

#### *Upgraded Water Supply to Dudley Cornell, Cemetery and Langlands Parks*

Council is looking to provide a more reliable water supply to Dudley Cornell Reserve, Langlands Park and the Horsham Cemetery from GWMWater's reclaimed water supply. This will ensure these public spaces are continuously irrigated providing residents with reliable access to green spaces. This work will commence mid-2023.

#### *Frederick St Reconstruction*

Rehabilitation works are planned for Frederick Street in late 2023 to improve the conditions of the road surface.

## 11.3 RECENTLY COMPLETED WORK

- Mill Street roadworks
- Footpath upgrades to ensure all streets in Horsham North has a footpath on at least one side of the street
- Albert Street reconstruction
- Hennessy Street reconstruction
- Crump Street reconstruction
- Street tree planting



## 12. HORSHAM NORTH LOCAL AREA PLAN – IMPLEMENTATION ACTION PLAN 2023 ONWARDS

*The Horsham North Local Area Plan evolved from the Council Action Plan – Theme 1 – An inclusive, accessible, connected and safe community through priorities and initiatives number 1.3 and action 1.3.5 Develop the Horsham North Local Area Plan. 1.3.6 Implement the priorities of the Horsham North Local Area Plan by finalising the rail corridor landscape plan and finalising concept designs of the pedestrian underpass.*

Actions are measured by goals and set timelines. The timelines are indicated by years which relate to financial years.

**Year 1** – 2023-2024

**Year 2** – 2024-2025

**Year 3** – 2025-2026

**Year 4** – 2026-2027

**Year 5+** 2027+

### THEME 1: LAND USE + FUTURE CHARACTER

#### GOAL 1: FACILITATE SUSTAINABLE HOUSING + POPULATION GROWTH

HNLAP STRATEGY	ACTION	MEASURE	TIMELINE
<b>1.1</b> Provide strategic direction for housing across the municipality, including the identification and prioritisation of opportunities for future housing growth	Undertake a Housing Diversity and Affordability Strategy and implement its recommendations through a Planning Scheme Amendment	Housing Diversity and Affordability Strategy and Planning Scheme Amendment completed	Year 2
<b>1.2</b> Promote Environmentally Sustainable Design (ESD) principles in all new development	Implement the Sustainable Subdivision Framework	Demonstrated through approved subdivision designs	Year 1-2
	Advocate to State Government Department of Transport and Planning with other Regional Councils for State level planning policy	Evidence of discussions held and actions to be undertaken	
<b>1.3</b> Effectively manage environmental risks such as potentially contaminated land and flooding	Housing Diversity and Affordability Strategy and Commercial and Industrial Strategy to recommend how to suitably manage environment risks such as potential contamination and flooding.	As documented in the strategies	Year 1-2
<b>1.4</b> Ensure new development is respectful of existing and valued neighbourhood character	Undertake a Neighbourhood Character Assessment as part of the Housing Diversity and Affordability Strategy and implement its recommendations through a Planning Scheme Amendment	Findings of the Neighbourhood Character Assessment have been implemented through a Planning Scheme Amendmen	Year 2



## 12. HORSHAM NORTH LOCAL AREA PLAN – IMPLEMENTATION ACTION PLAN 2023 ONWARDS *continued...*

### GOAL 2: IMPROVE THE LOCAL IMAGE, CHARACTER + IDENTITY

HNLAP STRATEGY	ACTION	MEASURE	TIMELINE
<b>2.1</b> Identify and protect heritage places and precincts	Review the Horsham Heritage Study and implement its recommendations through a Planning Scheme Amendment	Horsham Heritage Study recommendations are implemented through the Planning Scheme Amendment	Year 2
<b>2.2</b> Improve the character, identity and amenity of the area through appropriate land use change and urban design guidance	Develop a policy based on the Urban Design Guidelines for Victoria	Policy is used to guide improved design of urban areas and public spaces	Year 1
	Prepare a new Subdivision Design and Open Space (PS) Policy	Subdivision Design and Open Space (PS) Policy implemented into the Horsham Planning Scheme and used on all new subdivisions	Year 2
	Undertake a Neighbourhood Character Assessment as part of the Housing Diversity and Affordability Strategy and undertake a planning scheme amendment	Findings of the Neighbourhood Character Assessment have been implemented through a Planning Scheme Amendment	Year 2
<b>2.3</b> Encourage the development and transformation of identified entry and gateway sites	Completion of Rail Corridor Landscape Plan	Rail Corridor Landscape Plan implemented	Year 1-5+
	Third underpass with a predominant entrance completed	Third underpass predominant entrance completed	Year 3-5+
<b>2.4</b> Plan for the future conversion of VicTrack land that encourages activation	Completion of Rail Corridor Landscape Plan	Rail Corridor Landscape Plan completed and adopted by Council	Year 1
	Council to consider purchasing VicTrack land located in Horsham North when offered through State Government first right of refusal process.	Purchase of VicTrack land	Year 1 -5+
<b>2.5</b> Build upon the Silo Art Project through public art projects that activate the public realm and create interest	Undertake third art work installation at Horsham Silo site	Third art work installed at Horsham Silo site	Year 1
	Identify new locations within the municipality, including Horsham North, for new mural art installing	New locations within the municipality, including Horsham North are identified for new mural art installing	Year 1



**GOAL 3: PROMOTE ECONOMIC ACTIVITY + OPPURTINITIES**

HNLAP STRATEGY	ACTION	MEASURE	TIMELINE
<b>3.1</b> Establish an overall long term vision and objective for industrial and commercial land in Horsham	Undertake an Industrial and Commercial Land Use Study and implement its recommendations through a Planning Scheme Amendment	Industrial and Commercial Land Strategy and Planning Scheme Amendment is completed	Year 2-3
<b>3.2</b> Encourage a transition away from industrial land use towards commercial or mixed use activity with minimal off-site impacts	Undertake conversations with land owners to relocate to other industrial sites Undertake an Industrial and Commercial Land Use Study and implement its recommendations through a Planning Scheme Amendment	The number of conversations held with land owners Industrial and Commercial Land Strategy and Planning Scheme Amendment is completed	Year 1 – 5+ Year 2-3
<b>3.3</b> Promote a mix of uses within the area bounded by Lynott and Mill Streets currently zoned as Industrial 1 Zone	Undertake an Industrial and Commercial Land Use Study and implement its recommendations through a Planning Scheme Amendment	Industrial and Commercial Land Strategy and Planning Scheme Amendment is completed	Year 2-3
<b>3.4</b> Encourage commercial and employment activity in existing industrial areas	Council to work with suitable businesses to encourage them to relocate to Horsham North land zoned for commercial use Council's Better Business Approvals team meet weekly to support business development to navigate the planning processes	Number of business that are established in Horsham North Meeting actions undertaken	Year 1-5+ Year 1 -5+
<b>3.5</b> Support convenience retail opportunities that activate local neighbourhoods and Kalkee Road	Council to work with suitable businesses to encourage them to relocate or establish in Horsham North	Number of business that are established in Horsham North	Year 1-5+
<b>3.6</b> Consider rezonings that facilitate housing, commercial activity and light industrial in suitable locations	Undertake an Industrial and Commercial Land Use Study and implement its recommendations through a Planning Scheme Amendment Undertake a Housing Diversity and Affordability Strategy and implement its recommendations through a Planning Scheme Amendment	Industrial and Commercial Land Strategy and Planning Scheme Amendment is completed Housing Diversity and Affordability Strategy and Planning Scheme Amendment completed	Year 2-3 Year 2



## 12. HORSHAM NORTH LOCAL AREA PLAN – IMPLEMENTATION ACTION PLAN 2023 ONWARDS *continued...*

### GOAL 4: ENSURE THE COMMUNITY HAS ACCESS TO THE SOCIAL INFRASTRUCTURE IT NEEDS

HNLAP STRATEGY	ACTION	MEASURE	TIMELINE
<b>4.1</b> Ensure social infrastructure investment keeps pace with the scale of growth	Undertake an audit of community user groups to understand their needs regarding use of community facilities as part of the Community Facilities Needs Assessment Study	Community Facilities Needs Assessment Study completed and actions implemented	Year 1-5+
<b>4.2</b> Provide fair access to facilities and services that are needed across the precinct	Implement findings of Community Facilities Needs Assessment recommendations	Implement prioritised actions	Year 2-5+
<b>4.3</b> Provide up to date community facilities for all user groups	Implement recommendations from Social Infrastructure Plan 2021	Implementation of prioritised projects	Year 1-5+
<b>4.4</b> Identify opportunities (sites) to provide improved or new community facilities and to collocate facilities where possible	Develop Dudley Cornell Master Plan Implement findings of Community Facilities Needs Assessment Study recommendations	Master Plan completed Implementation of prioritised projects	Year 1 Year 3 - 5+
<b>4.5</b> Provide contemporary sporting facilities to meet community needs in appropriate locations	Implement the recommendations of the Wimmera Regional Multi-Sport Precinct Feasibility Study	Completion of priority projects as identified in the Wimmera Regional Multi-Sport Precinct Feasibility Study	Year 2 -5+
<b>4.6</b> Review the provision of open space and facilitate upgrading existing parks and recreational open space	Development of a new public open space in Horsham North  Complete the Public Play Space Strategy	Completion of Lukin Court public open space development  Implement priorities as identified in the Play Space Strategy	Year 1  Year 2-5+



**THEME 2: ACCESS AND CONNECTION****GOAL 5: CREATE A WALKABLE, WHEELABLE AND BIKEABLE PRECINCT**

HNLAP STRATEGY	ACTION	MEASURE	TIMELINE
<b>5.1</b> Improve the condition of footpaths along all developed streets so all footpaths users with any ability can access them and use them for their intended purpose	Ensure all streets have at least one side footpath	Completion of works	2022-23
	Reinstate bitumen footpaths that have disappeared historically due to inadequate maintenance	Completion of works	2022-23
	Upgrade some major streets / corridors to two side footpaths	Completion of works	Year 2-4
<b>5.2</b> Plan an accessible environment that enables walkable distances (400m) to open space	Council to ensure future works support and encourage walkable distances (<400m) to open spaces	Number of projects supported to achieve walkable distances.	Year 1 -5+
	To reinforce this commitment to walkable distances, develop a policy based on the Urban Design Guidelines for Victoria	Policy based on the Urban Design Guidelines for Victoria developed and adopted by Council.	1 Year
<b>5.3</b> Identify and suitably address barriers to pedestrian movement and safety (5.3 links to 5.8)	Construct a new underpass in the Railway Corridor	Underpass completed	Year 3+
<b>5.4</b> Develop targeted solutions for specific needs and destination choices.	Complete the Bicycle and Shared Pathway Plan 2023	Bicycle and Shared Pathway plan completed and adopted by Council for implementation	Year 1
<b>5.5</b> Provide the appropriate infrastructure and amenity to encourage active modes of transport	Implement the Bikes and Shared Pathways Plan priorities once adopted.	Works completed	Year 2+
<b>5.6</b> Provide way-finding signage at key locations and amenities that caters for all abilities	Installation of appropriate signage	Signage installation completed	Year 2+
<b>5.7</b> Provide trees that can offer canopy cover over all streets in Horsham North	Complete inventory of Horsham street trees to identify gaps, and prioritise planting	Trees planted in every street in front of each house from Dimboola Road to Kalkee Road (409 trees planted in total)	Year 1+



## 12. HORSHAM NORTH LOCAL AREA PLAN – IMPLEMENTATION ACTION PLAN 2023 ONWARDS *continued...*

### GOAL 5: CREATE A WALKABLE, WHEELABLE AND BIKEABLE PRECINCT *continued...*

HNLAP STRATEGY	ACTION	MEASURE	TIMELINE
<b>5.8</b> Improve pedestrian and cycling connectivity and safety across and along the Rail Corridor including the provision of an additional underpass. (Links to 5.3)	Complete the Bicycle and Shared Pathway Plan 2023 and commence implementation	Bicycle and Shared Pathway plan completed priority works for Horsham North commenced	Year 2+
	Construction of new underpass in railway corridor	Works completed	Year 3+
<b>5.9</b> Identify and plan for a hierarchy of cycling routes and shared paths	Complete the Bicycle and Shared Pathway Plan 2023	Bicycle and Shared Pathway plan 2023 completed and adopted by Council for implementation	Year 1
<b>5.10</b> Ensure that planning processes and provisions deliver good urban design outcomes such as pedestrian and cyclist connectivity and footpaths of a quality standard	Develop a policy based on the Urban Design Guidelines for Victoria	Policy based on the Urban Design Guidelines for Victoria developed and adopted by Council	Year 2-3
	Subdivision Design and Open Space (PS) Policy implemented into the Horsham Planning Scheme and used on all new subdivisions	Subdivision Design and Open Space (PS) Policy implemented into the planning scheme and used on all new subdivisions	Year 1 - 5+
	Council to ensure future works support and encourage walkable distances (<400m) to open spaces	Number of projects supported to achieve walkable distances	Year 1
<b>5.11</b> Provide way-finding signage at key locations (such as the silos on Wawunna Road)	Identify way-finding sign locations	Signage is designed and installed on Wawunna Road	Year 1-2



**GOAL 6: ENHANCE AND PUBLIC TRANSPORT SERVICES AND PROMOTE REGIONAL CONNECTIVITY**

HNLAP STRATEGY	ACTION	MEASURE	TIMELINE
<b>6.1</b> Provide better pedestrian connectivity and amenities (e.g. seating, lighting, shelters) to encourage the use of public transport	Implement the Horsham Bicycle and Shared Pathways Plan 2023 priorities once adopted	Number of new or upgraded or connections created and number of new amenities such as seating, lighting and shelters installed across Horsham North	Year 2-5+
	Subdivision Design and Open Space (PS) Policy implemented into the Horsham Planning Scheme and used on all new subdivisions	Subdivision Design and Open Space (PS) Policy implemented into the planning scheme and used on all new subdivisions	Year 2-3
<b>6.2</b> Advocate for improved public transport services in terms of increased frequencies, operation times, and catchment coverage	Advocacy to Public Transport Victoria	Evidence of discussions held and actions undertaken	Year 1-5+
<b>6.3</b> Plan for new public transport infrastructure and services in population growth areas that are bus capable and provide high quality amenities	Advocacy to Public Transport Victoria	Evidence of discussions held and actions to be undertaken	Years 1-5+
	Subdivision Design and Open Space (PS) Policy implemented into the Horsham Planning Scheme and used on all new subdivisions	Subdivision Design and Open Space (PS) Policy implemented into the planning scheme and used on all new subdivisions	Year 2-3
<b>6.4</b> Advocate on behalf of the community for the return of passenger rail services between Horsham and Melbourne	Council's Advocacy Document provided to State Governments	Passenger rail returned	Year 5+



## 12. HORSHAM NORTH LOCAL AREA PLAN – IMPLEMENTATION ACTION PLAN 2023 ONWARDS *continued...*

### GOAL 7: CREATE SAFER STREETS FOR ALL USERS

HNLAP STRATEGY	ACTION	MEASURE	TIMELINE
<b>7.1</b> Manage local traffic movement and monitor over time	Assess and improve road safety issues identified by the public or Council	Completion of seven initial assessments underway	Year 1
		Ongoing timely review of identified sites	2+
		Ongoing traffic count data collection	1-5+
<b>7.2</b> Provide sealed roads across the area	Upgrade Palm Avenue and Anderson Street	Palm Avenue and Anderson Street upgraded	Year 2+
<b>7.3</b> Introduce traffic calming strategies and interventions for high traffic locations and at key sites	As per 7.1 Also, ensure appropriate traffic safety provisions in associated with new Council projects and private development	Incorporation of traffic safety planning in all relevant projects	Ongoing
<b>7.4</b> Provide safe and clearly distinguished crossing locations. (linked to 2.3)	Liaise with VicRoads regarding any traffic issues affecting roads within a Road Zone, including the intersection of Kalkee Road and Mill Street	Implementation of actions as identified and approved by Vic Roads	Year 1-5+
	Plan for the short-term upgrade of Mill Street and the intersection with Wawunna Road, in conjunction with the planning for the rail corridor	Intersection upgrade completed	Year 2-3



**THEME 3: PUBLIC + OPEN SPACES****GOAL 8 INCREASE THE PROVISION OF OPEN SPACE**

HNLAP STRATEGY	ACTION	MEASURE	TIMELINE
<b>8.1</b> Provide quality open space that meets an identified threshold (quantity and quality)	Council to ensure future works support and encourage walkable distances (<400m) to open spaces	Number of projects supported to achieve walkable distances	Year 1 -5+
	To reinforce this commitment to walkable distances, develop a policy based on the Urban Design Guidelines for Victoria	Policy based on the Urban Design Guidelines for Victoria developed and adopted by Council	1 Year
	Develop a Public Open Space Contribution Rate and Policy for all new subdivisions	Open Space Contribution rate developed and implemented through the planning scheme	Year 2
<b>8.2</b> Develop a policy that guides Council in the identification and strategic acquisition of Identify land (properties) to support the improvement of existing open space.	Develop Land Acquisition criteria and Policy that address strategic acquisition of land	Develop Land Acquisition Policy that address strategic acquisition of land criteria and Policy	Year 3
<b>8.3</b> Identify optimal locations for the provision of open space within greenfield sites	Develop an Open Space policy based on the Urban Design Guidelines for Victoria	Policy is used to guide the improvement of public amenities	Year 1
	Prepare a new Subdivision Design and Open Space (PS) Policy	Subdivision Design and Open Space (PS) Policy implemented into the Horsham Planning Scheme and used on all new subdivisions	Year 2-3
<b>8.4</b> Redesign existing parks to improve their overall function and appeal for the community	Completion of Public Play Space Strategy	Implementation of priority actions for Horsham North as identified in Public Play Space Strategy	Year 2+
		Develop Lukin Court open space area	Year 1



## 12. HORSHAM NORTH LOCAL AREA PLAN – IMPLEMENTATION ACTION PLAN 2023 ONWARDS *continued...*

### GOAL 9: CREATE ACCESSIBLE, SAFE + ACTIVATED PUBLIC SPACES

HNLAP STRATEGY	ACTION	MEASURE	TIMELINE
<b>9.1</b> Provide accessible and safe open spaces	Develop an Open Space policy based on the Urban Design Guidelines for Victoria	Open Space policy based on the Urban Design Guidelines for Victoria developed and adopted by Council	Year 1
	Prepare a Subdivision Design and Open Space (PS) Policy	Subdivision Design and Open Space (PS) Policy implemented into the Horsham Planning Scheme and used on all new subdivisionsnew subdivisions	Year 2-3
<b>9.2</b> Incorporate shared paths into the design of existing and future open spaces	Develop an Open Space policy based on the Urban Design Guidelines Victorian	Open Space policy based on the Urban Design Guidelines for Victoria developed and adopted by Council	Year 1
	Prepare a new Subdivision Design and Open Space (PS) Policy	Subdivision Design and Open Space (PS) Policy implemented into the planning scheme and used on all new subdivisions	Year 2-3
<b>9.3</b> Provide contemporary street lighting as part of the redesign of public spaces	Implement street lighting standards as identified in the guidelines	Street lighting installed	Year 2-5+
<b>9.4</b> Ensure that buildings provide passive surveillance to public spaces	Develop Land Acquisition criteria and Policy that address strategic acquisition of land	Develop Land Acquisition (PS) Policy that address strategic acquisition of land	Year 1
<b>9.5</b> Design and locate new public spaces to maximise exposure to surrounding streets through appropriate urban design guidance (e.g. by providing street frontages and connectivity with the surrounding area)	Develop an Open Space policy based on the Urban Design Guidelines Victorian	Open Space policy based on the Urban Design Guidelines for Victoria completed	Year 1
	Prepare a new Subdivision Design and Open Space (PS) Policy	Subdivision Design and Open Space (PS) Policy implemented into the planning scheme and used on all new subdivisions	Year 2-3
<b>9.6</b> Consider co-location of community facilities as part of any future planning at Dudley Cornell Reserve and land immediately north	Complete the Dudley Cornell Reserve Master Plan	Dudley Cornell Reserve Master Plan implemented	Year 2-5+



**GOAL 10: INCREASE TREE CANOPY ACROSS ALL PUBLIC SPACES**

HNLAP STRATEGY	ACTION	MEASURE	TIMELINE
<b>10.1</b> Increase tree canopy along local streets and public spaces	Provide street trees along local streets (nature strips)	Trees planted in every street in front of each house from Dimboola Road to Kalkee Road (409 trees planted in total)	Year 1+
<b>10.2</b> Increase tree canopy and plan for biodiversity corridors within open spaces	Ongoing tree maintenance to encourage trees to mature with healthy vigour and form	Matured trees located on the nature strips within Horsham North	Year 5+
	Develop the Significant Tree Register for private and public land	Develop the Significant Tree register and implement protection through a Planning Scheme Amendment	Year 1-2
	Planning for new open space to consider and incorporate natural features where possible	Number of natural features considered	Year 1+



13. MONITORING AND REVIEW

It is crucial that the Plan and *Action Plan* are monitored and reviewed in align with the *Council Plan*, *Action Plan* and budget processes. This will ensure both documents remains relevant and updated.

It will be necessary to understand whether:

- Are the 10 Goals, Strategies and Actions still relevant
- Are there any changes in circumstances

An important update to the Plan will be the inclusion of the Social-Economic Indexes for Areas (SEIFA) findings from the 2021 Census which is currently not available. Once available, the SEIFA data should be analysed and incorporated in the refreshed version of this Plan.

The *Action Plan* provides further guidance on the process of reviewing the Plan’s effectiveness in planning for change in Horsham North as well as reporting on the status of actions and timeframes for completion.

14. GLOSSARY

Biodiversity

The variety of all life forms, the different plants, animals and micro-organisms, the genes they contain and the ecosystems of which they form a part.

Built Form

The combination of features of a building, including its style, façade, height and site coverage.

Design and Development Overlay (DDO)

The Design and Development Overlay outlines design objectives and requirements when permits for properties identified in the schedule to the design and development overlay. These properties are identified by a DDO number in the planning scheme maps and in the planning property report. The purpose of the design and development overlay is to identify areas which are affected by specific requirements relating to the design and built form for new development.

Development Plan Overlay (DPO)

The Development Plan Overlay (DPO) are flexible tools that can be used to implement a plan to guide the future use and development of the land. The purpose of a DPO is to identify areas that require the planning of future use or development to be shown on a plan before a permit can be granted.

Environmental Audit Overlay (EAO)

The Environmental Audit Overlay (EAO) is a planning tool applied by local councils and other planning authorities to identify sites that have known, identified or reasonably suspected contamination or potential contamination.

Environmental Sustainable Development (ESD)

Environmentally Sustainable Development (ESD) are a set of principles that aim to improve the health and comfort of buildings for occupants whilst at the same time reducing negative impacts on the environment.

Frontage

The road alignment at the front of a lot. If a lot abuts two or more roads, the one to which the building, or proposed building faces.

Greenfield Sites

Undeveloped land identified for residential or industrial/commercial development.

Infill Development

Infill development encourages the development of underutilised or vacant land in existing urban areas to increase density and place new development near existing resources and infrastructure.

Land Use

Land use planning is the process of regulating the use of land. Usually, this is done to promote more desirable social and environmental outcomes as well as a more efficient use of resources.

Neighbourhood Character

Neighbourhood character is a mix of various elements that give neighbourhoods their distinct ‘personality’. These elements may include a neighbourhood’s land use, urban design, visual amenity and vegetation.

Open Space

Land that provides outdoor recreation, leisure and/or environmental benefits and visual amenity.



**Open Space Contribution**

A contribution paid by a developer as part of a subdivision through negotiation or in accordance with the Planning Scheme or the *Planning and Environment Act 1987*. A contribution can include either cash or land.

**Passive Surveillance**

An environment where people can see and be seen through casual observation.

**Planning Scheme**

A document approved by the Victorian Government which outlines objectives, policies and controls for the use, development and protection of land for each municipality across Victoria.

**Planning Scheme Amendment**

Changes to the Planning Scheme are called amendments and the process is set out in the *Planning and Environment Act 1987*. An amendment may involve a change to a planning scheme map (a rezoning or overlay change), a change to the written part of the scheme, or both.

**Precinct Identity**

Precinct identity refers to the sense of community and belonging that individuals feel toward their specific geographic area or precinct, such as a neighborhood, town, or city. This identity may be influenced by a range of factors, including shared cultural, historical, or social experiences, common physical spaces, and shared values or beliefs.

**Public Realm**

The public realm consists of typical urban elements of streets, lanes, plazas, parks and environmental areas of different scales and purposes. These elements of public space are combined to create distinctive and unique places that invite use and activity.

**Public Surveillance**

Public surveillance is achieved when public space users can see and be seen by others. This highlights the importance of building layout, orientation and location; the strategic use of design; landscaping and lighting – it is a by-product of well-planned, well-designed and well-used space.

**Social Infrastructure**

Social infrastructure is comprised of the facilities, spaces, services and networks that support the quality of life and wellbeing of our communities.

**Tree Canopy**

A Tree Canopy is the upper layer of a mature tree. Tree canopies are a crucial part of the public realm by creating a cooler, more climate-ready urban environment.

**Urban Design Guidelines for Victoria**

These guidelines provide advice on the design of public spaces, building design in relation to a building's interface with public spaces, and the layout of cities, towns and neighbourhoods. They are a reference document in all planning schemes across the state.





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# HORSHAM NORTH

## COMMUNITY ENGAGEMENT SUMMARY REPORT

MAY 2023



## ACKNOWLEDGMENT OF COUNTRY

Horsham Rural City Council acknowledges the five Traditional Owner groups of this land the Wotjobaluk, Wergaia, Jupagalk, Jaadwa and Jadawadjali people. We recognise the important and ongoing place that all Indigenous people hold in our community. We pay our respects to the Elders, both past and present, and commit to working together in the spirit of mutual understanding and respect for the benefit of the broader community and future generations.







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## 1. INTRODUCTION

Horsham Rural City Council (HRCC) prepared a draft Local Area Plan for Horsham North to direct and guide how the area looks, feels and functions for the next ten years. This Local Area Plan will help prepare Horsham North for the future and how the area responds to its own set of challenges and opportunities.

There was an earlier round of consultation undertaken as part of the development of the Horsham North draft Local Area Plan (the Plan). As part of finalising the Plan an Action Plan has been developed which can be found at Chapter 12. This report focuses on the second round of community engagement, which asked the community for feedback on the Plan by asking the following open and close-ended questions:

- *What is your connection to Horsham North?*
- *How satisfied are you with the draft Key Outcomes identified and discussed in the Horsham North Draft Local Area Plan?*
- *Please let us know why you ticked the above preference.*
- *How satisfied are you with the Goals and Strategies within the Horsham North Draft Local Area Plan?*
- *Please let us know why you ticked the above preference.*
- *Please select your three most important Goals for Horsham North.*
- *Out of the three Goals selected above, which one is the most important to you and why?*
- *Tell us which ideas of the Draft Local Area Plan reflect the future direction you hope for Horsham North.*
- *Tell us which ideas that concern you or have been missed, and why.*
- *What are your priorities for Horsham North?*
- *Please provide any further feedback on the overall Draft Local Area Plan.*





## 2. PURPOSE OF THIS REPORT

The purpose of this report is to summarise the outcomes of community engagement undertaken from 28 September 2022 to 9 November 2022 with Horsham North residents, business owners and the wider community on the Plan.

The focus of community engagement was on understanding whether Council had accurately reflected the community's preferred vision in the Plan's ten goals and underpinning strategies. Council sought to understand what elements of the report were supported, what the community thought was missed or overlooked and what could be modified to better reflect community values and areas of concerns.

Community engagement helps Council to understand the key concerns of the community in Horsham North and how their values may be changing across the study area over time. It also aids Council in prioritising the specific needs of the areas.

The community engagement process aims to:

- Enable the opportunity for community members to provide input and influence outcomes.
- Gain insight into the lived experience in Horsham North and community aspirations.
- Provide an open and transparent process that the community understands and supports.
- Gain diverse community input into a plan for positive change in Horsham North.
- Clearly communicate the opportunity to be engaged and the progress of the project.

This report provides a summary of the key messages that emerged during this round of community consultation. It has been structured around written feedback received and verbal feedback provided during workshops and consultation events. The report also provides additional points for consideration in response to the feedback provided which may not have been expressed during the community workshops.

All community input has been heard and considered by Council.





### 3. ABOUT THE HORSHAM NORTH LOCAL AREA PLAN

The Plan is a roadmap that aims to bring the vision for Horsham North into fruition by setting achievable goals and underpinning strategies. It has been prepared using the findings of the *Issues and Opportunities Paper 2022* as well as feedback received during former rounds of community engagement.

The vision has been developed by exploring the study area's key challenges and opportunities moving into the future and understanding the values and aspirations of the community. Consultation was key in bringing the community together to consider their common future and to explore new ideas, possibilities and sense of direction.

The draft Plan sets vision for ten years addressing the following areas:

- Future land use directions
- Protection and enhancement of local character and heritage
- Increased connectivity and accessibility
- Quality open space

The goals and underpinning strategies detailed in the Plan address current key issues and opportunities, as identified by Council and the community and has in turn been used to develop an Action Plan. The **Action Plan** provides actions across four different categories (policy, design, research and advocacy) detailing measures and timeframes.

The Plan has since been finalised using the feedback received during the September – November 2022 consultation period.

The Plan was presented and workshopped with the community. Their feedback has been used as a basis for this summary report, and future additions to be made to the Horsham North Local Area Plan which will be released in 2023. The Horsham North Local Area Plan aligns with current Council strategies and projects, and will assist with any changes required for implementation of this plan within the Horsham Planning Scheme.

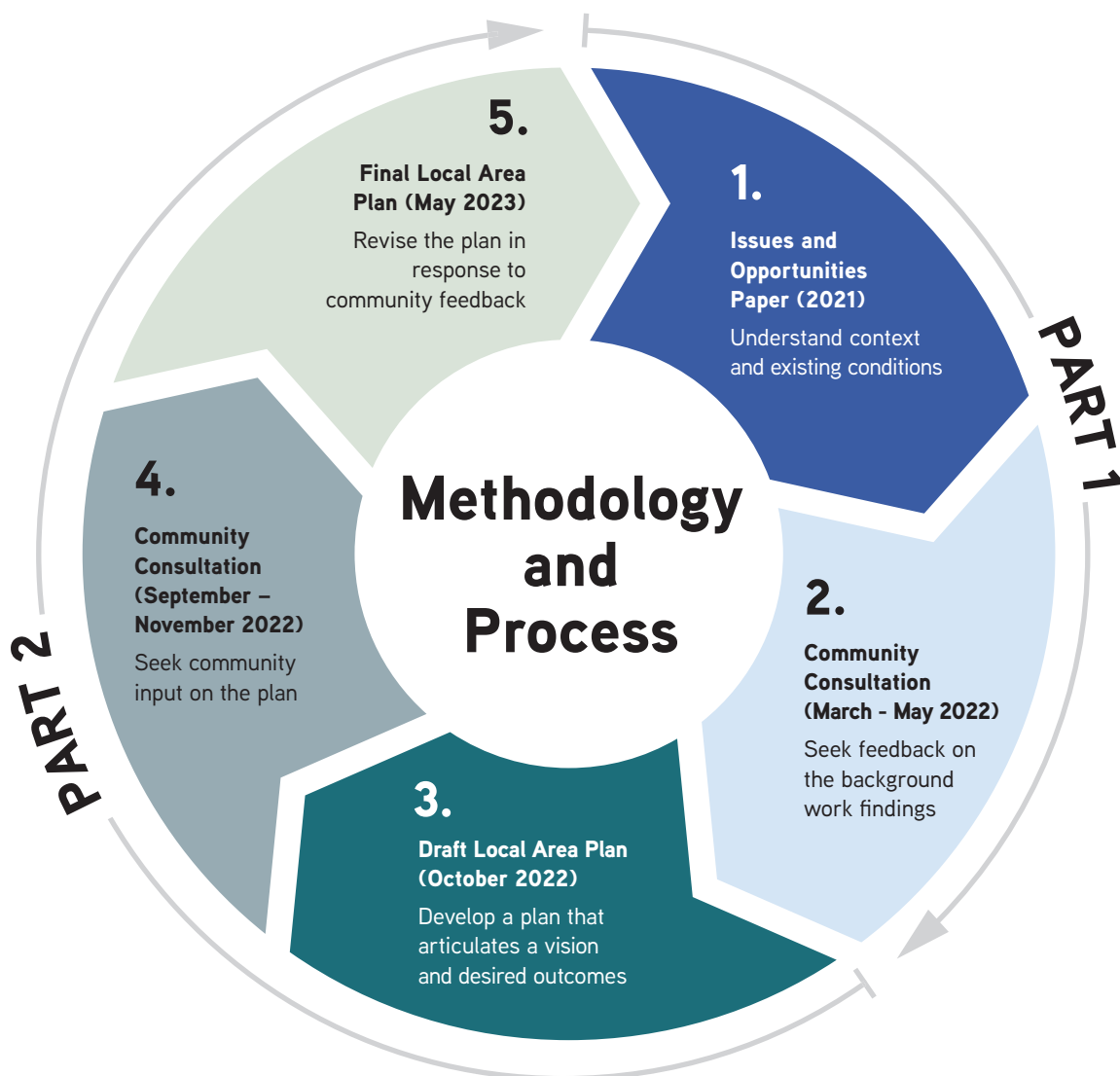




## 4. PROJECT TIMELINE

The project began in July 2021 with background investigation and research used to develop the *Issues and Opportunities Paper* (the Paper) and provide a contextual understanding of the precinct and its challenges to inform early consultation. From March to May 2022, Council placed the Paper on public consultation and multiple community workshops and drop in sessions were held. The workshops focused on understanding and clarifying the issues and constraints as well as the opportunities that should underpin the future planning of the precinct.

This information has been used to develop the vision of the Local Area Plan and preferred direction for change and improvement. This draft was available for comment to the wider community over September – November 2022 for a six-week period. A community workshop was held to determine whether the vision and goals were supported, if anything was missed, and which areas were of most importance in terms of prioritising. The Plan has been finalised with consideration of the comments received during the consultation period and the inclusion of actions in the Action Plan at chapter 12.





## 5. ENGAGEMENT OVERVIEW

A community engagement campaign was conducted from 28 September to 9 November 2023 with online and hard-copy surveys, return questionnaire postcards, one community workshops and three community conversation pop-ups.

The questions listed in the Introduction section of this report were used across all engagement activities to ensure consistency.

### Engagement Objectives

The community engagement undertaken was designed to revisit the vision that was developed with the community at an earlier consultation workshop (May 2023) and to test the proposed ten goals and underpinning strategies. The engagement program sought to understand the level of community and stakeholder support for these ideas and the rationale behind their responses. The findings from this community engagement will be used to help inform the final version of the Plan.

### Outcomes sought

The outcomes sought for this round of community engagement were:

- To inform the community and stakeholders of the Plan, its role and purpose in shaping the future study area.
- To measure the level of support for the Vision, Key Outcomes, 10 Goals and Underpinning Strategies as presented in the Plan.
- To inform the final version of the Plan.

### Engagement Method

Engagement activities were promoted through the HRCC webpage, corporate social media channels and postcards sent to all dwellings within the study area. Engagement activities consisted of:

- A return postcard questionnaire
- An online and printed survey
- One face-to-face community workshop (26 October 2022 at the Neighbourhood House)
- Three community conversation pop-ups:
  - 2 November 2022 at the Kalkee Children's Hub
  - 3 November at the Wawunna Road Milk Bar
  - 8 November at Langlands Park

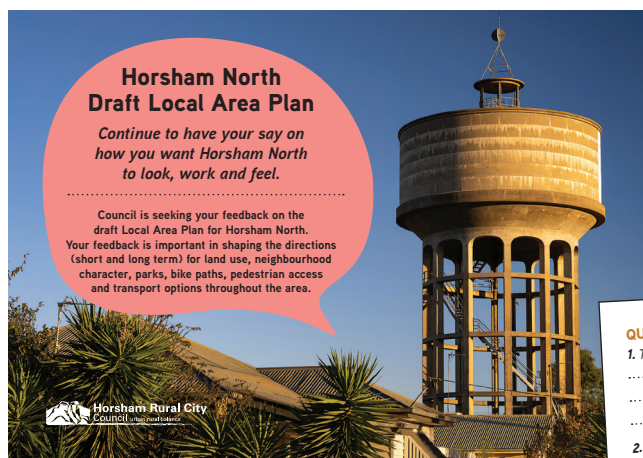
### Return Postcard Questionnaire

All households within the study area were subject to a letter box drop. A postcard was delivered notifying residents that the draft Plan was available to view and provide comment on. The postcard included the following two questions (from the key questions):

- *Tell us which ideas of the Draft Local Area Plan reflect the future direction you hope for Horsham North.*
- *Tell us which ideas that concern you or have been missed, and why.*

A QR code was provided on the postcard that directed residents to the online survey where they could provide more feedback. Alternatively, residents could provide their feedback on the postcard and return it to Council or take a photo of their written feedback and email it to Council.

During consultation Council became aware that some residents (west side) did not receive the postcard. As a response Council made the online survey available for another month to residents.



#### Horsham North Draft Local Area Plan

*Continue to have your say on  
how you want Horsham North  
to look, work and feel.*

Council is seeking your feedback on the draft Local Area Plan for Horsham North. Your feedback is important in shaping the directions (short and long term) for land use, neighbourhood character, parks, bike paths, pedestrian access and transport options throughout the area.

Horsham Rural City  
Council

#### QUESTIONS:

1. Tell us which ideas of the Local Area Plan reflect the future direction you hope for Horsham North.

2. Tell us the ideas that concern you or have been missed, and why.

#### HAVE YOUR SAY BY 9 NOVEMBER 2022!

**Online:** Scan the QR code or visit Council's Have Your Say webpage.

**In person:** Paper copies of the survey will be available at the Council Offices (18 Roberts Avenue, Horsham).

**Email:** Write your feedback on this postcard, take a photo of your feedback and email it to [strategic.planning@hrcc.vic.gov.au](mailto:strategic.planning@hrcc.vic.gov.au)

#### MEET WITH US BY ATTENDING:

- Community Workshop at the Horsham Neighbourhood House on Wednesday 26th October from 5.30pm.
- Drop in session at the Kalkee Community Hub on Wednesday 2nd November between 9.00 – 10.30am.

- Street talk pop ups will also occur in different locations and dates throughout Horsham North area. Dates and locations for street talk pop ups will be confirmed on Council's website.

Horsham Rural City  
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SCAN TO  
LEARN MORE  
AND SHARE  
YOUR FEEDBACK  
WITH US



## Survey

A survey was available online as well as hard copies available at the Council office, the community workshop and the community conversation pop-ups. The survey included all key questions. Survey feedback can be found at **Appendix 1**.

## Community Workshop

The aim of the community workshop was to offer an in person opportunity to provide feedback on the draft Plan as well as being able to speak to Council officers with various expertise who could answer questions. The workshop commenced with a brief overview of why the plan is structured the way it is and the document's various audiences.

The workshop had three planned exercises that centered on the key questions. The first exercise aimed to receive feedback on the draft Vision. Participants were asked to discuss at their table the draft Vision. The aim was to report back to the rest of the participants, make changes and seek agreement. Participant feedback during the workshop indicated that participants required more time to consider the draft Vision and feedback would be provided through the survey and written submissions. Council officers took notes during this exercise and they can be viewed at Appendix 4.

The second exercise was aim at obtaining feedback on the 10 Goals and Underpinning Strategies. Around the room posters were erected with the 10 Goals and Underpinning Strategies. They were placed in the room according to the theme in which they sat under. Council officers were stationed at the theme where they had the relevant expertise. Stations were organised as follows:

- Theme 1: Land Use and Future Character: two planners
- Theme 2: Access and Connectivity: one engineer and one recreation and open space planner
- Theme 3: Open and Public Space: two recreation and open space planners

This set up ensure participants knew where the relevant experts where located and could ask questions and share their ideas in more detail. Participants were given stickers and sticky notes where they could record their priorities and comments for each theme.

The third exercise was another table discussion. The purpose was to specifically discuss the following three questions (from the key questions):

- *Tells us which ideas of the Local Area Plan reflect the future direction you hope for Horsham North.*
- *Tell us the ideas that concern you or have been missed, and why.*
- *What are your priorities for Horsham North?*

Participants were provided A3 sheets with these questions printed and were to provide written answers. Unfortunately, time did not permit this exercise to be carried out. Participants were directed to the survey to consider these questions further.

## Community Conversation Pop-Ups

Three community conversation pop-ups were held during the course of the consultation period. The aim of these pop-ups were to raise awareness that the draft Plan was available for comment and an opportunity to speak with Council staff directly. The pop-ups were located in various locations with the aim to capture sub neighbourhoods within the study area.

### In total, the engagement received:

- One returned postcard questionnaire
- Eight online survey responses
- Zero hard copy survey responses
- Four written submissions

Overall, Council officers engaged with around 40 individuals in person at the Community conservation pop-ups and community workshop.

## Who We Engaged

Respondents who filled out the online survey were asked demographic questions regarding:

- Their connection to Horsham North
- How they travel to and from Horsham North
- Age group
- Gender
- What they identify with (i.e. disability, English is second language, Aboriginal and Torres Strait Island decent, LGBTIQ+).

No demographic data was collected from those who participated in the community pop-up sessions and community workshop. Those who participated in the community workshop were a mix of residents, business owners and operators and people with a connection to Horsham North but do not live there. See **Appendix 3** for survey respondent characteristics.

Approximately **4,128 people** live in Horsham North. Council wishes to acknowledge that due to very low survey responses, information was considered and reflected in the Plan, however through transparency it needs to be noted that these responses are not reflective of the wider community. A minimum of 3 per cent (over 100 surveys) would need to be completed to provide a reflective sample.



## 6. ENGAGEMENT FINDINGS

This section of the report will provide a summary of the feedback received from survey respondents, pop up participants, workshop participants as well as written submissions. Feedback received and recorded can be found in the Appendix section.

### Vision

Feedback from the community reinforced many of the issues that were identified during previous consultations and also in the Issues and Opportunities Paper 2022. Many comments provided during exercise 1 at the community workshop were more broad comments on the Plan.

The issues and concerns raised by the community specific to the Vision Statement are summarised as follows:

- The vision excludes mention of existing local businesses. Local businesses contribute to the viability and prosperity of communities.
- Simplify the language.
- Clear vision timeframe.
- Concerns that words are fluffy and hold no meaning or commitment.
- The vision is not a true representation of the vision developed with the community at the community workshop in May 2022.



### Theme 1: Land Use + Future Character

#### Goal 1: Facilitate sustainable housing and population growth

The community has identified following opportunities and issues associated with Goal 1:

- Ensure housing has suitable parking.
- Social housing distributed evenly around Horsham with considerations to existing provision.
- Concerns regarding housing types and density of housing.
- General support for the focus on housing.
- Need more public facilities.

Council acknowledges that the community would like to see the housing issues addressed, including more meaningful consideration of the type of housing suitable for Horsham North, with a large number of units approved within the area.

Council is planning to undertake a *Housing Strategy* this year in order to better assess and understand these issues. The residents within Horsham North will be invited to share their views during community engagement for this upcoming piece of strategic work.

The lack of and inadequate standard of public space and facilities has previously been highlighted as a gap within Council asset management and planning processes. Council is aware of this and will investigate these issues in future planning practices. Any future development must have regard and include principles which address the Urban Design Guidelines for Victoria and be in line with the requirements of the Horsham Planning Scheme provisions.

#### Goal 2: Image the image, character and identity

The community has identified following opportunities and issues associated with Goal 2:

- The railway corridor feels like an industrial wasteland.
- Repurpose the railway corridor to improve the visual appeal and safety of the area
- Ensure repurposing of the rail corridor is compatible with the return of passenger rail
- Relocate industrial and commercial activities.
- Attention should be directed to Horsham North. Council seems focused on river related projects.

The community raised a range of issues in relation to the rail corridor, and the land uses which occur within the precinct.

The community raised concerns which relate to neglect of Horsham North and lack of focus on the area and existing issues.



Council has been advocating for various improvements, which include the return of passenger rail for quite some time. There are also opportunities to assess and transform land that is currently zoned Industrial between Lynott Street and Mill Street. In terms of the overall repurpose of the rail corridor, Council needs to consider the overall use of the corridor as a whole and any future use and/or development which may need to occur.

### Goal 3: Promote economic activity and opportunities

The community has identified following opportunities and issues associated with Goal 3:

- How will this be achieved?
- Existing industrial and commercial activities are generally not supported by residents.

The Plan proposes a transition away from industrial land use and the promotion of a mixture of land uses between Mill and Lynott Streets, this includes support of future opportunities for commercial and employment. The community will be consulted with any changes that will occur in regards to changes to zoning, land use and/or development and activity within the area.

### Goal 4: Provide up to date community facilities

There was a lot of support in general for this Goal.

The community has identified following opportunities and issues associated with Goal 4:

- Great idea but must be done with community consultation

The community would like to see improvements to community buildings and facilities, including a disabled playground at Kalkee Children's Hub and clubrooms for table tennis.

Any opportunities for public space, improvement of or addition of new facilities will be investigated and assessed separately by Council's Recreation Planning team. Individual land uses to be located within the railway corridor will be dependent on any ongoing history of contamination of land, which Council is in the process of investigating.



## Theme 2: Access + Connections

### Goal 5: Create a walkable, wheelable and bikeable precinct

The community has identified following opportunities and issues associated with Goal 5:

- Pedestrian should feel safe and should be a top priority.
- Connectivity to high schools is poor.
- More footpaths needed to ensure pedestrian do not have to use the road.
- Overpass needs to be more accessible.

The community raised concerns regarding the safety of pedestrians and access issues, with Goal 2 a priority with the implementation of shared paths that allow connection to key destinations and improved maintenance of public areas within Horsham North.

The Plan through appropriate network planning, seeks to improve pedestrian environments in order to encourage walking, cycling and promotion of active and healthy communities. Localised traffic issues seem to also be a concern, traffic control and calming measures need to be implemented to promote streets with increased amenity and commuter safety. Much of the heavy traffic volume, particularly along the rail corridor and Lynott and Mill Streets, is seen to be related to the silo art project and the existing industrial land uses.

### Goal 6: Enhance public transport services and promote regional connectivity

The community has identified following opportunities and issues associated with Goal 6:

- Underpass should be changed to a level crossing
- Underpasses need to be upgraded
- Speeding is an issue that impacts pedestrian and cycling safety
- Changes to bus timetables makes it difficult

The community raised concerns regarding the underpass and its role in characterising the area largely due to unattractiveness and safety issues, the underpass needs to be upgraded or re developed as a level crossing.

Council have previously investigated the options which relate to the underpasses located at Wawunna Road and Albert and McPherson Streets, currently these are not adequate or desirable as they are in poor locations and fail to be DDA compliant. A new underpass is being investigated and proposed for the northern end of David Street, to increase connectivity and access for commuters who wish to access train or V/Line bus services.



## 6. ENGAGEMENT FINDINGS *continued...*

### Goal 7: Create safer streets for all users

There was a lot of support in general for this Goal.

The community has identified following opportunities and issues associated with Goal 7:

- Speed hump upgraded needed in certain locations.
- Adequate parking for residential streets. Wider roads could be a solution.
- Extend footpath along Rasmussen Road.
- The area does not adequately support people with mobility issues or parents with young children.

The community raised concerns regarding provision or improvement of speed humps, in order to slow down “hoon” drivers with the area, road widening and the need for beautification and increased safety.

Currently the lack of pedestrian priority due to traffic volumes is a barrier for Horsham North. Where local roads are prioritised for all users, not just vehicles, means more safety is afforded for all users. The Horsham North Local Area Plan seeks to prioritise safe and convenient movement for pedestrians and cyclists on local roads, development of shared paths and improvement to local streets, which will significantly improve these connections for pedestrians and cyclists.

### Theme 3: Public + Open Space

#### Goal 8: Increase the provision of open space

The community has identified following opportunities and issues associated with Goal 8:

- Turn the railway corridor into parkland with trees and walking tracks.
- Provide more open space to allow people to meet and hang out.
- Provide netball courts to foster social and physical opportunities.
- Improve and redesign parks which have not been properly planned for and landscaped.

The community raised opportunities in relation to public space within the rail corridor, potential redesign of some existing areas located in previous subdivisions and the addition of netball courts to create social and physical opportunities.

An audit of existing open space areas is recommended and will provide appropriate direction for Council to appropriately commence the redesign of parks, where required, to ensure that they are safe, inviting and functional for a range of users. The Plan also specifies the rail corridor is a long term opportunity to provide additional public open space that increases amenity and appearance for fronting neighbourhoods.





### Goal 9: Create accessible, safe and activated public space

The community has identified following opportunities and issues associated with Goal 9:

- Police paddock needs upgrades.
- Maintenance of local parks is lacking in Horsham North compared to other areas within Horsham.
- There is more focus on upgrading open space in proximity to the river than in Horsham North. The focus is unbalanced.
- The railway corridor could provide a walking trail loop.
- CCTV could prevent vandalism and violence.

The community raised issues in relation to the Police paddock maintenance and the maintenance and safety measures in place for other public open space areas within Horsham North.

Existing land that has been set aside and utilised for public open space will be prioritised for upgrade and maintenance prior to new sites being identified.

Due to the dated standard of some of the parks within Horsham North, redesign and retro-fitting are necessary to change their appearance and function. The Horsham North Local Area Plan recognises and identifies these issues, ideally areas for public open space should have access to street frontages, which allows for a high level of surveillance from neighbouring houses and be designed so that areas cannot fall out of the line of vision to provide adequate safety measures.

### Goal 10: Increase tree canopy in all public spaces

The community has identified following opportunities and issues associated with Goal 10:

- Trees are nice but they can conflict with built up areas and cause foundation issues.
- Many trees have been removed by Council in the past.
- Trees and shrubs planted along footpaths would improve long straight sections.

The community raised the following concerns which relate to upgrade and maintenance of existing street trees and associated infrastructure. Wanting to ensure that appropriate trees are planted and maintained to keep damage from roots systems to a minimum and additional trees and shrubs be planted to provide shade and protection for walking paths.

The Plan identifies strategies for increasing tree canopies along streets and public realm areas and plans for biodiversity corridors within public open spaces. Infrastructure locations are installed and maintained where appropriate and any planting of trees and shrubs is done so with consideration of biodiversity values in place.

The community are concerned about the state of parks and associated infrastructure which require drastic improvement.

Historically there have been critical elements that have been missing in the delivery of parks and open space within Horsham North and more widely across Horsham that needs to be addressed by Council.





## 7. FEEDBACK ON THE PROCESS

Many community members wished to see the consultation level be 'Collaborate' (IAP4) or 'Empower' (IAP5) rather than the level determined by Council which was 'Involve' (IAP3) level.

Although Council specifically sought feedback on the content of the Plan it is important that we understand where consultation methods worked and where they were unsuccessful. This ensures continuous improvement in our engagement processes and we will take this into consideration for future projects in Horsham North.

## 8. NEXT STEPS

Council has reviewed feedback in more detail and provided a response and recommended change. Detailed tables with this feedback can be found in the Appendix section of this report.

Council has used feedback to inform changes to the Plan and has developed an *Action Plan* to ensure action in Horsham North can be measured.









## Appendix 1: Online Survey Submissions Table

SURVEY QUESTION	SUBMITTER RESPONSE	COUNCIL RESPONSE
<b>SUBMITTER 1</b>		
1. What is your connection to Horsham North?	Live or own a property in Horsham North	Response noted.
2. How satisfied are you with the draft Key Outcomes identified and discussed in the Horsham North Draft Local Area Plan?	Unsure	Response noted.
3. Please tell us why you ticked the above preference	N/A	Response noted.
4. How satisfied are you with the Goals and Strategies within the Horsham North Draft Local Area Plan?	Unsure	Response noted.
5. Please tell us why you ticked the above preference.	N/A	Response noted.
6. Please select your three most important Goals for Horsham North	<ul style="list-style-type: none"> <li>Goal 2 - Improve the image, character + identity in Horsham North</li> <li>Goal 3 - Promote economic activity + opportunities that support the vision for Horsham North</li> <li>Goal 7 - Create safer streets for all users through improved traffic management, monitoring + maintenance</li> </ul>	Response noted.
7. Out of the three Goals selected above, which one is the most important to you and why?	N/A	Response noted.
8. Tell us which ideas of the Draft Local Area Plan reflect the future direction you hope for Horsham North.	N/A	Response noted.
9. Tell us the ideas that concern you or have been missed, and why.	N/A	Response noted.
10. What are your priorities for Horsham North?	N/A	Response noted.
11. Please provide any further feedback on the overall Draft Local Area Plan	N/A	Response noted.
<b>SUBMITTER 2</b>		
1. What is your connection to Horsham North?	Live or own a property in Horsham North	Response noted.
2. How satisfied are you with the draft Key Outcomes identified and discussed in the Horsham North Draft Local Area Plan?	Unsure	Response noted.
3. Please tell us why you ticked the above preference	N/A	Response noted.
4. How satisfied are you with the Goals and Strategies within the Horsham North Draft Local Area Plan?	Satisfied	Response noted.
5. Please tell us why you ticked the above preference.	N/A	Response noted.
6. Please select your three most important Goals for Horsham North	<ul style="list-style-type: none"> <li>Goal 1 - Facilitate sustainable housing + population growth</li> <li>Goal 2 - Improve the image, character + identity in Horsham North</li> <li>Goal 8 - Increase the provision of open space</li> </ul>	Response noted.
7. Out of the three Goals selected above, which one is the most important to you and why?	<p>Goal 8 - I believe Horsham North should be opened up with public space.</p> <p>A good example of this would be to turn the old rail hub into a vast open parkland. With trees, a walking track, child play area and BBQs. The parkland could extend the other side of the overpass, which has a lot of open land sitting idle.</p>	Council also recognises the potential for improvement within the rail corridor and will explore this further through the development of a <i>Landscape Plan</i> . The inclusion of public open spaces can have a significant positive impact on the community's well-being and quality of life. Not only can these spaces enhance the aesthetics of the area, but they can also provide opportunities for outdoor recreation, social gatherings, and cultural events. The inclusion of public open spaces



SURVEY QUESTION	SUBMITTER RESPONSE	COUNCIL RESPONSE
	A walking track under the overpass could connect both parklands. This would go a long way in improving the image of Horsham north making it available to all of Horsham and tourists visiting the silos.	within the rail corridor has the potential to transform the area into a more welcoming and vibrant community hub.  Council will consider how to prioritise pedestrian and cycling connections within the rail corridor to create a safer, healthier, and more accessible community for all residents.
8. Tell us which ideas of the Draft Local Area Plan reflect the future direction you hope for Horsham North.	N/A	Response noted.
9. Tell us the ideas that concern you or have been missed, and why.	N/A	Response noted.
10. What are your priorities for Horsham North?	N/A	Response noted.
11. Please provide any further feedback on the overall Draft Local Area Plan	N/A	Response noted.
<b>SUBMITTER 3</b>		
1. What is your connection to Horsham North?	Live or own a property in Horsham North	Response noted.
2. How satisfied are you with the draft Key Outcomes identified and discussed in the Horsham North Draft Local Area Plan?	Very unsatisfied	Response noted.
3. Please tell us why you ticked the above preference	We have an active Horsham North community planning group. We have repeatedly asked for higher levels of engagement and that didn't even make it into the "Engagement report". This process is a farce. The outcome has been predetermined. We have been working for a year to be heard. Congratulations, I have given up. You don't want to hear us. You refuse to be driven by the community.  Do nothing. Scrap the whole thing and let the community come up with the community plan. This is a disgusting slap in the face for the whole community. Shame on you HRCC.	Council has extensively engaged with the Horsham North community and provided multiple opportunities for feedback during workshops, drop in sessions, online surveys and written submissions. The creation of the Plan involves a shared effort from Council officers and the community to ensure successful outcomes are achieved.
4. How satisfied are you with the Goals and Strategies within the Horsham North Draft Local Area Plan?	Very unsatisfied	Response noted.
5. Please tell us why you ticked the above preference.	I oppose all action on Horsham North until genuine community led planning with IAP2 LEVEL 4 is committed to everything else isn't worth doing.  All the reports acknowledge the poor previous planning as a core issue and yet you're determined to keep going with the same process? Madness. Stop wasting our money. Call off the whole thing and start over properly.	Response noted. Council will continue to work with the community in the delivery of projects within Horsham North.
6. Please select your three most important Goals for Horsham North	<ul style="list-style-type: none"> <li>Goal 5 - Create a walkable, wheelable + bikeable precinct that supports active living, recreation + transportation</li> <li>Goal 8 - Increase the provision of open space</li> <li>Goal 9 - Create accessible, safe + activated public space</li> </ul>	Response noted.
7. Out of the three Goals selected above, which one is the most important to you and why?	COMMUNITY. LED. PLANNING.  WHY ISNT THIS ON THE LIST???? It's the one thing we've asked for over and	Council acknowledges these comments in relation to community-led planning. It is an essential aspect of any



SURVEY QUESTION	SUBMITTER RESPONSE	COUNCIL RESPONSE
	<p>over! Any dot point we pick will be misinterpreted and badly applied when it's done top-down and outside-in.</p> <p>We want to be the ones making the plans. Stop this process designed to keep us at arm's length.</p>	<p>planning process and Council appreciates your feedback.</p> <p>However, it is also important to recognise that developing an effective plan requires a range of expertise and specialist knowledge from various officers. Council is required to involve the relevant officers in the planning process to ensure that the plan is both informed by community feedback and technically sound.</p>
<i>8. Tell us which ideas of the Draft Local Area Plan reflect the future direction you hope for Horsham North.</i>	I hope the future for Horsham north will be based in RESPECT for the community. We are intelligent and we know what we need. We will do a better job than a parade of disinterested, city based consultants. Treat us better.	Respecting the community is crucial in the planning process, and the Council acknowledges this when creating plans for Horsham North and other areas. The Council's processes are transparent, and information is available to the public.
<i>9. Tell us the ideas that concern you or have been missed, and why.</i>	<p>We have requested IAP2 LEVEL 4 engagement, as other projects in wealthier neighbourhoods have been given. Not only has that not been given, our request hasn't even been officially recorded. It's disgusting. You dismiss us and then put out surveys like this so you can pretend to care.</p> <p>WE DONT WANT YOUR PLAN. WE WANT TO MAKE OUR OWN PLAN FOR OUR OWN COMMUNITY.</p> <p>Its blatant discrimination for the wealthier neighbourhoods to be given IAP2 LEVEL 4 and not even acknowledge our request for the same.</p> <p>You had a great opportunity to do genuine community led planning. If you ever decide to do that you know where to find us.</p>	Response noted.
<i>10. What are your priorities for Horsham North?</i>	<p>COMMUNITY LED PLANNING.</p> <p>RESPECT FOR THE COMMUNITY</p> <p>IAP2 LEVEL 4 for this plan, taking it back to the drawing board, and for all future activity in Horsham North.</p>	Response noted.
<i>11. Please provide any further feedback on the overall Draft Local Area Plan</i>	<p>The engagement summary disgustingly eliminates our request for higher levels of engagement. We're sick of paying for consultants to make terrible plans than don't suit the community, only to have the next consultant acknowledge all the issues we identified and make a new set of terrible plans.</p> <p>We and our children will pay for these mistakes for decades. We deserve to have control of the process. Not this fake "engagement" you offer us.</p>	Response noted.



SURVEY QUESTION	SUBMITTER RESPONSE	COUNCIL RESPONSE
<b>SUBMITTER 4</b>		
1. What is your connection to Horsham North?	Visit Horsham North (i.e. go to school, shop, visit family and friends, recreation)	Response noted.
2. How satisfied are you with the draft Key Outcomes identified and discussed in the Horsham North Draft Local Area Plan?	Very satisfied	Response noted.
3. Please tell us why you ticked the above preference	The 4 key outcomes are clear and needed. Personally I think reducing the barrier effect and increasing connectivity will bring much needed revitalisation and reduce stigma of the north.	Council acknowledges the rail corridor diminishes the overall character and reputation of Horsham North and should be addressed by implementing land use changes, open space opportunities and urban design interventions in line with the <i>Victorian Urban Design Guidelines 2019</i> .
4. How satisfied are you with the Goals and Strategies within the Horsham North Draft Local Area Plan?	Very satisfied	Response noted.
5. Please tell us why you ticked the above preference.	Great goals, will be incredibly hard to implement, as the report mentions the contamination and existing properties in key central locations.	Response noted.
6. Please select your three most important Goals for Horsham North	<ul style="list-style-type: none"> <li>Goal 2 - Improve the image, character + identity in Horsham North</li> <li>Goal 5 - Create a walkable, wheelable + bikeable precinct that supports active living, recreation + transportation</li> <li>Goal 6 - Enhance + promote public transport + regional connectivity</li> </ul>	Response noted.
7. Out of the three Goals selected above, which one is the most important to you and why?	Goal 6. The first step is to make the town connected and accessible.	Response noted.
8. Tell us which ideas of the Draft Local Area Plan reflect the future direction you hope for Horsham North.	Improvement of the Rail Corridor. Currently if you could catch a train and saw the current rail corridor, you would leave having a very low opinion of Horsham.	Council is developing a Landscape Plan to inform and plan improvements of the rail corridor.
9. Tell us the ideas that concern you or have been missed, and why.	I know it will be incredibly hard due to existing properties, but having the 'shared path / pedestrian connection opportunity' continuous and un-fragmented, with the west end designed so that in future it can extend out to the aerodrome.	Council will ensure a connected and convenient shared path network is planned and provided as part of any future development on undeveloped land in the western portion of the study area.
10. What are your priorities for Horsham North?	Connectivity to help destigmatise the area, and remove the 'us and them' mentality of north of the tracks.	Response noted.
11. Please provide any further feedback on the overall Draft Local Area Plan	Ambitious plan, I like it. I also think constant liaison with 'Regional Rail Revival' to make sure it is future proof for any development that will hopefully make us the main stop from Melbourne to Adelaide, and maybe even help out with funding is essential too.	Response noted.
<b>SUBMITTER 5</b>		
1. What is your connection to Horsham North?	Live or own a property in Horsham North	Response noted.
2. How satisfied are you with the draft Key Outcomes identified and discussed in the Horsham North Draft Local Area Plan?	Satisfied	Response noted.
3. Please tell us why you ticked the above preference	N/A	Response noted.
4. How satisfied are you with the Goals and Strategies within the Horsham North Draft Local Area Plan?	Satisfied	Response noted.



SURVEY QUESTION	SUBMITTER RESPONSE	COUNCIL RESPONSE
5. Please tell us why you ticked the above preference.	N/A	Response noted.
6. Please select your three most important Goals for Horsham North	<ul style="list-style-type: none"> <li>Goal 2 - Improve the image, character + identity in Horsham North</li> <li>Goal 5 - Create a walkable, wheelable + bikeable precinct that supports active living, recreation + transportation</li> <li>Goal 8 - Increase the provision of open space</li> </ul>	Response noted.
7. Out of the three Goals selected above, which one is the most important to you and why?	N/A	Response noted.
8. Tell us which ideas of the Draft Local Area Plan reflect the future direction you hope for Horsham North.	N/A	Response noted.
9. Tell us the ideas that concern you or have been missed, and why.	N/A	Response noted.
10. What are your priorities for Horsham North?	N/A	Response noted.
11. Please provide any further feedback on the overall Draft Local Area Plan	N/A	Response noted.
<b>SUBMITTER 6</b>		
1. What is your connection to Horsham North?	Live or own a property in Horsham North	Response noted.
2. How satisfied are you with the draft Key Outcomes identified and discussed in the Horsham North Draft Local Area Plan?	Unsatisfied	Response noted.
3. Please tell us why you ticked the above preference	Unsatisfied because of the attitude of Council due to all the neglect from the Councillors in their eye's it's all about the River & a foot bridge In Hamilton street. Make it a multipurpose bridge for vehicles & pedestrians	Council considers all of the municipality in its decision making process including towns, districts, business centre and inner suburbs. The purpose of this Plan is to inform future actions Council can budget and deliver on that will improve the liveability of Horsham North. The Hamilton Street pedestrian bridge is outside the scope of this Plan.
4. How satisfied are you with the Goals and Strategies within the Horsham North Draft Local Area Plan?	Unsure	Response noted.
5. Please tell us why you ticked the above preference.	Talks cheap. I will revisit if & when things get done re improvement to the Northern part of Horsham	Response noted.
6. Please select your three most important Goals for Horsham North	<ul style="list-style-type: none"> <li>Goal 2 - Improve the image, character + identity in Horsham North</li> <li>Goal 4 - Provide up to date community facilities in Horsham North</li> <li>Goal 6 - Enhance + promote public transport + regional connectivity</li> </ul>	Response noted.
7. Out of the three Goals selected above, which one is the most important to you and why?	Improve the image Council staff to In force by laws By tenants & council re mowing nature strips, cleaning up yards.	Response noted.
8. Tell us which ideas of the Draft Local Area Plan reflect the future direction you hope for Horsham North.	N/A	Response noted.
9. Tell us the ideas that concern you or have been missed, and why.	N/A	Response noted.
10. What are your priorities for Horsham North?	N/A	Response noted.
11. Please provide any further feedback on the overall Draft Local Area Plan	N/A	Response noted.
<b>SUBMITTER 7</b>		
1. What is your connection to Horsham North?	Live or own a property in Horsham North	Response noted.



SURVEY QUESTION	SUBMITTER RESPONSE	COUNCIL RESPONSE
2. How satisfied are you with the draft Key Outcomes identified and discussed in the Horsham North Draft Local Area Plan?	Satisfied	Response noted.
3. Please tell us why you ticked the above preference	It is a good start	Response noted.
4. How satisfied are you with the Goals and Strategies within the Horsham North Draft Local Area Plan?	Satisfied	Response noted.
5. Please tell us why you ticked the above preference.	While a start the community has not been kept informed and consulted adequately. Nothing was delivered to our letterbox or emailed. Plenty of room for improvement	Response noted.
6. Please select your three most important Goals for Horsham North	<ul style="list-style-type: none"> <li>Goal 2 - Improve the image, character + identity in Horsham North</li> <li>Goal 5 - Create a walkable, wheelable + bikeable precinct that supports active living, recreation + transportation</li> <li>Goal 10 - Increase tree canopy across all public realm</li> </ul>	Response noted.
7. Out of the three Goals selected above, which one is the most important to you and why?	Goal 2 definitely overdue to improve maintenance of all public areas.	Response noted.
8. Tell us which ideas of the Draft Local Area Plan reflect the future direction you hope for Horsham North.	Need to lay out a park and walking trail loop on the disused railway land as a priority. Trees and shrubs bordering the walking path would be a good outcome avoiding long straight sections.	Response noted.
9. Tell us the ideas that concern you or have been missed, and why.	Lack of public toilets in Horsham North. Saw a male urinating against the Mill Street railway fence today. Need a toilet and parking near the silo artwork. Parking area has not been finished.	Response noted.
10. What are your priorities for Horsham North?	Pedestrian footpath on east side of Florence street so walkers do not have to walk on the road. Council to improve the appearance of the whole area by more frequent grass cutting including the Florence street retardation basin reducing fuel load and fairy grass from blowing everywhere. Maintain Horsham North as if Tidy Town judging was due.	Response noted.
11. Please provide any further feedback on the overall Draft Local Area Plan	Time for some action to deliver the draft key outcomes, goals and strategies.	Response noted.
<b>SUBMITTER 8</b>		
1. What is your connection to Horsham North?	Live or own a property in Horsham North	Response noted.
2. How satisfied are you with the draft Key Outcomes identified and discussed in the Horsham North Draft Local Area Plan?	Satisfied	Response noted.
3. Please tell us why you ticked the above preference	N/A	Response noted.
4. How satisfied are you with the Goals and Strategies within the Horsham North Draft Local Area Plan?	Satisfied	Response noted.
5. Please tell us why you ticked the above preference.	I am happy to see that fixing up the VicTrack land is a priority.	Response noted.
6. Please select your three most important Goals for Horsham North	<ul style="list-style-type: none"> <li>Goal 2 - Improve the image, character + identity in Horsham North</li> <li>Goal 9 - Create accessible, safe + activated public space</li> </ul>	Response noted.
7. Out of the three Goals selected above, which one is the most important to you and why?	The area feels like an industrial wasteland after going over the overpass fixing this have public space to celebrate the silos artwork could make it just as beautiful as the riverfront	The <i>Landscape Plan</i> for the Rail Corridor will investigate the opportunities for improvements.
8. Tell us which ideas of the Draft Local Area Plan reflect the future direction you hope for Horsham North.	N/A	Response noted.



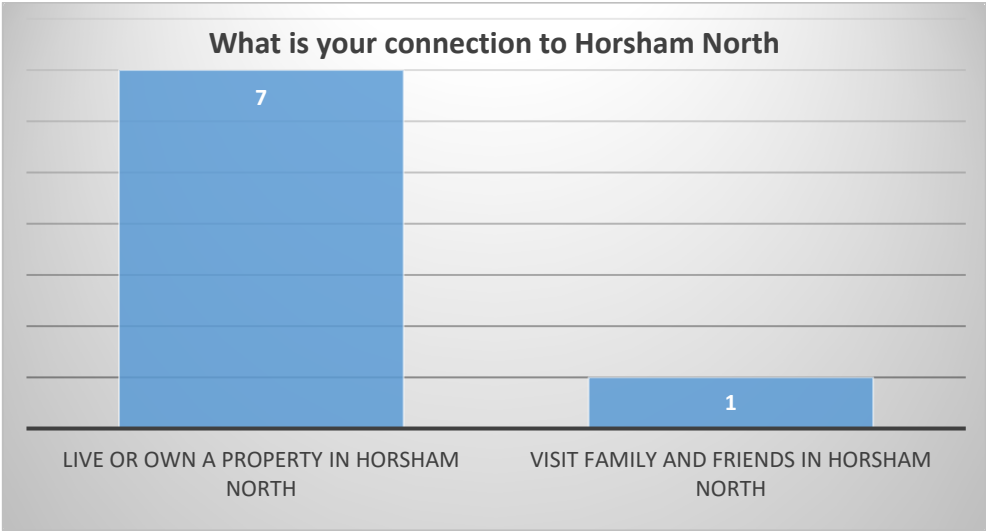
SURVEY QUESTION	SUBMITTER RESPONSE	COUNCIL RESPONSE
9. Tell us the ideas that concern you or have been missed, and why.	If passenger rail is ever reinstated and standard gauge replaces broad gauge, the Council should advocate freight rail to bypass town all together to reduce the noise from the freight trains	Response noted.
10. What are your priorities for Horsham North?	Getting the VicTrack and industrial lands fixed up, moving the fuel depots out of the residential are	Response noted.
11. Please provide any further feedback on the overall Draft Local Area Plan	N/A	Response noted.



Appendix 2: Review of online survey submissions

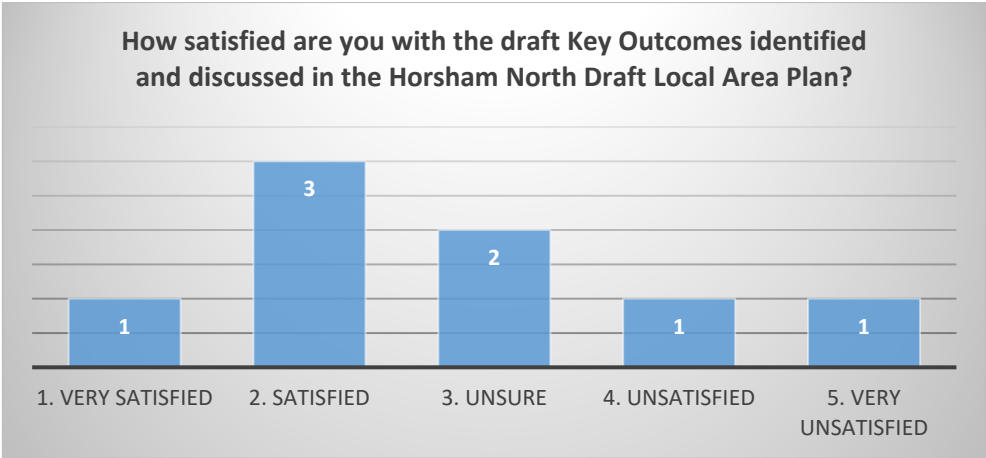
1. What is your connection to Horsham North?

Seven of the eight people who completed the online survey live in Horsham North the other respondent visits family or friends who reside in Horsham North.



2. How satisfied are you with the draft Key Outcomes identified and discussed in the Horsham North Draft Local Area Plan?

There were more responses received that were satisfied with the draft key outcomes identified and discussed in the Horsham North Draft Local Area Plan. Two of the responses were unsure and another two responses were unsatisfied to very unsatisfied.



3. Please tell us why you ticked the above preference

*‘We have an active Horsham north community planning group. We have repeatedly asked for higher levels of engagement and that didn’t even make it into the “Engagement report”. This process is a farce. The outcome has been predetermined. We have been working for a year to be heard. Congratulations, I have given up. You don’t want to hear us. You refuse to be driven by the community. Do nothing. Scrap the whole thing and let the community come up with the community plan. This is a disgusting slap in the face for the whole community. Shame on you HRCC.’ \*3*

*‘The 4 key outcomes are clear and needed. Personally I think reducing the barrier effect and increasing connectivity will bring much needed revitalisation and reduce stigma of the north.’ \*4*

*‘Unsatisfied because of the attitude of council due to all the neglect from the Councillors in their eye’s it’s all about the River & A foot Bridge in Hamilton street. Make it a multi-purpose bridge for vehicles & pedestrians.’ \*6*

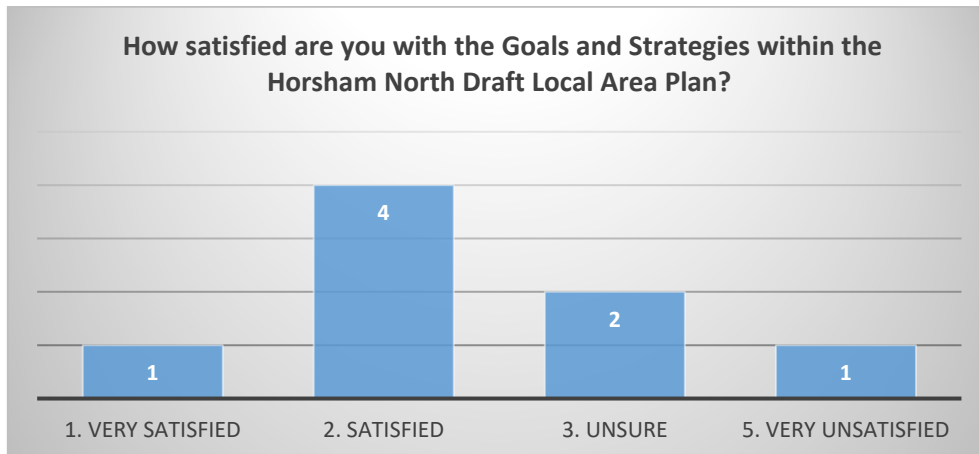
*“It is a good start.” \*7*

The online survey responses provided mixed responses why people ticked whether they were satisfied or unsatisfied with the key outcomes of the Horsham North Draft Local Area Plan. These rated from disappointment in the process and the level of engagement, to identifying the process as a good start and finally with a response indicating that the four key outcomes are clear and needed.



#### 4. How satisfied are you with the Goals and Strategies within the Horsham North Draft Local Area Plan?

The online survey responses indicated that more than half were satisfied with the goals and strategies within the Horsham North Draft Local Area Plan; there were two responses that were unsure and one of the responses indicated that they were very unsatisfied.



#### 5. Please tell us why you ticked the above preference.

The online survey responses have indicated that even though more than half the responses indicated that they were satisfied with the goals and strategies within the Horsham North Draft Local Area Plan, moving forward the community are requesting community engagement and to be better informed. A response was received indicating that they were happy to see the Vic Track land being identified as a priority and another response indicated that the goals will be incredibly hard to implement.

*"I oppose all action on Horsham North until genuine community led planning with IAP2 LEVEL 4 is committed to everything else isn't worth doing. All the reports acknowledge the poor previous planning as a core issue and yet you're determined to keep going with the same process? Madness. Stop wasting our money. Call off the whole thing and start over properly." \*3*

*"Great goals, will be incredibly hard to implement, as the report mentions the contamination and existing properties in key central locations" \*4*

*"Talks cheap. I will revisit if & when things get done re improvement to the Northern part of Horsham". \*6*

*"While a start the community has not been kept informed and consulted adequately. Nothing was delivered to our letterbox or emailed. Plenty of room for improvement". \*7*

*"I am happy to see that fixing up the Vic Track land is a priority." \*8*

#### 6. Please select your three most important Goals for Horsham North

The Horsham North Draft Local Area Plan identified three key themes. There are ten goals listed under the themes as follow:

##### Theme 1: Future land use & character

Goal 1. Facilitate sustainable housing & population growth

Goal 2. Improve the image, character & identity of Horsham North

Goal 3. Promote economic activity & opportunities that support the vision for Horsham North

Goal 4. Provide up to date community facilities in Horsham North

##### Theme 2: Access & connections

Goal 5. Create a walkable, wheelable & bikeable precinct that supports active living, recreation & transportation

Goal 6. Enhance and promote public transport services and regional connectivity

Goal 7. Create safer streets for all users through improved traffic management, monitoring & maintenance

##### Theme 3: Public & Open Spaces

Goal 8. Increase the provision of open space



Goal 9. Create accessible, safe & activated public space

Goal 10. Increase tree canopy across all public realm

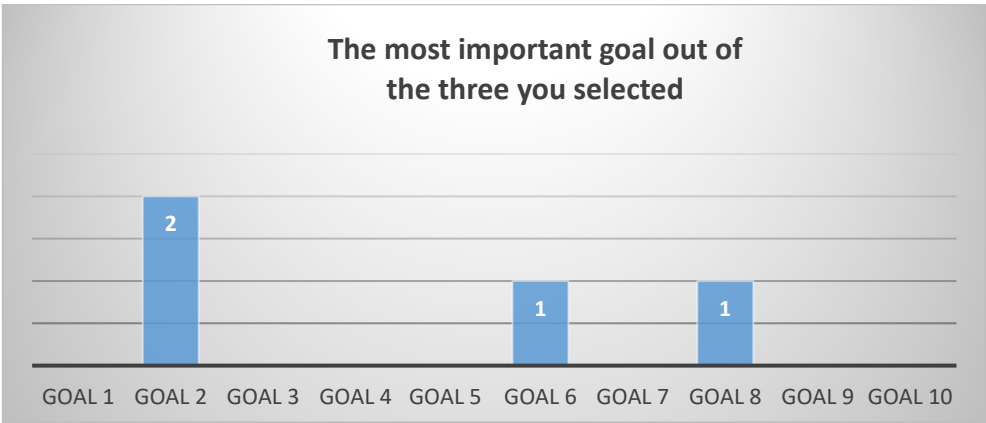
There were three goals that scored well amongst the responses received in the online survey

- Goals Two - Improve the image, character & identity of Horsham North
- Goal Five - walkable, wheelable & bikeable precinct that supports active living, recreation & transportation
- Goal Eight - Increase the provision of open space



7. Out of the three Goals selected above, which one is the most important to you and why?

Only fifty percent of the respondents provided an answer to this question. Responses indicated that the most important goal in the strategy was Goal two with goal six and goal eight also being highlighted.



8. Tell us which ideas of the Draft Local Area Plan reflect the future direction you hope for Horsham North.

Three responses were received in regards to which idea of the Draft Local Area Plan reflects the future direction hoped for Horsham North. While improvements to the rail corridor and the need to lay out a park and walking trail loops on the disused railway land was highlighted. There was also discontent with the way the community is treated by outsiders and a request to be respected better in the future.

*"I hope the future for Horsham north will be based in RESPECT for the community. We are intelligent and we know what we need. We will do a better job than a parade of disinterested, city based consultants. Treat us better." \*3*

*"Improvement of the Rail Corridor. Currently if you could catch a train and saw the current rail corridor, you would leave having a very low opinion of Horsham." \*4*

*"Need to lay out a park and walking trail loop on the disused railway land as a priority. Trees and shrubs bordering the walking path would be a good outcome avoiding long straight sections." \*7*



### 9. Tell us the ideas that concern you or have been missed, and why.

There were a number of items that responses indicated being missed or responses indicated they had concerns with.

A strong message has been conveyed throughout the online survey by a respondent that they would rather develop their **own community plan** and a clear message if the Horsham North Local Area Plan is to be implemented that it need to ensure the community are engaged in the process going forward.

A response was received that there is a **lack of public toilets** and this need to be considered in the Horsham North Local Area Plan. The respondent identified that somewhere near the Silo art work would be ideal.

There was also a suggestion if the passenger rail is ever reinstated that the freight rail to bypass the town all together.

*"We have requested IAP2 LEVEL 4 engagement, as other projects in wealthier neighbourhoods have been given. Not only has that not been given, our request hasn't even been officially recorded. It's disgusting. You dismiss us and then put out surveys like this so you can pretend to care. WE DONT WANT YOUR PLAN. WE WANT TO MAKE OUR OWN PLAN FOR OUR OWN COMMUNITY. Its blatant discrimination for the wealthier neighbourhoods to be given IAP2 LEVEL 4 and not even acknowledge our request for the same. You had a great opportunity to do genuine community led planning. If you ever decide to do that you know where to find us." \*3*

*"I know it will be incredibly hard due to existing properties, but having the 'shared path / pedestrian connection opportunity' continuous and un-fragmented, with the west end designed so that in future it can extend out to the aerodrome." \*4*

*"Lack of public Toilets in Horsham North. Saw a male urinating against the Mill street railway fence today. Need a toilet and parking near the silo artwork. Parking area has not been finished." \*7*

*"If passenger rail is ever reinstated and standard gauge replaces broad gauge, the council should advocate freight rail to bypass town all together to reduce the noise from the freight trains" \*8*

### 10. What are your priorities for Horsham North?

**"COMMUNITY LED PLANNING. RESPECT FOR THE COMMUNITY**

*IAP2 LEVEL 4 for this plan, taking it back to the drawing board, and for all future activity in Horsham north." \*3*

*"Connectivity to help destigmatise the area, and remove the 'us and them' mentality of north of the tracks". \*4*

*"Pedestrian footpath on east side of Florence street so walkers do not have to walk on the road. Council to improve the appearance of the whole area by more frequent grass cutting including the Florence street retardation basin reducing fuel load and fairy grass from blowing everywhere. Maintain Horsham North as if Tidy Town judging was due." \*7*

*"Getting the Vic Track and industrial lands fixed up, moving the fuel depots out of the residential are" \*8*

The above responses can be summarised as:

1. Ensuring community engagement is undertaken going forward
2. Connecting to the whole of Horsham and creating one community
3. Improved footpaths to ensure people do not walk on the roads
4. Improvement of the whole area (beautification and maintaining grassed areas)
5. Fixing up the Vic Track and industrial land
6. Moving the fuel depots out of Horsham North

### 11. Please provide any further feedback on the overall Draft Local Area Plan

Feedback on the overall Draft Local Area Plan identified that a respondent felt that the engagement summary eliminated their request for higher level of engagement and they feel they deserve to have control of the process. Another respondent felt it was an ambitious plan and there was a suggestion that it was time for some action to deliver the draft key outcomes and goals and strategies.

*The engagement summary disgustingly eliminates our request for higher levels of engagement. We're sick of paying for consultants to make terrible plans than don't suit the community, only to have the next consultant acknowledge all the issues we identified and make a new set of terrible plans. We and our children will pay for these mistakes for decades. We deserve to have control of the process. Not this fake "engagement" you offer us. \*3*

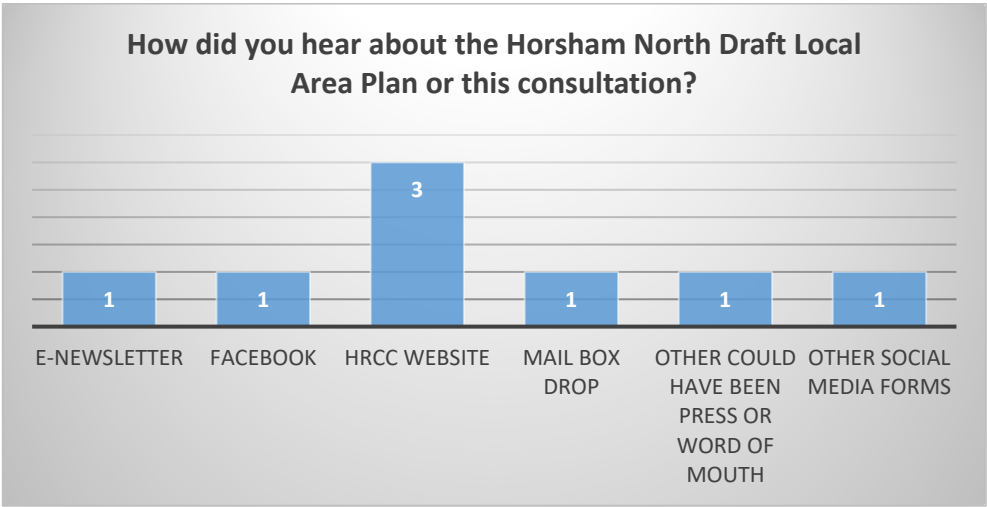
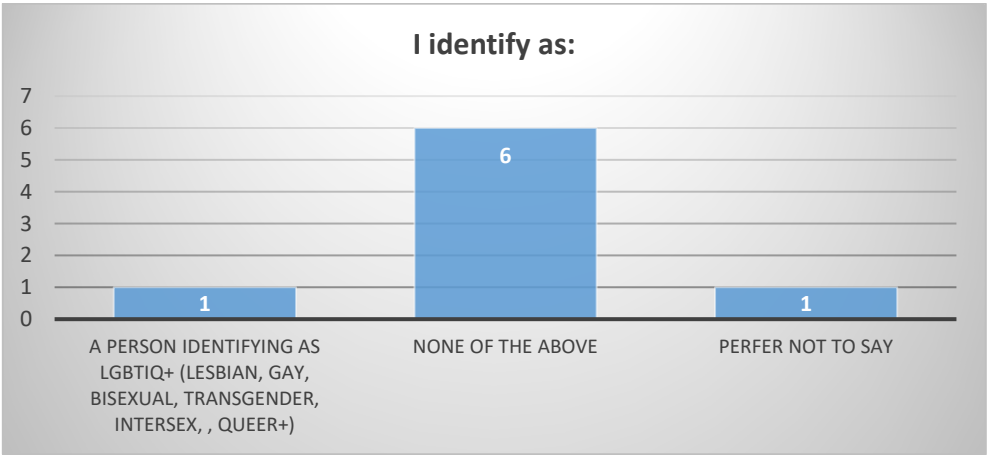
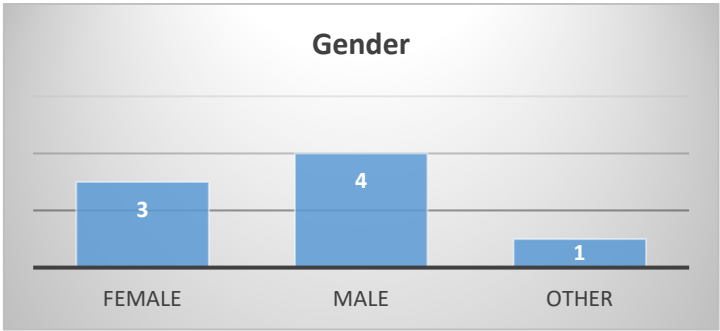
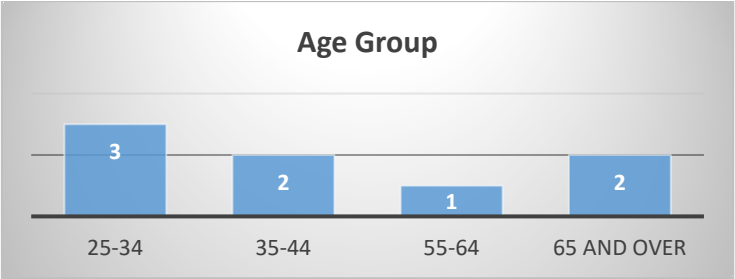
*Ambitious plan, I like it. I also think constant liaison with 'Regional Rail Revival' to make sure it is future proof for any development that will hopefully make us the main stop from Melbourne to Adelaide, and maybe even help out with funding is essential too. \*4*



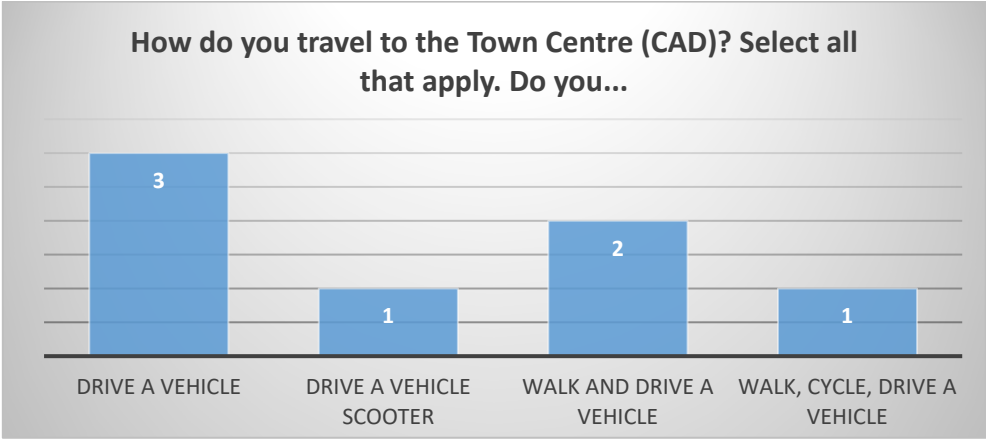
Time for some action to deliver the draft key outcomes, goals and strategies. \*7

Access Equality and Inclusion

The following graphs indicate the respondents’ demographics, mode of transport to the town centre and how they heard about the survey.









### Appendix 3: Written Submissions Table

Note: Submissions have been paraphrased for brevity and comprehension.

No.	SUMMARY OF THE ISSUES RAISED	COUNCIL RESPONSE	PROPOSED CHANGE TO PLAN
<b>SUBMITTER 1</b>			
1.1	This is a large and difficult document to navigate. The words of the Plan may read nicely but many phrases and sentences do not allow the reader to understand what they actually mean or what they intend to convey. It needs to be read in conjunction with other plans.	<p>Council acknowledges that the Plan entails technical information and discussion. This is required due to the various issues raised and potential solutions identified. The document has multiple audiences (i.e. residents, councillors, community groups, State Government, service providers etc.) and the document aims to address what they all need to know. Council will consider how to adapt the writing style to engage all sections of its audience.</p> <p>There is other strategic work currently underway or about to commence that will address some of the issues identified for Horsham North. They have been referred to in the Plan.</p>	Council will consider how to simplify the Plan and clarify other projects that relate to it.
1.2	There are no priority listings or timeframes for projects. A basic tenet I learnt at school was to write in a way your intended audience will understand.	<p>The draft Plan identified potential projects and actions for land use, built form and public realm improvements. Details such as budget amounts, assigned teams and timeframe were not provided. Through community consultation Council sought to understand the community's key priorities and use that feedback to determine possible timeframes and inform budget cycles.</p> <p>The revised Plan now includes an Action Plan with more details in regards to timing and measures.</p>	An Action Plan to be included in the LAP.
1.6	The information taken away from previous meetings with Council was not reflected in Council's published "What We Heard" report. It provides an inaccurate representation of the people and views, needs, wants and aspirations of the people in Horsham North.	<p>Submissions and workshop feedback received during the first round of consultation were summarised under the three themes of the <i>Issues and Opportunities Paper 2022</i>;</p> <ol style="list-style-type: none"> <li>1. Planning and Land Use</li> <li>2. Access and Connections</li> <li>3. Public Spaces</li> </ol> <p>Council used the feedback to inform the development of the ten goals and underpinning strategies detailed in the draft Plan. In the draft Plan, these themes have since been revised to:</p> <ol style="list-style-type: none"> <li>1. Land Use and Character</li> <li>2. Access and Connectivity</li> <li>3. Public and Open Spaces</li> </ol>	No change required.
1.7	The Horsham North 'Community Vision' does not come from the people of Horsham North, although it may be purported to	The draft Vision is comprised of a list of statements recorded during the Round 1 community consultation workshop.	No change required.



No.	SUMMARY OF THE ISSUES RAISED	COUNCIL RESPONSE	PROPOSED CHANGE TO PLAN
	do so. At the October meeting Council tabled the vision for discussion however it was never revisited as time did not permit.		
1.8	This Plan does not represent the wishes, wants or ideas of the Horsham North community.	<p>The Plan is designed to be a strategic goal setting framework that includes a vision and ten goals addressing three key theme:</p> <ol style="list-style-type: none"> <li>1. Land Use and Future Character</li> <li>2. Access and Connections</li> <li>3. Public and Open Spaces</li> </ol> <p>The preparation of the Plan has been intentionally developed at a high level. The ten goals and underpinning strategies aim to capture the aspirations and ideas expressed by the community.</p> <p>As per response to comment 1.2, Council's approach is to work to a framework that informs the justification for future projects and actions. It is important that the context is understood and objectives determined before planning for implementation. This ensure there is strong strategic justification for the need and nexus for Council to further fund projects in Horsham North.</p>	No change required.
1.9	Explanations of items such as the Council acquisition of housing for open space improvements are only there as a possibility, and then only noticed upon intensive scrutiny of diagrams (Figure 6). There are over 20 homes market for acquisition	The objective for Council is to develop a policy to support the improvement of existing open space across the municipality. Council seeks to be proactive in this space through a new policy that enables Council to move quickly once a property is listed for private sale which is in a priority location and meets suitability criteria.	Council will remove properties highlighted as possibilities for acquisition from plans.
1.10	Future plans for the Neighbourhood House are not mentioned anywhere within the Local Area Plan.	The Neighbourhood House is Council owned asset which is leased to the Horsham Neighbourhood House Committee. It is a community focused resource for local residents. Council will consider how the Neighbourhood House can be better reflected in the Plan.	Council will consider how the Neighbourhood House can be better reflected in the Plan.
1.11	Has research been undertaken of the current and anticipated need for childcare services throughout the municipality to determine where the best location/s for such services might be over the next 20 years? I suspect not. If it is determined that this will be in Horsham North, it may be that families in new housing developments at Sunnybrae and Rasmussen Road will form the predominant emerging user group.	Research has been carried out by BY-Five which determined the current demand for childcare in Horsham. A previous study identified three children's hubs in Horsham, one in the south, one in the north and one in the west. The one in the north has been established. It also identified potential locations. This was considered in what was needed to meet the long term needs of the area. The private sector has a role in providing childcare and generally they will build a centre where the highest need is determined. Provision of 91 long day care places in Horsham North will enable access to childcare including Horsham North residents.	Consider whether this information is relevant to be included in the report.
1.12	A constant thread throughout the decades that has not changed is the accessibility and egress issues in Horsham	Council is currently investigating how to implement a third rail underpass.	Council will identify this project in the final chapter of the Plan as work currently underway.



No.	SUMMARY OF THE ISSUES RAISED	COUNCIL RESPONSE	PROPOSED CHANGE TO PLAN
	North. We need another underpass solution. It was clearly stated at consultation that residents were not prepared to lose the current pedestrian access already there, that they needed to be fixed and additional access would be welcomed.		
1.13	More and better open spaces options need be provided than those being considered on the draft Horsham North Local Area Plan.	<p>Council acknowledges that the quality of open space across Horsham varies due to subdivision design, configuration, orientation and land being encumbered.</p> <p>The Plan identifies opportunities to expand the open space network, however, those opportunities are not limited to what has been illustrated within the Plan. The provision of open space is guided by the <i>Open Space Strategy</i>. The Strategy recognises that there are gaps in quality provision and that the aim should be to provide residents with open space within a 400m walkable catchment (five minute walk). This is currently being reinvestigated through the <i>Play and Public Spaces Strategy</i>.</p> <p>Council also intends to address the issue through a revision of the open space contribution rate for new developments (a requirement in the <i>Horsham Planning Scheme</i>). An increased contribution rate will ensure a reasonable standard of open space providing residents with access to an appropriate level of open space services. In addition to this, Council is committed to investigating stronger planning policy within its Planning Scheme to ensure urban design standards are met for the delivery of open space.</p>	Council will identify these projects in the final chapter of the Plan as work currently underway or to commence soon.
1.14	There is a glaring omission. The open / recreation space submission which was unanimously approved for a fully inclusive disability park does not receive a single mention.	The <i>Play and Public Spaces Strategy</i> will identify a park type hierarchy, possible locations and provide a prioritisation framework for the scheduling of works for park upgrades across the municipality. All parks will be designed to be inclusive and accessible catering for different ages and ability. Existing parks will be upgraded to reflect the <i>Urban Design Guidelines for Victoria</i> .	No change required.
1.15	How can a major project such as the silo art painting be undertaken with no prior planning or inclusion of any past or present plan and with no study on the implication of traffic?	There was a funding opportunity and interest from the land owner and BGLC. It was opportunistic. It ties into regional tourism. Traffic management issues have been addressed as part of the delivery of this project.	No change required.
1.16	If Council is already providing equity in service for Horsham North residents, why is an extra administration person needed (Place-Making Officer)? This is a waste of Council funds and should already be undertaken as part of the day to day operations of Council.	An <b>Action Plan</b> has been included in the Plan to delegate responsibilities across Council in the delivery of a range of projects. A Place-Making Officer is no longer proposed.	No change required.



No.	SUMMARY OF THE ISSUES RAISED	COUNCIL RESPONSE	PROPOSED CHANGE TO PLAN
1.17	I would like to be sure of what “planning for change that is environmentally, socially and economically is a key focus” actually means.	Planning for change needs to consider environmental, social and economic elements in an integrated manner. For example, when a population increases, it creates demand for new homes. Planning for new residents, however, requires more than just considering where new housing will be located. It requires attention to the impact new housing and new residents might have on biodiversity values, the capacity of existing services (i.e. schools, community centres), walkable distances to quality open space, local shopping opportunities and employment generating land uses (i.e. land use conflict, sufficient employment opportunities).	Clarify meaning in Plan.
1.18	The current socio-economic demographics that exist in Horsham North, enhance the possibility of successful funding applications, with possibly the Place-Making Officer being the first grant sought.	Noted. The use of current demographic data is critical and this section will be updated with the current ABS Census data from 2021. The data had not been fully released when the draft Plan was being prepared.	Council will incorporate latest census data.
1.19	Current ABS data information might be useful, rather than using data six years out of date, to plan for the next 10-20 years.	The Plan will be updated to include the latest demographic data which was released by the ABS in August 2021.	No change required.
1.20	Plans are developed that fail to represent the community, and grant submissions lodged based on them. I doubt too many people will be wasting their time and energy with any further involvement or collaboration in future planning.	Noted.	No change required.
1.21	How can comments and submissions be given when there are three live documents that may all contain variations or differences.	The draft Plan dated September 2022 is the current document available for review. There are no other versions of the draft Plan.  Council provided three options for the community to download (all with identical content); a Low-Res, Hi-Res and a Word version of the Plan. The reasoning behind this is the Word version uses less data to download than the Hi-Res version, this was done ensure public accessibility of the Plan.	No change required.
1.22	Can you please let me know what the changes of land use and urban design interventions are which are mentioned in this plan?	Land use and urban design interventions will be informed by current and future pieces of work such as the <i>Housing Strategy</i> , <i>Heritage Study Review</i> , <i>Public Open Space Contributions Review</i> , <i>Industrial and Commercial Land Use Strategy</i> and <i>Subdivision Design and Open Space Local Policy</i> .  For example, the <i>Heritage Study Review</i> will lead to the protection of places with local heritage values ensuring valued streetscapes and neighbourhood quality are maintained and new development responds sensitively to adjacent heritage buildings.	No change required.
1.23	Please advise when it was resolved to undertake a <i>Housing Strategy</i> and when it will be undertaken.	It was a Council resolution in July 2021 to undertake a Housing Strategy.	Council will include a section in the Plan that lists current relevant work underway or about to commence.



No.	SUMMARY OF THE ISSUES RAISED	COUNCIL RESPONSE	PROPOSED CHANGE TO PLAN
		The Strategic Planning Team is currently scoping the brief for a <i>Housing Strategy</i> . This Strategy will enable Council to better understand housing needs within Horsham and how to best and sustainably meet those needs.	
1.24	There needs to be a de-stigmatisation of living in Horsham North. Housing should reflect society's values. That is true equity and diversity in housing.	<p>Council is focused on improving public assets for residents who reside in Horsham North and developing neighbourhoods that are connected, well serviced with open space and the neighbourhood character that is valued by the community is protected and enhanced.</p> <p>The <i>Horsham Planning Scheme</i>, informed by the <i>Housing Strategy</i>, can encourage a stronger mix of housing diversity in strategic locations. It is important to understand that there are different players that have influence over housing outcomes. They include State government departments such as the Department of Health and Human Services and private non-for profit entities.</p> <p>The preferred approach to developing social housing is dispersing it across the city in various residential neighbourhoods. There is an opportunity for Council, through the <i>Housing Strategy</i>, to work with developers to include a range of housing options (e.g. smaller house and lot sizes, social housing) in new developments across Horsham.</p>	Make note of this in the final chapter under <i>Housing Strategy</i> .
1.25	Horsham's <i>Heritage Study</i> which was started and cited as being underway over a decade ago remains in draft form today. Please advise when this document will be completed.	A review of the <i>Horsham Heritage Study</i> has recently been completed. It is anticipated that consultation with land owners will commence for this work this year.	No change required
1.26	For about 25 years a request for a fit for purpose speed hump in Albert Street, near Langlands Street, has been sought on many occasions.	There are two speed humps along Albert Street. The northern one has recently been reshaped as it did not meet requirements. The southern site has been surveyed and found to be within the tolerances for the standard dimensions for a speed hump.	No change required
1.27	Goal 3, <i>Promote economic activity and opportunities that support the vision of Horsham North</i> , is not possible without a vision decided upon. Industrial and commercial activity was not supported at community meetings.	Council can confirm that this community sentiment towards industrial and commercial land uses within the precinct has been recorded. Council proposes to undertake further investigation of land use conflicts between more sensitive uses such as residential through an Industrial and Commercial Land Use Study. This work will inform local planning policies and potential land uses changes to resolve abutting land use incompatibility. This however, needs to be balanced with how this might impact upon the sustainability, growth and diversification of Horsham's commercial industrial sector. Council will also undertake further consultation with business owners and operators.	In the final chapter of the Plan, provide this explanation.



No.	SUMMARY OF THE ISSUES RAISED	COUNCIL RESPONSE	PROPOSED CHANGE TO PLAN
1.28	In regards to Goal 4, <i>Provide up to date community facilities</i> , the 20 year planning has been done. Please explain what planning has been completed.	Council is currently working on a <i>Community Facilities Analysis</i> . This project will provide a snapshot of the suitability of community buildings for the needs of our community (i.e. access, lighting, safety, storage) so that planning can occur to best to meet the needs of our community.	In the final chapter of the Plan, provide an overview of this piece of work.
1.29	In regards to <i>Figure 5 Rail Corridor Connections</i> , 'improve underpasses', 'improve public realm areas' 'investigate ways to improve the entries and potentially widen the underpass', please explain how and when these actions will be completed.	A draft landscape plan for the rail corridor is under development. This will include improving current underpasses and the consideration of an additional underpass. Open space provision will also occur within the rail corridor once successful land tenure negotiations are completed with VicTrack.	In the final chapter of the Plan, provide an overview of this piece of work.
1.30	Spreadsheet Council agenda page 36 – Why do we have a consultant when the plan hasn't been done yet?	Council's Strategic Planning Team has prepared this Plan.	No change required.
1.31	What is meant by 'precinct identity'? What is social infrastructure?	For Horsham North, precinct identity refers to the characteristics and elements that define the area, give its distinct feel and distinguishes from other parts of the town. This includes neighbourhood character, heritage buildings, landmarks (e.g. silos, train station, water tower, etc.), grid street network, community facilities, vegetation, pattern of development and key views.  For Horsham North, social infrastructure refers to the places and spaces that bring people together, where friendships are formed, new skills acquired and importance services are accessed.	Council will clarify these terms in the glossary section of the Plan.
1.32	Page 87 – Options for the redesign of Foundry and Palm Avenue. Would this include the park development as proposed by the residents of Horsham North? Is the target of the four hectare per 1,000 residents for open space provisions across Horsham, or just Horsham North?	Council does not know which document is being referred to in this question.  Foundry Park will be considered as part of <i>the Play and Public Spaces Strategy</i> currently underway. Community consultation will occur at a later date. The current target for Council is a 400m walkable catchment to open space within residential areas.	In the final chapter of the Plan, provide an overview of this piece of work.
1.33	The overwhelming voice of Horsham North was that industrial and commercial sites should be removed and not converted to Commercial Zone 1, 2 or 3.	Council acknowledges this community sentiment. It has been suggested previously that the industrial land generally bounded by Wawunna Road, Mill, Lynott and Gertrude Streets, be rezoned to allow for future residential development. Although Council supports this concept, however, there are a range of issues which need to further investigated through the <i>Industrial and Commercial Land Use Strategy</i> .	No change required.
1.34	What are the timeframes for the Horsham Rail Corridor? Which action will commence and completed by?	It is dependent on when Council can access the land within the corridor. Some of this land is contaminated and remediation works have recently been completed. Council needs to carry out a due diligence process before	Update information on rail corridor to provide a status in regards to progressing the rail corridor redevelopment.



No.	SUMMARY OF THE ISSUES RAISED	COUNCIL RESPONSE	PROPOSED CHANGE TO PLAN
		purchasing the land for development. This land is still to become available. The timeframe is estimated that the area can be redeveloped for open space is the next three years.	
1.35	I am interested to know what future community facilities will be at Dudley Cornell Park. In regards to passive surveillance, what is the plan to make this happen?	<p>Further planning for Dudley Cornell Park will occur once the <i>Wimmera Regional Multi-sport Precinct Feasibility Study</i> and the <i>Play and Public Spaces Strategy</i> have been completed.</p> <p>Balancing the needs of all users (of different ages, abilities and interests) of public places, including parks, playgrounds and walking areas, is important in ensuring people feel comfortable and safe. Furthermore, encouraging walking within these spaces increases activity, social interaction and surveillance in public places and reduces the risk of crime. This can be achieved by providing generous and attractive walking and cycling paths on and off road.</p> <p>Public surveillance will also be addressed in the development of a <i>Subdivision Design and Open Space Local Policy</i>. Planning policy will be prepared for the <i>Horsham Planning Scheme</i> to ensure new and upgraded public spaces are designed to feel safer and are subsequently used more. This can be achieved by designing areas to have 'eyes on the street', for examples through subdivision design so new houses overlook these spaces, discouraging high fencing and locating public spaces on high pedestrian traffic routes.</p>	No change required.
1.36	Please advise the timeframe for co-location of future community facilities.	A <i>Community Facilities Analysis</i> will commence this year which will identify a suit of future projects that will require budget allocations.	In the final chapter of the Plan provide an overview of this piece of work.
1.37	Please advise what the 'other planning work' that can commence for Dudley Cornell park comprises of?	Council will undertake a master plan for the site, however, this will be dependent on the outcomes of the <i>Wimmera Regional Multi Sports Precinct Feasibility Study</i> .	In the final chapter of the Plan, provide an overview of this piece of work.
1.38	In regards to Goal 9, <i>Strategy 9.3 provide contemporary street lighting as part of the redesign of public spaces</i> , can you please explain what is meant by this?	<p>The <i>Urban Design Guidelines for Victoria</i> specifically identify 'lighting for the public realm' an important component of achieving safe and inviting public spaces. Lighting supports wayfinding, orientation and safe movement at night as well as providing decorative effects for building facades, landmarks and pathways.</p> <p>All new and prioritised projects will address the provision and design of lighting.</p>	Slight rewording to clarify what lighting will achieve.



No.	SUMMARY OF THE ISSUES RAISED	COUNCIL RESPONSE	PROPOSED CHANGE TO PLAN
1.39	The last community workshop was quite ineffective. The agenda for the meeting did not allow residents to ask questions.	Council provided a range of opportunities for the community to meet with Council staff to discuss the Plan and ask questions. There were three drop in sessions held following the workshop at Neighbourhood House.	No change required
<b>SUBMITTER 2</b>			
2.1	How long did HRCC staff have to prepare their draft Horsham North Plan 2022?	The draft Plan was drafted from April 2022 to August 2022.	No change required.
2.2	How many staff were available to complete the plan?	Council's strategic planners prepared the draft Plan with input from other teams with specialised skills including open space, community facilitation and engineering.	No change required.
2.3	Explain why the public have a month to respond to the plan. We get from 1 October to 31 October 2022. The fact the meeting takes place on 26 October and submissions are due five days from that meeting. This does not allow time for consideration of all material.	The Plan was available for comment for a six week period, from 28 September to 9 November 2022.	No change required.
2.4	Meeting was dominated by HRCC staff with three Councillors and seven staff. There were 16 residents in attendance.	Multiple Council staff attended the workshop for a number of reasons. Firstly, a number of skill sets were required in the creation of the Plan. Council wanted to ensure the right officers were available to answer technical questions posed by community members. Secondly, there were Council officers who were responsible for taking notes during the workshop to ensure comments were recorded.	No change required. Council will use this feedback when planning for future consultation events related to this project.
2.5	The meeting was dominated by exercises.	The community workshop exercises were designed to seek feedback and drive discussion on the ten goals of the draft Plan. The aim was bounce ideas off one another and lead to more detailed and elaborated responses on the community's key areas of concern/opportunity and in turn lead to the identification of gaps and/or build a consensus for key areas for action.	Small summary of the purpose of the workshop (November 2022) will be included in the Engagement Summary Report.
2.6	Did you indicate to the public that the 80 page document had been amended and which document was referenced to primarily?	There is only one version of the draft Plan. The September 2022 version is the only version available. There is an Issues and Opportunities Paper that was released in early 2022 which identified and explored the challenges facing the Horsham North precinct and opportunities available to improve the precinct.	No change required.
2.7	At the meeting the public was not given an overview of the document and the public are not able to ask questions or seek clarification.	Council staff provided an overview of the draft Plan in terms of its structure and an explanation as to why it follows a particular framework. In regards to Q&As, as per Council's response to question 2.5, the workshop was designed to consider and discuss the 10 Goals of the draft Plan. Questions were taken during the workshop and three other consultation	No change required.



No.	SUMMARY OF THE ISSUES RAISED	COUNCIL RESPONSE	PROPOSED CHANGE TO PLAN
		events / pop ups were conducted during the consultation period as an opportunity for community members to speak with Council staff.	
2.8	Please improve meetings so that they are more relevant. Council could have live streamed the meeting to allow those who are disabled or unable to attend the meeting to participate.	Council will consider in future a possible webinar event as an additional form of consultation.	No change required.
2.9	There are no timeline projections for outcomes. There are no priorities (short, medium and long term)	See response to questions 1.1.	No change required.
2.10	There are no estimated costing.	Council's approach for the draft Plan is to confirm the goal setting framework for the Horsham North precinct before priorities are determined and budgets estimated. As per Council's responses to question 1.1., the Implementation Plan stage will determine approximate costs for projects and actions.	No change required.
2.11	The Plan has many goals but the community has little knowledge on which goals are primary and which are secondary.	No goal has priority over another. The goals establish a framework for desired urban improvement outcomes. During the consultation period, Council sought preliminary feedback from the community on their short term priorities. This would be used in the latter stage in developing the Implementation Plan thus placing priority on identifying funding sources and desired date of completion.	No change required.
2.12	Unfairly Council relies on an endorsed document to justify future plans. The draft Plan can be interpreted not how the community believes the document will be used.	In order to fund and properly resource a project, there must be a strategy that sufficiently justifies the need for that project. A strategy establishes a common approach for Council in considering a vast range of projects as well as selecting the right projects whereby Council's limited resources are used efficiently. This ensures Council selects the right project which best addresses community and strategic needs and highest priorities.	Introduction chapter to discuss the 'goal setting framework'.
2.13	Effective Councillors would attend the meeting to determine the concern of the Horsham North community. Effective Councillors would be directly listening to the community instead of relying on reports. Councillors are paid to perform duties.	All Councillors were invited to attend the workshops. There were three elected Councillors who attended the public meeting.	No change required.
2.14	Council staff are paid to write research reports and have had from June / July to write and finish the report in September 2022. The public is unfairly disadvantaged by an unrealistic March 2023 due date.	A six week period was the timeframe provided to the community for review of the document and lodgement of submissions. Sufficient time was provided.	No change required



No.	SUMMARY OF THE ISSUES RAISED	COUNCIL RESPONSE	PROPOSED CHANGE TO PLAN
2.15	Some members of the community would have had issues in obtaining online documents that impact their lives.	Hardcopy versions of the plan was made available during the consultation process. A hardcopy plan can be printed and made available to members of the public at any time upon request.	No change required
2.16	The Plan needs to clearly note projection dates.	Noted.	No change required.
2.17	Council needs to indicate priorities of issues to assist the public understanding what is being done and how it might impact people.	Consultation undertaken with the community was designed to identify what was important and a priority for Horsham North and further consultation will occur to determine this.	No change required.
2.18	In regards to the comment, "Identify opportunities to increase open space through land acquisition including residential lots and formerly commercial/industrial sites", how will land owners be compensated?	See response to question 1.9.	As per 1.9.
2.19	Council should consider the impact of the relocation of services on abutting residents.	Council will consult with local residents prior to any decisions in regards any major projects being proposed.	No change required
2.20	There is a lack of public toilets throughout Horsham North other than those located at the Dudley Cornell Reserve.	Distribution and types of toilets has been endorsed by the <i>Public Toilet Strategy</i> . Council has already commenced discussion to develop a plan specifically for the cemetery that will enhance the current amenity.	No change required
2.21	In regards to the comment, "Residential blocks that surround existing open space should be identified for potential future acquisition to enable the narrow entries to be 'opened up' to improve access, connectivity and passive surveillance", properties have come onto the park in the past 24 months that abut the Hub. Why hasn't Council purchased these?	Refer to response to comment 1.9.	As per 1.9.
2.22	Council had a duty of care to estimate the number of cars spots needed at Dudley Cornell Park.	Parking requirements will be considered as part of any future developments.	No change required
2.23	Multiple requests have been made to tidy the appearance of the rail corridor, yet it is not regularly undertaken.	Council is actively negotiating with VicTrack about access to the corridor to facilitate cleaning it up. Largely this is not in Council's control, but Council is achieving some gains in this regard. Council seeks to gain formal access to the corridor to reduce this problem and significantly improve the aesthetics and function of the corridor.	No change required
2.24	How many rateable properties are in Horsham North? How much is Council gaining from rates yearly? How much recurrent expenditure / capital upgrades in Horsham North is spent yearly? How much is collected through rates in the CBD?	Please refer to Council's Budget 2022-23 for a breakdown of all Council's projects.	No change required



No.	SUMMARY OF THE ISSUES RAISED	COUNCIL RESPONSE	PROPOSED CHANGE TO PLAN
	How much recurrent expenditure / costs spent yearly in the CBD.		
2.25	In regards to Strategy 1.5, "Ensure new development is respectful to existing and valued neighbourhood character", Council has not been respectful of neighbourhoods in the past. An example of this is allowing industry and commercial uses in close proximity to residential areas.	<p>Council will look to address neighbourhood character and residential amenity through a:</p> <ul style="list-style-type: none"> <li>- <i>Neighbourhood Character Study</i></li> <li>- <i>Housing Strategy</i></li> <li>- <i>Heritage Study</i></li> <li>- <i>Commercial and Industrial Land Strategy</i></li> </ul> <p>Council is unable to refuse a planning permit application on that basis. If the current zone allows the proposed use and/or development Council must consider and assess the application against current policies of the <i>Horsham Planning Scheme</i>.</p>	No change required
2.26	In regards to Strategy 2.1, "Identify and protect heritage places", will the identification be like the Pickle House?	A review of the <i>Heritage Study</i> has been completed by a suitably qualified heritage consultants. It is anticipated that consultation with land owners will commence this year.	No change required.
2.27	In regards to Strategy 2.4, "Plan for the future conversion of VicTrack land that encourages activation", the Rail Corridor Plan occurred in 2015. Nothing has happened yet. How much will the future conversion cost? How much will land cost? How much to convert the land which is toxic? How much adding to rates?	Council is actively negotiating with VicTrack about access to the corridor to facilitate cleaning it up. Largely this is not in Council's control, but Council is achieving some gains in this regard. Council seeks to gain formal access to the corridor to reduce this problem and significantly improve the aesthetics and function of the corridor. It is too early to quantify the costs. Rates are currently capped so this will not increase the rates.	No change required.
2.28	In regards to Strategy 3.4, "Support convenience retail opportunities that activate local neighbourhoods, Kalkee Road and the Rail Corridor," which land is being referred to? How much will it cost to remediate it?	<p>Specific locations have not yet been identified. This is an idea that needs to be further investigated.</p> <p>Local convenience is a small collection of shops usually serving that day to day needs of an immediate residential catchment. They can also serve local workers. This can vary from a solitary milk bar to a small centre containing a small supermarket and a small variety of speciality shops and non-retail uses.</p> <p>They need to be located on a key route (i.e. passing traffic) with high visibility and around high activity areas (i.e. schools, community facilities) within the precinct to ensure their viability.</p>	No change required.
2.29	In regards to Strategy 3.4, businesses such as those on Edith Street have closed. The Bleakley Street shop has also closed. Whose proposal was this?	It is outside Council's scope to manage operation of local businesses where privately owned and managed within Horsham.	No change required



No.	SUMMARY OF THE ISSUES RAISED	COUNCIL RESPONSE	PROPOSED CHANGE TO PLAN
2.30	In regards to Strategy 4.1, "Provide up to date community facilities for all user groups", how much will this cost? Where? Which groups will be involved? How will it add to rates? Should Council allow the HUB to be utilised more?	<p>Council is undertaking a <i>Community Buildings Feasibility Study</i> which will address these questions.</p> <p>No costs are available as the above study needs to be completed first. The Hub is available for groups to use when it is not operating as a children's hub, which is its primary purpose.</p> <p>The State Government has provided funding for two modular kindergartens to be built on the Rasmussen Road Primary School site. This will enable a child care provider to make available 91 places at the Kalkee Road Children's and Community Hub.</p>	Update the LAP to reflect relocation of kindergarten programs from the HUB.
2.31	In regards to Strategy 4.3, "Provide new sporting facilities to meet community needs in appropriate locations", which sports? What is the community need? Which locations? How will cost be met for new facilities?	The <i>Wimmera Regional Multi Sports Feasibility Study</i> will address these questions. The study will require Council endorsement as well as consultation with relevant sporting groups and budgeting considerations.	No change required
2.32	In regards to Strategy 4.4, "Review the provision of open space and facilitate upgrading existing parks and recreational open space", will the review of open space provision be an independent review? Where will these upgrades take place? How much will they cost and who will be the groups involved?	A review of open space provision will be addressed through an investigation into the open space contribution rate and this will be undertaken by a planning consultant. The open space audit as part of the <i>Play and Public Space Strategy</i> will review the quality of open space and will address these questions.	No change required.
2.33	In regards to Strategy 5.1, "Improve the condition of footpaths along all developed streets so all footpaths users with any ability can access them and use them for their intended purpose", streets in Horsham North are poorly maintained. How is it decided upon whether footpath upgrades are included in the budget?	Council has a major program in 2022-23 to ensure that no street in Horsham North is without a footpath, and some historic footpaths that have deteriorated and disappeared over time are reinstated. This program is well underway. There are no current defects that exceed the maintenance threshold levels in Horsham north.	Include this project in the final chapter as a project underway.
2.34	In regards to Strategy 5.6, "Provide way-finding signage at key locations and amenities that caters for all abilities", how much will it cost to install way finding signage and where does the budget come from? How will it add to rates?	Costs will be determined as part of the implementation phase of the plan.	No change required.
2.35	In regards to Strategy 5.8, "Improve pedestrian and cycling connectivity and safety across and along the Rail Corridor including the provision of an alternative crossing point", how much will it cost? Who will pay for it? Would it be cheaper to upgrade the present underground walkways at Albert Street than creating a new one?	<p>This has already been investigated. The existing two underpasses are unable to be upgrade to a DDA compliant standard.</p> <p>An assessment of accessibility issues for Horsham North to key locations is highlighted within the Plan. Inclusion of walking and cycling paths contributes to neighbourhood amenity and accessibility, in addition to the <i>Draft Bike and Shared Paths Plan</i> which has been prepared by Council's Recreation Planning Team.</p>	Include this project in the final chapter as a project underway.



No.	SUMMARY OF THE ISSUES RAISED	COUNCIL RESPONSE	PROPOSED CHANGE TO PLAN
2.36	In regards to Strategy 6.2, "Advocate for improved public transport services in terms of increased frequencies, operation times, and catchment coverage", the public transport service has improved in recent years. Why does it require further improvement?	It is in the best interests for the community that public transport options are continuously improved. Accessibility to bus stops, more frequent timetable recognises an increased need with a growth of population within Horsham North.  These actions ensure that public transport remains a viable option in comparison the use of private vehicles.	No change required.
2.37	In regards to Strategy 6.4, "Advocate on behalf of the community for the return of passenger rail services between Horsham and Melbourne", how will the return of rail service work with opening the rail corridor up?	The rail line will continue to operate through Horsham. Department of Transport and Planning will ensure that land that becomes available is surplus to their requirements including planning for the return of passenger rail.	No change required
2.38	In regards to Strategy 7.1, "Manage local traffic movement and monitor over time", Council has been advised of issues at Albert Street that involved two deaths. After 30 years, still waiting for upgrade.	As per response to question 1.23.	No change required
2.39	In regards to Strategy 7.3, "Introduce traffic calming strategies and interventions for high traffic locations and at key sites", at what locations will traffic calming strategies be implementation and what will be the cost?	Council is currently assessing road safety at 22 locations, seven of which are in Horsham North. The form of treatment and associated costs will be determined on a case-by-case basis, based on assessment by road traffic engineers. These assessments will take approximately 12 months to complete. Additional sites will be assessed based on feedback from the community.	No change required
2.40	In regards to Strategy 8.2, "Identify land (properties) for strategic acquisition", which properties have been identified for strategic acquisition for open space improvements and how much will this cost?	As per response to question 1.9.	No change required
2.41	In regards to Strategy Re 8.1, "Provide quality open space that meets an identified threshold (quantity and quality)," what are local park quality thresholds?	As per response to question 1.32.	No change required
2.42	In regards to Strategy 8.4 "Redesign existing parks to improve their overall function and appeal for the community", how will parks be improved in regards to their overall function? Which parks will be subject to improvement works, how much will it cost and how will abutting residents be involved?	The development of this Plan provides a framework for subsequent actions. The <i>Play and Public Spaces' Strategy</i> (in development) will provide a prioritisation of actions within a 10 year plan of upgrades to facilities. Equity of distribution, quality of experience and benefit to many will be principles guiding the prioritisation of works.	No change required
2.43	In regards to Strategy Re 9.3, "Provide contemporary street lighting as part of the redesign of public spaces", will Council consultant with residents?	Any proposed new lighting will be of appropriate design, with suitable lighting levels, which meet the codes of practice and must comply with Australian standards.	No change required



No.	SUMMARY OF THE ISSUES RAISED	COUNCIL RESPONSE	PROPOSED CHANGE TO PLAN
2.44	In regards to Strategy Re 9.4, "Ensure that buildings provide passive surveillance to public spaces", has Council considered the use of CCTV to address issues of poor behaviour	<p>The use of CCTV cameras will be explored as an option to improve safety and increase use of public spaces in the development of a <i>Subdivision Design and Open Space Local Policy</i>.</p> <p>Research has suggested that the installation of CCTV cameras can shift the location of antisocial behaviour away from public spaces outwards to adjoining residential areas, therefore creating wider issues for the community.</p>	No change required
2.45	In regards to Strategy Re 9.5, "Design and locate new public spaces to maximise exposure to surrounding streets through appropriate urban design guidance (e.g. by providing street frontages and connectivity with the surrounding area)", where are they proposed, what will be cost be and will abutting residents be consulted with?	There is an opportunity to plan for and provide additional public space areas within new developments. This will ensure that the public space is well designed and implemented and require further investigation by Council and will be addressed as undeveloped areas within the precinct are subject to subdivision applications.	No change required.
2.46	In regards to Strategy Re 9.6 "Plan for the co-location of future facilities at Dudley Cornell Reserve", what will be the types of future facilities to be collocated with Dudley Cornell Reserve? Will land owners be consulted with?	<p>This Strategy highlights the importance of co-location to coordinate the establishment of a successful Community Hub facility. This enables a range of uses and maximises the efficiency of travel, service provision and provides an opportunity for community interaction and cohesion.</p> <p>Further planning will occur when other projects: <i>Wimmera Regional Multi-sport Precinct Feasibility Study</i> and the <i>Play and Public Spaces Strategy</i> have been completed.</p>	No change required.
2.47	In regards to Strategy Re 10.1, "Increase tree canopy along local streets and public realm areas", will Council commit to not removing established trees? New trees take time to mature. How much will this cost? Who will pay?	<p>Council supports the retention of large trees (all trees) wherever possible. Unfortunately trees do not live forever. As they age they decline, sometimes resulting in less vigorous foliage, or dead limbs. At times these trees can become a safety risk or may be unattractive. Periodic renewal of trees is a necessary part of the cycle of trees.</p> <p>Council plants about 800 street trees per year and has nearly completed an inventory to better plan the future of these trees. A major program will commence shortly to plant trees in nature strips where there is no tree, based on the mapping of this inventory.</p>	No change required
2.48	In regards to the comment, "Apply the Environmental Audit Overlay as appropriate, in accordance with PPN31, to all sites rezoned to allow a sensitive use under any future zone", was the Environmental Audit Overlay and Planning Practice Note 30 (PPN30) explained by Council staff at the community workshop?	The contamination issues were raised at the workshop, however, the Environmental Audit Overlay (EAO) was not explained. The application of an Environmental Audit Overlay (EAO) is a tool used to identify contaminated land and to ensure contamination issues are addressed before sensitive uses are introduced (i.e. housing). The use of an EAO is an effective planning tool applied by local Councils and other planning	No change required.



No.	SUMMARY OF THE ISSUES RAISED	COUNCIL RESPONSE	PROPOSED CHANGE TO PLAN
		<p>authorities to identify sites that have known, identified or reasonably suspected contamination or potential contamination.</p> <p>The Practice Note sets out the means of identifying potentially contaminated land and how to recognise the most appropriate assessment process. The Practice Note clarifies how the level of risk for contamination and the proposed use on the land can impact the suitability of a Preliminary Risk Screen Assessment, Preliminary Site Investigation and an Environmental Audit.</p>	
2.49	In regards to the statement, "An investigation of the Rail Corridor should be undertaken to consider the levels of contamination, extent of land required for rail operation and the mix of uses possible in the precinct to activate the area and achieve the community's vision", how much will investigations costs for the rail corridor? When will it be undertaken and by who?	This investigation has already commenced being initiated by Council. Further information is required by VicTrack to fully inform the current contamination conditions in the corridor	No change required
2.50	In regards to the statement, "Commercial sites (and property owners) should be strongly discouraged from intensifying industrial activity on sites in close proximity to existing residential land", why was a demolition company allowed on Kalkee Road? Will it relocate to the industrial precinct in Horsham South?	Council are aware that the community has concerns in regards to the commercial and industrial land uses which exist within Horsham North, particularly along the rail corridor. Council is proposing to undertake a <i>Commercial and Industrial Land Strategy</i> to further understand these issues.	No change required
2.51	In regards to the statement, "Develop a masterplan for VicTrack land prior to any detail design and appointment of a landscape architect", how much will the masterplan cost to develop? How much to appoint the architect? Who pays for it? What plans does Council see occurring with the corridor? How likely will VicTrack sell the land? Where is the money to come from? Why is Council not applying the by-laws in regards waste and weed controls re the rail corridor please?	A landscape plan is being developed. A landscape architect has been appointed. Council is paying for these works which are in the order of 10k. Vic Track is working closely with HRCC to make the land available primary for development of passive open space, car parking and walking tracks/paths. Council will be seeking grants to support the development of the rail corridor once costs are fully known. Council has sent out enforcement notices to all landowners in the corridor.	No change required
2.52	In regards to the statement, "Identify and pursue the construction of a new pedestrian underpass that connects with Horsham Railway Station", how much will such an underpass cost? Who pays for it? Is Council asking the community to support the added corridor to gain funding from others?	<p>See response to comment 1.12.</p> <p>The feasibility study could be used to seek external grant funding for the construction of an underpass.</p> <p>High level cost estimates have been determined for the new proposed underpass. Council would be seeking external funding for a new underpass.</p>	As per 1.12.



No.	SUMMARY OF THE ISSUES RAISED	COUNCIL RESPONSE	PROPOSED CHANGE TO PLAN
2.53	In regards to the statement, "Undertake Local Area Traffic Management Plans to coordinate traffic management measures at a local level and implement an ongoing works program", when will upgrades take place?	No specific issues are raised in this point. There are a series of potential safety issues that are currently being assessed for improvements.	No change required
2.54	In regards to the statement, "Advocate for the reinstatement of passenger rail", will this passenger rail be consistent with the rail corridor developments?	Yes it will be	No change required
2.55	In regards to the statement, "Provide new footpaths and undertake footpath and kerb ramp upgrades to a DDA compliant standard", how much will it cost to the budget? When will improved paving and gutters be provided on Albert Street on the Edith corner and on the Robin corner?	As per response to question 2.33, there is a major footpath program in place.  The kerb and channel in the two locations cited have been inspected following this comment. They are not considered to be at the end of their useful life.	No change required
2.56	In regards to the statement, "Undertake a Masterplan for the Dudley Cornell Reserve, recognising the future opportunities of sites to the north for extended open space, new pedestrian and cyclist connections, future community facilities (subject to further investigation)", what agreement does Council have to acquire land north of Dudley Cornell? What are the plans for this area? Will Council consult with residents? When will this happen?	There have been discussions with GWMWater in regards the depot north of Dudley Cornell Reserve. This land is of particular interest to Council.	No change required.
2.57	In regards to the statement, "Engage a consultant to review the <i>Open Space Strategy</i> in order to determine current provision and future needs", how much will the consultant cost? What are the considered future needs? When will Council consult with the abutting properties and others?	See response to question 2.32.	No change required
2.58	In regards to the statement, "Engage landscape design professionals to re-design existing parks across Horsham North based on an established set of design criteria/principles, following the completion of the Open Space Audit", what is the Open Space Audit? How much will it cost? Where is the document? Will it add staff to Council? Will it add to rates? Who pays for it? Which parks will it apply to? How often will audit happen?	An open space audit allows for an assessment of the open space within Horsham, this includes identification of future opportunities and additional needs or upgrades required to effectively manage what is needed to ensure the residents of Horsham are able to access a range of high quality open space areas.	No change required
2.59	In regards to the statement, "Incorporate lighting into the design of all public and open spaces including streetscapes	Any future lighting arrangements proposed at the oval, the type and location is to be further investigated.	No change required



No.	SUMMARY OF THE ISSUES RAISED	COUNCIL RESPONSE	PROPOSED CHANGE TO PLAN
	with community safety and amenity in mind", will the abutting residents be consulted so that they are not impacted.	Local residents will be consulted before any developments.	
2.60	In regards to the statement, "Work towards reaching tree canopy targets throughout Horsham North, in accordance with the Municipal Tree Strategy", what is the Tree Strategy? Was it discussed at the community workshop?	Council endorsed the <i>Horsham Municipal Tree Strategy</i> in 2022. It provides an all of Council response to the protection and enhancement of trees within public land across the municipality. It seeks to increase Horsham's canopy coverage in urban areas from 15.3% to 20%.  The Municipal Tree Strategy is available via the HRCC webpage.	Final chapter in the Plan to mention actions coming out of the Tree Strategy currently underway.
2.61	In regards to the statement, "Integrate tree planting as part of the Rail Corridor planning and design", how much will it cost? Who pays for it?	Costs are still to be determined as the landscape plan is yet to be finalised.	No change required
<b>SUBMITTER 3</b>			
3.1	Horsham has a history of never looking at the big picture and integrating a myriad of components, nor has it placed infrastructure as a priority over piecemeal driven by developers. Which has resulted in serious mistakes and deficiencies in town planning decisions over the decades.	Council is committed to a pipeline of strategic planning projects that will investigate and provide direction on for the future growth and development of Horsham.  The intention of the Plan is to inform future projects and actions across different teams within Council with the aim of improving the urban character and environment of Horsham North and resolve land use issues.	No change required.
3.2	Area Plans still lack integration into a cohesive and relevant whole, which the MSS and other Council documents fail to provide a contextual and useful framework that will actually deliver high quality outcomes long term.	The Municipal Planning Strategy (formally the Municipal Strategic Statement) acts as the Local Planning Policy for Horsham and serves as a reference point of expectation for any future use, development and conservation decisions.  Land use strategies and plans provide new long term direction for a range of land use matters or resolve contending land use issues. They form the strategic justification for any changes sought to the Horsham Planning Scheme. As per response to comment 3.1, Council is undertaking various land use studies and structure plans to address long term growth.	No change required
3.3	Current applications for development should be placed on hold pending the outcome of the Draft Plan.	Statutory Planning have clear guidelines for processing and management of Planning Permit applications under Section 60 of the <i>Planning and Environment Act 1987</i> . Planning officers are required to assess and process applications within reasonable timeframes on this basis.	No change required
3.4	Council needs to get ahead of the development game and identify parcels of land that require a change in land use.	Council agrees, however, change in land use must be informed by an appropriate level of work and justification generally provided in a land use study or structure plan.	No change required



No.	SUMMARY OF THE ISSUES RAISED	COUNCIL RESPONSE	PROPOSED CHANGE TO PLAN
		There are many sites within Horsham North where there are existing historical, commercial and industrial land uses. Relocation of existing activities and rezoning of land to allow for future development and land uses is a consideration. However, it must be consistent with long term strategic planning goals and suitably managed to be complimentary to residential land uses and planning controls.	
3.5	Community outcomes over the long term and rectifying past errors in judgement should be a priority.	The Plan looks at addressing some of the errors in the past which has resulted in the land use currently in Horsham North.	No change required.
3.6	Plan submitted	The plan that has been submitted resembles a Framework Plan or Structure Plan for Horsham North. There are good ideas presented on the plan and Council encourages these ideas to be submitted as part of the future <i>Housing Strategy</i> and <i>Industrial and Commercial Land Use Strategy</i> as these pieces of work will address land use change.	No change required.
<b>SUBMITTER 4</b>			
4.1	We are very supportive of the purpose and vision within the <i>Issues and Opportunities Paper</i> and generally in support of the Plan albeit we considered that there should be some refinement to provide more clarity to the vision.	Noted.	No change required.
4.2	Generally supportive of the process to create a Draft Horsham North Local Area Plan with the aim of improving the existing urban environment of the area for the benefit of existing and future residents and visitors alike.	Noted.	No change required.
4.3	The Key themes of Land Use and Future Character, Access and Connections and Public Open spaces have been well responded to in the Draft Local Area Plan.	Noted.	No change required.
4.4	The Plan identifies the subject site as a potential opportunity to accommodate future urban growth which is supported.	Noted.	No change required.
4.5	We do not support the deferment of the site's consideration "to be tested through the <i>Housing Strategy</i> " on page 12.	Deleting reference to the testing of the relative merits for sites identified as a potential strategic development site to accommodate future urban growth through the <i>Housing Strategy</i> is not supported. Making the requested change would infer that the site has already been identified as a site that is best placed to best to meet the future housing needs of the community. As projected housing needs have yet to be quantified and potential locations to accommodate future housing growth have not yet been identified or their relative merits tested, no such inference can reasonably be made at this point in time.	No change required.



No.	SUMMARY OF THE ISSUES RAISED	COUNCIL RESPONSE	PROPOSED CHANGE TO PLAN
4.6	Amend Figure 2 (Land Use Directions) to clearly indicate that approximately 10ha of the potential strategic development site is already contained within the General Residential Zone and potentially capable of development.	<p>Amending Figure 2 (Land Use Directions), to indicate that approximately 10ha of the potential strategic development site is already contained within the General Residential Zone and potentially capable of development, is supported.</p> <p>Council's view is that it is appropriate for the whole of the site, including the currently undeveloped part contained within the General Residential Zone, to be identified as an "Investigation Site" on Figure 2 (Land Use Directions). This reflects the fact that the whole of site by way of its size and locational attributes (as opposed to just its zoning) presents a potential opportunity to accommodate future urban growth.</p>	Make change accordingly.



## Appendix 4: Workshop Comments Table

No.	COMMENT MADE DURING WORKSHOP	COUNCIL RESPONSE	PROPOSED CHANGE
1.	<b>Vision Statement</b>		
1.1	The vision excludes mention of existing local businesses. Local businesses contribute to the viability and prosperity of communities.	Noted. The plan's vision does include a statement on "a vibrant and economically thriving place".	Council will consider how this can be better reflected in the vision and other parts of the Plan.
1.2	There was a preference amongst some community members that the vision would be considered in their own time with feedback provided as part of a submission.	Noted.	No change required.
1.3	It feels that the vision was taken in good faith and has since been twisted.	There were only minor tweaks made to the vision presented in the Draft Plan since it was publicly summarised at the community workshop in May 2022. This round of consultation sought feedback on the vision to help finalise it.	No change required.
1.4	The presentation at the community workshop that provided an overview of the Plan's framework was hard to understand and follow.	Noted.	The revised Plan will include a section that clearly explains the framework used and why it is structured that way.
1.5	Our voice has not been heard. Since 2014 this is a repeat process with no outcomes. Document is unclear; is it a 10 or 10-15 year plan?	The Plan articulates a vision, goals and strategies that have been used to inform actions within an Action Plan.	Clarify in the Plan that it is a ten year vision (short term 1-2 years, medium term 2-5 years and long term 5- 10+ years)
1.6	"Unique identity" – concern around this wording.	This statement is in regards to Horsham's North neighbourhood character and key landmark sites i.e. silo, water tower and train station as well as homes with heritage values. This is further discussed in section 'Strong Precinct Identity'.	No change required.
1.7	Include wording around working collaboratively with the Horsham North residents to make decisions.	Noted.	Will consider this for future engagement.
1.8	Vision does not reflect attempt to improve the more negative sides of the Horsham North area.	The vision aims to reflect the conditions that will allow current and future residents to enjoy a high quality life in Horsham North.	No change required.
1.9	Concern that a lot of words are 'fluffy' and hold no meaning or commitment	See response to comment 1.5.	No change required.
1.10	The principles of equity, fairness and transparency were not evident when compared to other communities within the municipality.	Noted.	Will consider this for future engagement.



No.	COMMENT MADE DURING WORKSHOP	COUNCIL RESPONSE	PROPOSED CHANGE
1.11	This has engendered an even deeper lack of trust in residents who have been involved in (similar) prior 'consultation' and the trend to disengage from further involvement with Council is consolidated.	Noted.	No change required.
1.12	The Horsham North vision does not come from the people of Horsham North, although it may be purported to do so.	See response to comment 1.3.	No change required.
1.13	The vision is a beautiful set of sentences, but my recollection of events fundamentally differs from Council's view of events. There was no such consolidation into a vision statement.	See response to comment 1.3.	No change required.
1.14	Provide true diversity, equity and affordability in accommodation across our municipality.	The vision statement does refer to diversity of housing options.	Council to review.
<b>2 Theme 1: Land Use + Future Character</b>			
<b>Goal 1: Facilitate sustainable housing and population growth</b>			
2.1	Ensure housing has suitable parking.	Wider street widths in residential areas (to allow for more parking options) can encourage higher traffic speeds. Narrower streets ensure drivers are more alert and slow down making it safer for residents to walk and cycle to and from their homes. Council through street design seeks a balance of both to address, parking, resident's safety and streets where cycling and walking are promoted.	No change required.
2.2	Social housing should be distributed evenly around Horsham with considerations to existing quantities.	Noted. This approach is best practice.	No change required.
2.3	Concerns regarding housing types and density.	Noted. This will be explored through the <i>Housing Strategy</i> . As part of this strategy, a <i>Neighbourhood Character Study</i> will be undertaken to guide Council how a variety of housing options can be facilitated and respond to existing valued character.	No change required.
2.4	Over 50 units within 500 metres (Alexander Avenue approvals for 35 and 10). 42 Francis Street proposed 6 double storey development.	The <i>Horsham Planning Scheme</i> controls the land use and developments permitted in the municipality.	No change required.
2.5	Need to redirect focus towards housing.	Noted.	No change required.
2.6	The Housing Strategy could cause a delay in people wanting to build within the area and turn developers away.	The Housing Strategy will provide developers with more certainty on where Council wishes to focus housing growth in the future. The development of a Housing Strategy does not stop developers from	No change required.



No.	COMMENT MADE DURING WORKSHOP	COUNCIL RESPONSE	PROPOSED CHANGE
		developing on land provided that their proposed development meets the land use as currently zoned.	
2.7	More choice in housing	Noted.	No change required.
2.8	Would like the Housing Strategy to consider the communities needs i.e. ability to use security fencing on properties.	A Housing Strategy looks at Horsham and its future housing needs including where growth areas should occur.	No change required.
2.9	In regards to neighborhood character, the <i>Housing Strategy</i> needs to protect what is already there and if houses are replaced, they should be replaced with a similar size, not with what 'demand' says. Don't want more social housing or one bedroom units in the area.	The Housing Strategy will direct housing growth to preferred locations.	The Plan will discuss the Housing Strategy in more detail in a final chapter (Current Projects + Next Steps).
<b>Goal 2: Improve the image, character and identity in Horsham North</b>			
2.10	Tidy up the entrance via Kalkee Road and Rasmussen Road.	Noted.	No change required.
2.11	Build better environment, developers will do the rest (This should be Goal 1).	It is important that the Horsham Planning Scheme includes requirements (local planning policies) for developers to meet to ensure new housing is of a high standard and contributes to local amenity.	Clarify the role of land use planning and urban design in ensuring better built environments.
2.12	Relocation the railway line needs to be done first.	Council does not own the land and therefore does not have the ability to do this.	No change required.
2.13	Advocacy for the railway and improving rail corridor is important and essential for the area.	Noted.	No change required.
2.14	Industrial 1 Zone land within and around the railway corridor needs to be repurposed.	Council will address this matter through an <i>Industrial and Commercial Land Use Study</i> .	No change required.
2.15	The overwhelming voice of Horsham North was that industrial and commercial sites should be removed, not converted to Commercial 1, 2 & 3.	Noted. Further work is required to justify any change in land use. A change in land use requires a planning scheme amendment which is a comprehensive process requiring thorough research and investigation. This work is identified in Council Plan and Action Plan.	Can reinforce this public sentiment in the Plan.
2.16	Change of use for land in Industrial 1 Zone is concerning, will residents be subsidised?	No, residents are not subsidised when a zone change occurs.	No change required.
2.17	The Rail Corridor's disconnection needs to be improved to increase safety.	Noted.	No change required.



No.	COMMENT MADE DURING WORKSHOP	COUNCIL RESPONSE	PROPOSED CHANGE
2.18	HRCC are advocating for the return of passenger rail to Horsham, whilst HRCC agrees to include a primary school directly abutting the railway line, gardens, paths, buildings and many other elements on, in and through the railway corridor.	Council continues to advocate for passenger rail to Horsham. Any landscaping and development within the rail corridor will not impact only complement passenger rail if returned.	No change required.
2.19	Goal 2 definitely overdue to improve maintenance of all public areas.	Noted.	No change required
2.20	Two or more caravans should not be allowed in front yards.	Under Section 39 of Council's Local Law, a caravan may be parked on a road, road related area or Council land for up to 7 days only. The caravan may not be occupied and have a connection to power during this period. Any breach of these requirements is committing an offence under Section 41 of the Local Law and the vehicle can be towed and/or incur a fine from Council's Community Safety Unit.	No change required
2.21	Local pride.	Noted.	Provide reference to local pride in Plan.
2.22	Change of name for Horsham North. Examples Southbank and Horsham West.	Council heard feedback from many Horsham North residents that they prefer to be referred to as Horsham North.	No change required.
2.23	The area feels like an industrial wasteland after going over the overpass. Fixing this area and having public space to celebrate the silos artwork could make it just as beautiful as the riverfront.	Noted.	No change required.
2.24	VicTrack and industrial zoned land should be improved. Move the fuel depots out of the residential area.	Noted.	No change required.
2.25	Reducing the barrier effect and increasing connectivity will bring much-needed revitalisation and reduce stigma of the north.	Noted.	No change required.
2.26	What is going to happen with contamination? In regards to future Windfall Gains Tax will there be subsidies in place to assist land owners? Industrial and business uses overlap with residential land causing planning issues.	<p>As part of an <i>Industrial and Commercial Land Use Study</i> potential site contamination will be investigated at a higher level (identify and establish an extent of the contamination). It would be the responsibility of the land owner to remediate the site if a sensitive use such a housing is introduced.</p> <p>Questions in regards to the Windfall Gains Tax cannot be answered by Council and should be referred to State Revenue Office.</p> <p>Noted.</p>	No change required.



No.	COMMENT MADE DURING WORKSHOP	COUNCIL RESPONSE	PROPOSED CHANGE
2.27	Heritage of the train station.	The train station was identified in the 2014 <i>Horsham Heritage Study</i> but yet to have heritage protection through the planning scheme, the station forms a part of the <i>Heritage Study Review</i> .	No change required.
<b>Goal 3: Promote economic activity and opportunities that support the vision for Horsham North</b>			
2.30	Stop neglecting and ignoring Horsham North.	Noted.	No change required.
2.31	Council seems to focus on other areas such as Wimmera River related projects. It feels like Horsham North is left behind.	Noted.	No change required.
2.32	Encourage optimistic business creators.	As part of an <i>Industrial and Commercial Land Use Study</i> will consider ways to support an investment environment across Horsham that provides certainty to businesses and investors.	No change required.
2.33	Provide updates and progress reports at the Kalkee Rd Hub and Community House. Create a Council presence at the Community House for people to drop in.	Noted. Council will investigate this for future consultation.	No change required.
2.34	This will be an impossibility. No vision was decided upon. However, industrial and commercial activity were not generally supported at the community meetings.	Noted.	No change required.
2.35	There were once shops on Bleakley Street and Edith Street but these closed down from lack of use.	Noted.	No change required.
<b>Goal 4: Provide up to date community facilities in Horsham North</b>			
2.36	Provide a new school in Horsham North.	Council is unable to influence the provision of new schools.	No change required.
2.37	Horsham North needs a supermarket.	Noted.	No change required.
2.38	This is a great idea but must be done with a lot of community consultation.	The community will be consulted with in regards to any planning to upgrade facilities.	No change required.
2.39	Longer term lease for the Neighbourhood House.	Council recognises that the Horsham North community values the current location of the Neighbourhood House.	Will consider in future work.
2.40	Clubrooms for table tennis, singled out in separate change rooms.	Noted.	Will consider in future work.
2.41	Kalkee Hub includes a disabled playground.	Noted	Will consider in future work.
2.42	Seeking more modern facilities (Langlands Park).	Noted. The Recreation and Open Space Team is developing a <i>Play and Public Spaces Strategy</i> which will investigate where park upgrades are required across the municipality. Langlands Park will be subject to this piece of work.	No change required.



No.	COMMENT MADE DURING WORKSHOP	COUNCIL RESPONSE	PROPOSED CHANGE
3	<b>Theme 2: Access + Connections</b>		
	<b>Goal 5: Create a walkable, wheel able and bike able precinct that supports active living, recreation and transportation</b>		
3.1	Walkways need to be safe	Noted.	No change required.
3.2	Pedestrian safety a huge issue and needs to be address immediately (top priority).	Council recognises that the current state of footpaths and pedestrian connections in the area is not meeting the needs of various users, such as pedestrians and cyclists. Council notes that this is a community priority.	No change required.
3.3	A 10-year plan for the rail corridor and railway advocacy are mutually exclusive.	There will be a number of projects identified in the railway corridor landscape plan to be delivered over a period of time. HRCC will continue to advocate for funds (State/Federal) to implement the plan. This is already occurring.	
3.4	Things are significantly longer term than the Plan allows. Lots that turn up from plan to plan as it's too hard. This is just the last plan copied and pasted	Many issues the community wishes Council to address and resolve are complicated, require Council to follow a statutory process and/or Council is only in a position to advocate for change.	No change required.
3.5	Increase the number of bike paths in the area also a priority goal. Connectivity between the east and west high schools with Horsham North is poor.	Noted. Much of this will be addressed in the <i>Bike Plan</i> and residents will have the opportunity to provide input.	No change required.
3.6	Suggestion for bike path down Forsyth Ave, Palm Ave to Dooen Road as many kids ride/walk to the schools that way.	Noted.	No change required.
	<b>Goal 6: Enhance and promote public transport and regional connectivity</b>		
3.7	Underpass should be changed to a level crossing.	This has already been investigated by Council, the State government does not approve at grade (ground) level crossings.	No change required.
3.8	Underpasses need to be upgraded.	The ability to upgrade the existing underpasses to a DDA ( <i>Disability Discrimination Act</i> ) compliant standard has already been investigated and determined to be not possible. Improvements can still be made to the underpasses in terms of lighting and landscaping.	No change required.
3.9	Public transport was reviewed in 2019.	A review of public transport options for Horsham was undertaken in 2019. Continuous upgrades in frequency and accessibility for the local public transport options should also be sought to ensure high quality and reliable services for all Horsham residents.	No change required.
3.10	Speeding is an issue in Horsham North.	Noted.	No change required.



No.	COMMENT MADE DURING WORKSHOP	COUNCIL RESPONSE	PROPOSED CHANGE
3.11	Changes to bus timetables makes it difficult.	Council seeks to advocate for more frequent bus services and accessibility i.e. better connections to bus stops and infrastructure such as bus shelters.	No change required.
<b>Goal 7: Create safe streets for all users through improved traffic management, monitoring and maintenance</b>			
3.12	Upgrade 25 Albert St hump – two deaths in Albert Street as a result of the lack of speed limits and police presence. This needs to be addressed immediately.	There are two speed humps along Albert Street. The northern one has recently been reshaped as it did not meet requirements. The southern site has been surveyed and found to be within the tolerances for the standard dimensions for a speed hump.	No change required.
3.13	Adequate parking in front of residential areas.	Council acknowledges and understands that the lack of parking in residential areas can be a challenge and an assessment of current street networks and future developments may involve balancing the needs of different stakeholders, such as residents, local businesses, and visitors. However, by working collaboratively with the community, it may be possible to find solutions that can improve parking availability and accessibility.	No change required.
3.14	Beware of low level housing investors.	The development of housing is governed by state and local legislation and building regulations.	No change required.
3.15	Upgrade streets and speed humps to resolve people who speed.	A series of road safety issues are currently being investigated, for example, Rasmussen Road near the school and Felstead Avenue.	No change required.
3.16	Road widening, additional cars, example Decastella Drive, Beautification by widening an increasing safety. Alleviate congestion, narrow roads, modernize developments.	See response to comment 2.1.	No change required.
3.17	Options for wider roads/less nature strips to increase road safety.	The intention of this goal is for assessment and development of safer streets for all users would be to enhance traffic management, monitoring, and maintenance. This could involve implementing measures such as traffic calming, more frequent road maintenance, and increased monitoring of traffic flow to identify and address potential safety hazards. By prioritizing safety in this way, we can help ensure that streets are safer and more accessible for everyone.	No change required.
3.18	From Horsham North to the CBD the only options at the moment are to be driven or get a taxi, an issue of concern and frustration for the last 40 years, especially for people with children, or with low/limited mobility.	Noted.	No change required.



No.	COMMENT MADE DURING WORKSHOP	COUNCIL RESPONSE	PROPOSED CHANGE
4	Theme 3: Public + Open Spaces		
Goal 8: Increase the provision of open space			
4.1	More opportunity for retail sales and opportunities to hang out in open space.	Noted.	No change required.
4.2	Netball Courts – to create social and physical opportunities	Noted.	Will consider in future work.
4.3	Dudley Cornell is more than enough open space for the area. Council need to redirect focus into housing.	As Horsham North continues to grow and develop, the provision of open space will need to keep up to meet the needs of a growing population. It is important that new development contributes to open space at a satisfactory standard. The availability of housing is a priority for Council and this work is currently being scoped.	No change required.
4.4	Apart from parking, which was reduced, but not replaced, we don't want anything more done there. Other than that – Stop!!	While it is acknowledged that Dudley Cornell currently provides a significant amount of open space for the area, additional open space and a redesign of the existing areas are being investigated. If there is a need to redesign existing open space areas, there may be an opportunity to improve and optimise the use of the available space in a way that benefits the community. By engaging with local residents and stakeholders, it may be possible to identify specific needs and preferences for how the open space is used, and to develop a design plan that reflects those priorities.	No change required.
4.5	Redesign opportunities for existing open space indicates an area bounded by Lukin, Eldridge and Perkins Courts that, due to poor Council planning, certainly does need improvement.	Noted. The Recreation and Open Space Team is developing a <i>Play and Public Spaces Strategy</i> which will investigate where park upgrades are required across the municipality. Stronger planning policy is being investigated to ensure outcomes like this are not repeated in the future.	No change required.
4.6	Turn the old rail hub into a vast open parkland with trees a walking track child play area and BBQ's	These ideas will be captured in the landscape plan for the rail corridor.	No change required.
4.7	Need to ensure all houses being acquired by Council is done so fairly and at appropriate market value rates.	Noted.	No change required.
4.8	Foundry Park (want it included) – feels like their voices were not heard.	The Recreation and Open Space Team is developing a <i>Play and Public Spaces Strategy</i> . Community engagement will be an important component of informing the outcomes.	No change required.



No.	COMMENT MADE DURING WORKSHOP	COUNCIL RESPONSE	PROPOSED CHANGE
4.9	Residents want to be actively engaged in any works undertaken at Langlands Park.	As with any planning process, it is important to consider the needs and perspectives of all stakeholders and to ensure that the design plan reflects the community's shared vision for the space. Any future plans for this park will involve early engagement with residents.	No change required.
4.10	Public toilets should be provided at the Silo.	Noted.	No change required.
4.11	Police Paddock seems to be more of a summer place and it should be developed into a place that can be accessible all year round.	Noted.	No change required.
<b>Goal 9: Create accessible, safe and activated public space</b>			
4.12	Police Paddock needs an upgrade in a bad state.	Noted.	No change required.
4.13	Maintenance by Council needs to be increased within the area. E.g. Council staff recently were digging foundations for a footpath in Shirley Street and another footpath was found, it has been completely overgrown due to lack of Council maintenance.	Council has had a program of upgrading footpaths in Horsham North in the past few years. A major investment has been occurring in 2022-23 to complete this to ensure that each street in Horsham North has a footpath on at least one side of the road. This program will be complete this financial year.	No change required.
4.14	Maintenance of parks is also lacking in comparison to other areas of town. Feel as though Council neglect their maintenance duties in the North area.	Noted. The <i>Play and Public Spaces Strategy</i> currently underway will aim to address this issue.	No change required.
4.15	Bindis are everywhere, there is opportunity for Council Depot staff to do a promotional video on how to remove them properly. Not just a suggestion to spray as some people can't afford to do this.	Noted.	No change required.
4.16	Perhaps we would then understand the inclusion of the Police Paddock as the only area on the Northern side of Rasmussen Rd to be called "Horsham North", despite being outside the Horsham North area.	Police Paddock was included in the study area extent as it is a significant open space asset which requires strategic consideration in regards to promoting better access to it which the Plans aims to highlight.	No change required.
4.17	The principles of transparency, equity and fairness will be applied to ensure that it too will receive significant development and funding commensurate to that of the current Sawyer Park River Development currently underway.	An Action Plan is now included in the Plan to ensure actions, measures and timeframes are understood and carried out.	No change required.
4.18	A recent alteration in which a tall, healthy, mature shade tree was replaced by a women's change room further reduced the very limited sightlines even more.	Noted.	No change required.



No.	COMMENT MADE DURING WORKSHOP	COUNCIL RESPONSE	PROPOSED CHANGE
4.19	It is worth noting that the last community meeting on 26/10/2022 was quite ineffective and unsatisfactory – due to not understanding the terms that were being said.	Noted.	No change required.
4.20	Need to lay out a park and walking trail loop on the disused railway land as a priority.	Noted.	No change required.
4.21	CCTV for preventing vandalism and violence.	Installing CCTV for the prevention of vandalism and violence in public spaces can be effective to some extent, but its overall effectiveness may depend on various factors. It is important to consider the potential unintended consequences of implementing CCTV systems in public areas and to develop strategies that take these effects into account.	No change required.
4.22	Maintenance of Langland Park is poor / inconsistent.	Noted.	No change required.
4.23	Caravans come to Langlands.	Noted.	No change required.
4.24	Wayfinding for tourists / caravans.	Noted.	No change required.
<b>Goal 10: Increase tree canopy across public realm</b>			
4.25	Whilst pretty trees in small/enclosed and built up places can cause <u>a lot</u> of foundation issues and clog gutters.	<p>Trees are an important form of infrastructure that improve amenity and encourage more active forms of transportation by cooling streets.</p> <p>Increasing and managing tree canopy in the public realm can have numerous benefits, including improving air quality, reducing the urban heat island effect and enhancing the aesthetic appeal of the community.</p> <p>The maintenance and management of trees and shrubs in public realm areas requires careful planning, execution, and ongoing monitoring by Council staff to ensure the health, safety, and functionality of these important natural assets.</p>	Current work on trees to be discussed in final chapter.
4.26	A maple tree was removed on Bowlers Street.	Council seeks to protect trees of significance through a Significant Tree Register.	No change required.
4.27	Concerns about root invasion of trees in future.	A detailed inventory of all trees is nearing completion. This has identified every nature strip where a tree is not yet planted. Funding is available for the latter part of this financial year so that a large number	No change required.



No.	COMMENT MADE DURING WORKSHOP	COUNCIL RESPONSE	PROPOSED CHANGE
		of plantings will be able to be made in these vacant nature strips, in accordance with the Municipal Tree Strategy.	
4.28	Trees and shrubs bordering the walking path would be a good outcome avoiding long straight sections.	Noted.	No change required.
4.29	Goal 10 – remove the word ‘realm’ in order to simplify it.	Noted.	Change realm to spaces.
<b>5 General Comments</b>			
5.1	There is a disconnect between Council and the Horsham North community.	Council endeavours to be as transparent as possible in decision making processes and communicates regularly with the community, also encouraging greater community involvement with Council projects and plans.	No change required.
5.2	The document is too complex.	Noted. It is Council’s intention to provide an overall document which is accessible to all members of the community. Seeking feedback from the community on the document, including what specific aspects they found difficult to understand. This can help to identify areas that may need further simplification or clarification.	No change required.
5.3	Repetition of workshops in 2013, 2016, 2019 with no actual change occurring from these workshops.	Noted.	No change required.
5.4	Timeline needs to be shared with community including short, medium and long term actions and when these will occur.	A timeline and identified priorities will be detailed in the next stage of the Plan.	No change required.
5.5	In general, if a council report or strategy claims there has been community consultation they should have a reference list of where, when and who was involved.	All feedback received has been provided within the Engagement Summary Report. Submitter details are not provided.	No change required.
5.6	The community would like a working group that works with Council to make collaborative decisions and provides real input. This does not include simple wording changes in the document. This would assist in holding Council accountable for their commitments to Horsham North.	Noted.	No change required.
5.7	Overkill of Council staff and Councilors at the workshop.	A number of Council staff were required to be in attendance due to a range of skillsets required.	No change required.
5.8	Loss of confidence in council through this process.	Noted.	No change required.
5.9	Longer workshops needed in future.	Noted.	No change required.



No.	COMMENT MADE DURING WORKSHOP	COUNCIL RESPONSE	PROPOSED CHANGE
5.10	Calling for the formation of a working group.	Noted	No change required.
5.11	Would like added 'consultation is important and change will be driven by Horsham North residents at a public consultation level IAP 4 or 5'.	Council has a community engagement policy to ensure communities have an opportunity to be part of the decision making process.	No change required.
5.12	Seek easily accessible updates, for example, display progress at neighborhood house.	Noted. Council will explore ways to provide further updates to the community.	No change required.
5.13	Use a scale and mark priorities - Short term time frame 1 to 3 years, Medium term 4 to 10 years and Long term 10 to 20 years.	Council has now included timeframes in the Action Plan.	No change required.
5.14	Community needs help to understand the planning completed for this Plan.	Noted. Council will endeavour to ensure that the framework and intent of the Plan is explained more clearly.	Update.
5.15	Lack of public toilets in Horsham North.	Noted.	No change required.
5.16	The Engagement Summary Report disgustingly eliminates our request for higher levels of engagement.	Noted.	No change required.
5.17	This project is not time sensitive – the residents of Horsham North have already lived through almost half a century of poor management and neglect.	Noted.	No change required.





**Horsham Rural City Council**

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**Compiled Community Feedback  
Horsham North draft Local Area Plan  
May 2023**



Written submissions to the Horsham North draft Local Area Plan

Submitter 1:		14 November 2022
Submitter 2:		31 October 2022
Submitter 3:		8 December 2022
Submitter 4:		9 November 2022



Submitter 1:



14 November 2022



**From:** [REDACTED]  
**To:** [Stephanie Harder](#); [Council Support](#); [Robyn Gulline](#); [Penny Flynn](#); [Claudia Haenel](#); [David Bowe](#); [Ian Ross](#); [Les Power](#); [Bob Redden](#); [John Martin](#); [Melissa.Horne@parliament.vic.gov.au](#); [daniel.andrews@parliament.vic.gov.au](#); [matthew.guy@parliament.vic.gov.au](#); [richard.riordan@parliament.vic.gov.au](#); [emma.kealy@parliament.vic.gov.au](#); [ben.fraser@austcommunitymedia.com.au](#); [editor@thehorshamtimes.com.au](#); [darling.alexander@abc.net.au](#)  
**Subject:** Horsham North Draft Local Area Plan submission  
**Date:** Monday, 14 November 2022 1:11:14 AM  
**Attachments:** [HRCC HNLAP submission Nov 2022.docx](#)

**EXTERNAL EMAIL:** This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Hello,

I hope you are able to take the time to read my submission to Horsham Rural City Council regarding the development of the plans affecting Horsham North for the next decade or 2.

To date, the process has been less than optimal. It needs to be re-commenced, but with Council genuinely working with us this time. Your help is needed to achieve this.

The residents wanted genuine consultation at an IAP4 or 5 level. Council was very aware of this.

I think that each addressee has the potential to make a difference to the outcome of this plan.

I trust that each individual will work within their own sphere of influence to create an environment where residents of Horsham North have more than token involvement or engagement in the formulation of a plan designed for the people of Horsham North.

I'm aware it is lengthy, but keep in mind that it has taken me far longer to prepare than it will for you to read. Please don't skim through it. It's important.

Thanks for any support you are able to provide with this.

Kind regards

[REDACTED]

Phone: [REDACTED]

**\*\* FYI:** Link to [one of] the current horsham north draft local area plans  
[https://www.hrcc.vic.gov.au/Planning\\_and\\_Building/Strategic\\_Planning/Planning\\_Projects/Horsham\\_North\\_Draft\\_Local\\_Area\\_Plan](https://www.hrcc.vic.gov.au/Planning_and_Building/Strategic_Planning/Planning_Projects/Horsham_North_Draft_Local_Area_Plan)

Horsham North Draft Local





## Area Plan - Horsham Rural City Council

Community engagement was used to inform both the Horsham North Urban Design Framework (2013) and the Rail Corridor Masterplan (2016). These strategies identified a number of issues and opportunities in addressing public realm and accessibility

[www.hrcc.vic.gov.au](http://www.hrcc.vic.gov.au)



This is all the information I wanted to submit in relation to the preparation of the Horsham North Local Area Plan. Included is information I would like considered as part of the forthcoming Housing strategy.

First of all, as acknowledged by the Project Manager, amongst others, this is a large and difficult document to navigate.

It uses references to other plans, and the need to be read in conjunction with other plans. There are no priority listings or timeframes for projects. A basic tenet I learnt at school was to write in a way your intended audience will understand. The Government is likely to understand me; Council and Councillors who should read this in its entirety should be well read enough to understand me. However, Council has not applied these same principles to this plan. Council have often reminded us that Horsham North has the lowest socio-economic demographic in the municipality. These are now the same people who are excluded from participating in the consultation and submission process due to the level, style and type of communication Council has determined to be reasonable consultation in this case. It is not. The words of the Horsham North Local Area plan may read nicely but many phrases and sentences do not actually allow a reader to understand what they actually mean, or what they are intended to convey. Given Council's propensity to use the stats in this area to their advantage, the literacy level of the target group is known to council. There is cause to wonder whether this document was designed to obfuscate. There are phrases and sentences of which I am unable to determine the meaning, and my literacy level is not low. Some of the people attending the meeting in good faith on 26/10/2022 [amongst others], may have displayed a lack of understanding, but displayed a willingness to learn and be involved. The agenda of that meeting indicated that listening to people, addressing issues within the plan, and answering residents' queries and concerns was never council's intention. The three activities noted in the agenda were taped to three different walls within the venue. The method by which we could participate was totally inadequate. It was controlled, directed and limited by council. (In total, 3 dots and a few sticky notes for each agreement and disagreement to be placed over the council worded three projects is hardly a method by which an opportunity for real feedback is to be gained. An online survey confines and limits answers. It disallows a wider, or different viewpoint. For example, whilst questions are asked about travel to the CBD, I am not able to reflect that due to the extremely poor egress from Horsham North to the CBD my only options at the moment are to be driven or get a taxi. It is not made clear that this has been an issue of concern and frustration for the last 40 years, especially for people with children, or with low/limited mobility. It is not designed to illustrate the difficulties that continue to exist. Council acknowledged that planning in Horsham North had been done poorly, or not done at all. Council spruiked that we were the ones who would be driving any changes because we were the people who knew best. Horsham North Residents took Council at face value and were committed to work with them in good faith. Given how closely and how much value was placed on place-based planning in Horsham North, we requested to work at IAP4, or higher. Council originally scheduled consultation at IAP2. After repeated requests for consultation at IAP4 or 5, Council finally decided they would allow IAP level 3. Simultaneously, the Sunnyside Community, the Haven Community, the Natimuk Community and the Horsham Skate Park were all undertaken at IAP Level 4. The principles of equity, fairness and transparency were not evident when compared to other communities within the municipality. We came to the council in good faith, this was not reciprocated by Council.

Council gave a commitment that they would work with us to formulate the Horsham North Local Area Plan. It was to be developed by the Horsham North community, led by that community and driven by the people of Horsham North. That was the agreed behaviour. We lived our commitment.



There have been exceedingly few instances where council has lived up to their side of the deal. Good faith on Council's side has been conspicuously absent. In no way could it be interpreted that Horsham Rural City Council has worked in good faith with the people of Horsham North. This has engendered an even deeper lack of trust in residents who have been involved in (similar) prior 'consultation', and the trend to disengage from further involvement in council is consolidated. A great deal of talent in Horsham North has already been withdrawn from involvement in Council consultation. More will be lost this time. People are jaded and disillusioned. I am too. It's not surprising that local people no longer participate in consultation. They learn quickly that it's a frustrating waste of their time.

This is the crux of the problems with this and other "consultation" that Council conduct – The community advise, and except where it intersects, or can be tweaked to intersect with council's view it is disregarded. Individuals in reference groups sworn to secrecy and not even able to take information back to their own clubs and groups for discussion. Such consultation recently saw 5 individuals approve a multi-million dollar project that is not broadly supported by the population. Governments base millions of dollars of funding on the assumption that consultation is working as it should. Recently, for instance, funding a \$2 million dollar stage that will be a white elephant.

In March the council said they were there to listen to, and work with, the people of our Horsham North community. Unfortunately, this did not happen. They did not listen. The information taken away from the meetings by Council. Our "What we said" was not reflected in Council's published "What we heard" statement. Therefore, when this information is used for supporting documentation, including funding, it provides a very inaccurate representation of the people and views, needs, wants and aspirations of the people in Horsham North, and should not be accepted as being true and correct information.

One person – me – indicated the desirability of strategically placed art installations. One of my two suggestions was included. How is it that just one voice can be heard, but the roar of the crowd is missed? What we said was not what you heard. You were not listening. This means you are not doing what we need and want in Horsham North. Council has not worked with the Community in good faith.

**"COMMUNITY VISION** Consultation with the community has been central to the development of this Local Area Plan. The Engagement Summary Report (August 2022) summarises the key messages that emerged during consultation of the Horsham North Issues and Opportunities Paper (March 2022) and have subsequently influenced the outcomes of this plan. Council seeks community input in identifying top priority projects for early implementation. Feedback will be workshopped during consultation events with the aim to inform Council's Annual Action Plan for 2023. 4. COMMUNITY ENGAGEMENT Horsham North Draft Local Area Plan During consultation in May 2022 the following statements were made by the community in regards to desired outcomes for Horsham North. These statements will be consolidated into one vision statement during the next round of consultation."

The Horsham North vision does not come from the people of Horsham North, although it may be purported to do so. At the meeting on 26/10/2022 Council advised they had taken the liberty of pulling something together that might suit. This was tabled for discussion for later in the evening, but was never re-visited, as time did not permit. Any representation that this vision is from the people of Horsham North would be untrue and deceitful.



The Horsham North Local Area Plan is extremely significant to the Horsham North residents. The amount, and level of consultation for something that will affect our lives for 20 years – after much more than that, of neglect - is woefully inadequate and wholly unacceptable. It is a shame we were able to be part of it. Unless/until further meaningful consultation is held, preferably at the IAP4 or 5 level, to ensure we have input into the area in which we live, why would anyone bother to be involved with “tick a box” consultation? Councillors are elected to represent the Community. This Plan does not represent the wishes, want or ideas of the Horsham North community. It is difficult to see how Councillors who endorse the Horsham North Local Area Plan to be adopted as the Plan at this point, will not breach their responsibility to represent the community. If they decide to do so, knowing the community has been excluded from the process in any meaningful way, I would question their fitness to remain a Councillor - our community representative - in Local Government.

The following quote is from the Council meeting 28/03/2022.

“This work isn’t new and the project will pick up from previous work and community engagement that informed the Horsham North Urban Design Framework (2013) and **the Rail Corridor Masterplan (2016)**. Both of those “strategies” or “plans” identified a number of issues and opportunities in addressing public realm and accessibility issues. Since the creation of those documents, Council has undertaken a number of projects and is in the process of undertaking current projects, including planning work for the conversion of the railway corridor for public use and also the upcoming Silo Art project. The community now has the opportunity to express their views on Horsham North and we will work together with the community to identify opportunities for improvement across the area.” **CEO council meeting 28/03/2022**

**The footnote to the above statement: Council did not work together with the community – then or now.**

I participated in the community engagement available referred to, in the above Framework & Masterplan. The community in Horsham North was disregarded then and now. The only points that were considered were those that Council already wanted to do. I spoke with one consultant who said that Council had outcomes they were looking for – that they (the consultants) were there to help us get to that point. Where an item/theme was not provided by participants, facilitators/consultants raised it and added it to other the sticky notes affixed to the whiteboard. Unsurprisingly, when ideas were collated, those that aligned with Council’s vision were included. Those that didn’t were skuttled. Times passes, methods less so.

“Council has developed the Horsham North Draft Local Area Plan after receiving initial feedback from the community earlier this year. The purpose of the Local Area Plan is to provide strategic guidance on the future land use planning, urban improvements and change within Horsham North. The Local Area Plan sets out a general framework of desired outcomes, goals, strategies and actions relating to land use, built form, public realm, access, open space and transport matters.”

<https://www.hrcc.vic.gov.au/Planning-and-Building/Strategic-Planning/Planning-Projects/Horsham-North-Draft-Local-Area-Plan>

As is so often the situation with Horsham Rural City Council, the actions have not matched the words.



I contend that adequate and equitable consultation has not occurred to date, in this project. The people of Horsham North have not had been supported by council in the provision of meaningful information to even understand this document to form a considered opinion, let alone make a submission. I don't expect that mine will make any difference at all to any outcome. As it hasn't happened before, it's unrealistic to expect it to happen now.

There has been a huge disconnect in what the residents of Horsham North said, and what Council heard. This is both frustrating and disappointing – but not unexpected. Unfortunately, it is not an isolated incident.

From the commencement of this project, consultation of at least IAP Level 4 was requested. A public question at a Council meeting requested IAP Level 4 consultation. The CEO advised the level of consultation was up to the Project Manager, in this instance, Evan Burman. I spoke with Evan the morning after the meeting, mentioned public question time, and the reply, and repeated the same request. Evan looked taken aback and said that I was mistaken, and that after I lodged my public question on Monday afternoon, there was an impromptu meeting with management that was held to discuss my letter. Evan said consultation had originally been set at IAP Level 2, and that the consultation level was definitely not his decision. He added that it had been changed to Level 3 at that meeting just prior to the Council meeting. He appeared to be genuinely blindsided by my comment.

At the initial consultation meeting at Neighbourhood House, I requested that Council advise of the consultation level. This was after I had spoken with Evan. I was not surprised when the Project Manager, Evan, deferred to Director Infrastructure, John Martin, who spoke in general terms about consultation, but avoided the IAP level to be used. It was eventually, but reluctantly, noted that it would not be at the requested of Levels 4 or 5. A place-based approach was requested. However, Council advised it would be IAP Level 3. Level four or above was not being offered, despite the interest, requests and motivation of the residents.

As a result of the disconnect and distortion that has already occurred, I believe it is important that Council work with the Local Area Experts – the Horsham North folk – to achieve a plan that is compatible with the desired outcomes, goals, strategies and actions relating to land use, built form, public realm, access of open spaces and transport matters to improve the liveability and social wellbeing for the people of Horsham North. Council have now demonstrated that they either cannot, or will not, listen to the people of this “Local Place”. As a result, it is of greatest importance that consultation should be conducted at IAP Level 4 or 5. Consultation for this project should be re-set, with Council actually working with residents to achieve a plan that this Council acknowledged neglected part of town can own. As the Director Communities & Place Kevin O'Brien advised me, this project is too big for IAP 4. I don't necessarily agree, but if so, by default, this would leave IAP Level 5 consultation as the appropriate level of public consultation. This was not permitted either.

This project is not time sensitive – the residents of Horsham North have already lived through almost half a century of poor management and neglect. It is my opinion and request that this project should be put on hold and re-visited once again at IAP Level 5. This will ensure that the specific circumstances of the Horsham North community will be addressed, involving and engaging the local people as active participants in the development and implementation and sharing the decision-making. Our people need to approve and own the plan, and become the drivers for the change needed in Horsham North. If our Council actually do want the best outcome for Horsham North, this would be the logical course of action.



The draft plan would be a fitting place from which to start the journey together. If truth and transparency are important values at HRCC, then the work already done on the Draft Plan will be the beginning of the process, and not the end of it. We will use that as a basis to start again, with the appropriate consultation level, per Council advice, of IAP Level 5.

Perhaps we would then understand the inclusion of the Police Paddock as the only area on the Northern side of Rasmussen Rd to be called “Horsham North”, despite being outside the Horsham North area. Given its inclusion, presumably the principles of transparency, equity and fairness will be applied to ensure that it too will receive significant development and funding commensurate to that of the current Sawyer Park River Development currently underway. Apart from using Rasmussen Road, and the socio-economic demographics of the Horsham North area as a leverage to increase grant funding opportunities for [esp.] “connectivity” I cannot understand why it would be included.

I despair of planning at this level, where explanations of items such as the Council acquisition of housing are only there as a possibility, and then only noticed upon intensive scrutiny of diagrams. For example, there are over twenty homes marked for acquisition noted for Council acquisition. Council was asked for an ironclad guarantee that IF houses were acquired, it would only be as part of a competitive process as houses come up for sale on the open market. This was provided by Council Representative, Mandy Kirsopp. She acknowledged that there had been given no consideration at all to how or whether the value of those homes would be impacted as a result of the disclosure of Council’s interest in the property now. However, past experience has proven that when Council has a change of heart or direction, they nevertheless advise that the mention in the plan underpins inclusions such as these as a basis to proceed, with comments like “but it is part of the plan which has already been endorsed by Council”.

Imagine the uncertainty with which people in these homes must now deal! Is it worth renovating/upgrading their home? Will Council use rates value to buy it? When will it really happen? My house won’t be worth as much on the open market, because I will need to disclose what/why council’s interest in my property. Most of all though is the uncertainty of be kicked out at Council’s pleasure and knowing that the chances of finding something similar at the same price is not a possibility. Some people have been living with these exact concerns – and probably others - for decades. This is an issue that continues to raise its ugly head and the anxiety levels of the impacted families.

There were people who had been at prior community consultation meetings, but had no idea that over 20 houses were in the Council’s sights. The sole mention of this was contained within the Figure 6 diagram. Imagine the angst and distress this quite rightly caused when it was raised by other residents at a consultation. Those homeowners had read the plan!

As another glaring exclusion, the plans for the neighbourhood house are not mentioned anywhere I could find on the Local Area Plan, so my expectation is that for the next 20 years there are no future plans to move it, or remove it, from Horsham North, despite the lease for the Neighbourhood House in Robin St expiring in May 2023, with an expected change of use to a kindergarten. If this is true it would be quite typical of my expectations, but nonetheless deplorable behaviour. The kindergarten that used to be on this site was relocated and amalgamated into the “new” Childcare HUB that was completed less than a decade ago. This was a major component of that, our current plan. Needing to put the neighbourhood house at this particular site was a big reason Council of the time provided, to explain why the Robin St kindergarten was amalgamating with the newly built Children’s HUB. Has research been undertaken of the current need, and the anticipated needs, for childcare services



throughout the municipality to determine where the best location/s for such services might be over the next 20 years? I suspect not. If, after that, it is determined that this will be in Horsham North, it may be that families in the new housing developments at Sunnybrae and Rasmussen Rd will form the predominant emerging user groups. Surely this should be part of the long-term planning, addressed and included in this draft Horsham North Local Action Plan. As the Kalkee Rd HUB currently already provides slightly under half of the total availability of kindergarten places in the entire Municipality, perhaps there are more suitable areas/locations to develop or expand in the short term. I did not find any planning for more childcare at Robin St [or anywhere else] in the draft Horsham North Local Area Plan that is currently under development, and it certainly was not part of the last plan – except as it pertained to its removal. Horsham North currently provides just under half of all kindergarten places in the municipality. If an ad hoc/unplanned kindergarten is to be utilised, it seems reasonable to me that it would be beneficial to situate it in other areas of the municipality, closer to their homes.

Horsham Neighbourhood house is one of the few community connections and meeting places that a cross section of the community feels comfortable and safe using. It was an original reason given for the kindergarten having to move from the same site about 5 or 6 years ago. It has developed into an essential centre for the surrounding area, and of course welcomes people from greater Horsham as well. The neighbourhood house has also become a sanctuary for some people. I cannot think a single alternative fulfilling this function in Horsham North. I think any decision to alter the location and operation of The House would be as popular as the Horsham Rebranding debacle (costing over \$787,000 to already cash strapped ratepayers). To be a responsible Council, I have what I consider a reasonable expectation that any Local Area Plan that is developed by our council anticipated to cover 10, or 15 or 20 years, [timeframe is dependent on the particular page I read in the draft document] to include such forward planning. Meaningful consultation would also be an expectation, and should be a right, of the people in Horsham North. If my information about the plan for the Neighbourhood house is correct, Council's words once again do not align with their actions. There is no good faith from Council here, and transparency and equity are also not apparent to me.

A constant thread throughout the decades that has not changed is the accessibility/egress issues in Horsham North. Across the decades, this continues to be one of the most important issues and concerns for Horsham North Residents. It makes it to every plan Council develop as the highest priority. The central theme is that investigation, or peripheral improvement will be undertaken. Then another plan is undertaken and the cycle starts all over again. This has been a serious concern for about 40 years. It is now 2022 and it is not physically possible for me to access the CBD without using a car or a bus. Probably we need another underpass solution, which I believe is being considered but the existing ones currently provide the (limited) local pedestrian access for residents. It was clearly stated at consultation with Council that Horsham North residents were not prepared to lose the current pedestrian access we have, that they needed to be fixed, but that additional access could also be welcomed. Until the overpass and underpasses were built, Horsham North was a middle-class area of Horsham. It was acknowledged at the community meeting, that it was not impossible to fix the Albert Street underpass. Essentially, a solution would cost too much and take too much work/effort to complete. I also understand the constrictions at the Wawunna Rd underpass, but with decent planning, and a mindset to succeed, it could have been done. Using land and curves on the Northern side, changing the angle and utilising land on the southern side it could have been done..... If only council had not permitted a house to be built on the railway land site. But wait! Land acquisition has been flagged for over 20 other sites in the Plan area, why not here too? We have been the reluctant recipients of the poor planning in the past, which continues to this day.



### **Distances and open spaces.**

400 metres is the greatest distance that is required to access open spaces. This is the standard mentioned when discussing parks and recreation spaces. As you know, this is only the minimum standard. More can be supplied from the fund that will enable the identified acquisition properties to be purchased. For an area that is already the mostly densely populated in this municipality, with some very ordinary open spaces, remediation of this situation is greatly needed as a counterbalance to poor planning, and smaller living areas. More, and better open spaces need be provided than are being considered on the draft Horsham North Local Area Plan. I suspect that than even greater population density is being considered for Horsham North. I submit that it's about time that more than just "minimum standards" are applied in this area.

Figure 9: **Redesign opportunities for existing open** space indicates an area bounded by Lukin, Eldridge and Perkins Courts that, due to poor Council planning, certainly does need improvement. Though this area was only specifically mentioned by a single individual, it is great to see its inclusion for improvement in this plan.

However, there is a glaring omission. The open/recreation space submission which was unanimously approved for a fully inclusive disability park does not receive a single mention. Despite a retrospective denial by a Council member, this presentation was lauded with great excitement and enthusiasm by everyone present, including council. The merits of the project were so great that a copy was requested, and supplied by the group, to be taken back to the CEO. It was a significant project that would have been at State level quality, providing substantial social and economic benefits for locals, intrastate and interstate visitors – especially those travellers with a disability - on the Melbourne-Adelaide Highway. Council has not had the courtesy to advise us of why it fell from grace so quickly, or offered us any other feedback we have not instigated, with the exception of the enthusiasm of the initial presentation. We were assured at the 26/10/2022 meeting that the planning for this park belonged in the lower-level Parks and Open Spaces plan, despite the Perkins/Eldridge and Lukin Crts redevelopment being a far smaller and simpler project receiving a special mention. Since then, informally an attendee was told that it couldn't be implemented because of lack of adequate sight lines. On one diagram in the Draft Plan council has planned for the foundry to be converted into open space. In addition, the dirt hump that was created to baffle the former foundry noise, would have been removed for the community park idea, and so provide an almost unbroken line of sight from the busy Wimmera Highway. Further passive surveillance is provided by the rooms facing the park. These are often kitchens and bedrooms, with the existing backyard fences much lower than is now mandated.

### **Improve the quality and appeal of existing and future public open spaces.**

The presentation of this proposal for a state/regional level all-inclusive, cradle to the grave recreation space, that was made to Council was universally and enthusiastically received by all present with words from council including "innovative", "unique", "exciting", wonderful". Council requested a copy of our presentation because it was "the most original idea heard for many years" - so fresh and exciting. When council planted about 500 trees across the area, prior to the draft plan even being finalised, we knew this park would not happen. That was a discourteous act, at the very least. It is a loss for Horsham, the Region and the State, for the community in general, and especially for the people with extra needs who would have made use of such a significant recreation area. If half as much time and effort went into finding reasons why it could be done, rather than why it couldn't be done, the planning would be well under way. It was interesting though to see those ideas and research being incorporated into the CBD skate park (which was at IAP4 consultation



level). It was essentially confirmed that Council would be doing something else with the park site. We had no say! This was definitely a community developed and led project, driven by Horsham North. Council definitely did not work in good faith at all with the Horsham North community...again/still.

The work to upgrade the Figure 9 [Lukin, Eldridge & Perkins Crts] area, on this strategic plan is in an area bounded on all sides by backyard fences, some of which are at a higher level than the established older fences adjoining Foundry Park. This small park has been identified and included in the Draft plan to be developed. The further, but definitely unwanted, intensification of development at Dudley Cornell Park is also being undertaken within an area that is bounded by backyard fencing on 3½ sides, with the Children's HUB on the remaining area. Not a single house faces the park. A recent alteration in which a tall, healthy, mature shade tree was replaced by a women's change room further reduced the very limited sightlines even more. That Council has already made a decision regarding this innovative and inclusive Foundry Park plan, with better sight lines, to be disregarded prior to the Local Area Plan being finalised, is certain. The lack of follow-up, the use of those ideas, including funding ideas, being incorporated into another project which is now at a regional level provides a solid basis for this supposition. More telling was that about 500 trees have been planted in the park, including across the dirt hump baffle in the park, with no thought to the sightlines, flattening the baffle or the design needs of "our" park establish this. It is another clear example that needs and attempts of the residents of Horsham North to improve the liveability of, and pride in the area, have been totally disregarded. However, the most disrespectful, discourteous and overtly rude part of this is that it was done before the last community consultation meeting had been held, and therefore well before the draft plan consultation submission period had closed. Council lacked the basic decency to wait until then. Council didn't even bother with the pretence that we could make a difference to the final plan. They did it whilst the draft plan was still open for consultation. Integrity, transparency, honesty and openness are key Council values. It would seem that they may only be aspirational. Council have not worked in good faith with the Community.


How can a major project such as the silo art painting be undertaken with no prior planning, or inclusion on any past or present plan – or even a draft plan; and with no study on the implication of traffic disruption, issues and changes it may cause? Ditto for the Sunnybrae estate, where egress from a development overly represented by court configurations, will funnel into that same quiet, established narrow residential street area, which was clearly not designed as "funnels" for the increased traffic volumes. No study or research was done prior to either of these projects – confirmed by council at a community meeting. It was simply avaricious and opportunistic. Regardless of the merits of the project, it was not planned, has a net negative social benefit, and they were definitely not undertaken for the benefit of the people of Horsham North. Council have not worked in good faith with the Horsham North community.

These are the types of reasons that we wanted to be able to work with the Council. We wanted the place-based IAP level 4 or 5, which was firmly denied on many occasions. We wanted buy in to help minimise the poor decisions and planning that have occurred over the last fifty years, and continue to occur. We have been "done to" for about half a century and wanted to be involved in moulding the future. Council did not allow that to happen.

*"Identified Opportunities (to be read in conjunction with the relevant actions in the implementation plan)"*



- *Investigate ways to improve the entries and potentially widen the underpass at Wawunna Road.*
- *Investigate ways to improve the entries and potentially widen the underpass at Albert & McPherson Streets."*

 Rail corridor opportunity (undertake masterplan + plan each section: convert to landscaped areas with shared paths + areas of open space)

For 30 years already, improvements have been investigated in myriad Council plans and papers and promises. A twenty-year investigation will certainly take the pressure off Council to actually deal with the issue. It's a line on a document to most people, to the residents in Horsham North, it is an unacceptable solution and timeframe. This will continue to perpetuate and exacerbate the issues of half a century of complaints, issues and the inability to actually leave Horsham North, especially for the elderly, infirm and those with mobility issues. We need, deserve and expect more.

The Local Area Plan indicates it will undertake a masterplan and plan each section to convert to landscaped areas with shared paths and areas.... again. Once again, over time Council have made plans for the railway corridor. This has included a primary school directly abutting the railway line; gardens; paths; buildings and many other elements on, in and through the railway corridor. However, at the very same time they are advocating for the return of passenger rail to Horsham. Freight trains still use the railway every single day. The time has come to actually do something. Any planning that needed to be done for this should well and truly be finished if Council has been undertaking the work, using information garnered over at the very least, the last decade of planning, for which various consultants were contracted, at different times, at ratepayer expense. How are the actual underpasses being improved?

***"Investigate opportunities north of Dudley Cornell Reserve to expand current open space + to co-locate future community facilities. Please define what 'future community facilities' are actually envisaged to be on those sites? What is the expected timeframe for these activities to occur?"***

The childcare centre was also slated for future community facilities. It didn't happen then either.

**7.1 unlock the potential of Dudley Cornell Park.** Apart from parking, which was reduced, but not replaced, we don't want anything more done there. Other than that – Stop!!

Different ages, interest and abilities. Please explain this.

What future facilities at Dudley Cornell Park? Passive surveillance – How are you going to make that happen?

"Open space opportunities - subject to discussions with property owners and as properties come on the market"

By including this into the plan – intended or unintended - it places homeowners in a vulnerable position. The phrase 'subject to discussions with landowners' still does not discount the possibility of a home being compulsorily acquired by council. It is not made clear that Council could only purchase a home as part of a house sale on the open market. It doesn't take into account that the sale price of the home has already been adversely affected by the production of this very document. The



Section 32 will make it necessary for the vendor to advise that Council have an interest in acquiring the property. If Council has already considered this, shame on them. If Council has not considered this – shame on them. Horsham North residents want and deserve better than this. With this point contained in the Strategic Plan, it underpins Council using this to provide justification when a direction changes mid- plan. This would not be the first time that something similar has occurred.

How much is currently in the fund that is set to acquire properties in Horsham North as they become available? How much is going to be contributed, and over what period? When? From where will the funds be sourced?

### **Introduction and Purpose [of Horsham North Local Area Plan – Draft]**

Despite the Horsham North Local Area Plan stating this is a ten years plan, it also becomes both a 15 and 20 year plan in this document. In addition, the appointment of place-making officer is an action and key component of this plan. It is not stated here that this is only intended as a part time position to be shared with the Central Activity District (CAD) project as well. This is a waste of Council funds. Why do we need someone to do what is – or should be – already being undertaken as part of the day-to-day operations of the Council? What would be the expected role, duties and cost of this position? At what level/band? Is it permanent? How many hours per week would this position be funded for? From where would the funding be sourced? At what location would this person be based? If Council goes ahead and cheekily uses the Horsham North Local Plan to leverage funding, how can the community be assured that the work will actually be undertaken for the sole benefit of the people in Horsham North? The current Central Activity District project is already underway - without the support of the people of Horsham. It is far more likely that this would generate a greater administration support workload, than the normal day to day operations in Horsham North. In my mind, I could imagine the ease with which this position may morph into a support position for the CAD, defraying some of the already exorbitant costs of the unwanted CAD project. If Council are already providing equity in service for Horsham North residents, why is an extra Administration person needed? If Horsham North deserves an extra admin person, one would expect other areas to require the same admin services. If Council is not providing equity of services across the whole of the municipality at the moment, they are already generously staffed and funded to do so.

### **8.1 Overview**

“The implementation of this plan will require planned coordination within Council and a dedicated resource (officer) to oversee the delivery of projects, investigations required to scope out projects and to undertake discussions with key stakeholders to progress some of the long-standing aspirations and opportunities identified. It is suggested that a Place-Making Officer be appointed to oversee this and other strategic projects, including the CAD Revitalisation Streetscape Plan, to ensure their ongoing delivery and implementation.” This is tied intrinsically to my comments noted above. Perhaps it is just about working more efficiently? Nothing has changed. Horsham North is not more, or less, special than anywhere else. Council is continuing to deliver a service to Horsham North, just as it continues to do the same in the other areas of the municipality.

**I would like to be sure of what** “planning for change that is environmentally, socially and economically is a key focus” actually means. I don’t expect that someone struggling with literacy



would know what this means either. There are many similar stumbling blocks for readers throughout the document.

**2.2 Council** has written *“that they will use the plan to work with the Community to identify projects and actions...”*

It is not apparent that they have worked in good faith in developing this plan to date, so it is very difficult to believe this will occur into the future.

The current socio-economic demographics that exist in Horsham North, enhance the possibility of successful funding applications, with possibly the place-making officer being the first grant sought – possibly prior to the plan even being endorsed by Council. The overview would lead the casual observer to believe this was solely for the benefit and betterment of Horsham North. Of course, that is not the case. Rather than using statistics to leverage funds, to be expended in myriad ways that might or might not wholly benefit Horsham North, it would seem to work to minimise and decrease the Australian Bureau of Statistics findings. I understand that this may decrease funding opportunities.

**4.2 Who lives in Horsham North** “To be updated with 2021 ABS census data” is noted here. Planning with current information does sound practical. Current information might be useful, rather than using data 6 years out of date, to plan for the next 10-20 years. Unfortunately, the planning has already been done.

**Who lives in Horsham North?** This is a really good question to answer before attempting to future plan. Basing planning for the next 20 years on the 2016 ABS statistics, and then simply inserting the 2021 census data when it becomes available, makes me wonder if the intent is to imply that 2021 figures have been used as a basis for this plan.

Local Area Plan “will include new community HUBs and sporting facilities”. In what locations are these being planned, and of what are they anticipated to comprise?

### **Community engagement**

**Further planning re connectivity.** Timeframe.... It has been at least 12 years so far.

Council statement: “Importantly, the community has expressed a strong desire to be meaningfully engaged with in the future planning for Horsham North. Council will explore ways to involve and collaborate with the community on future projects.” **It is correct that the community has expressed a strong desire to be meaningfully engaged in the future planning of Horsham North. However, Council refused to collaborate with, or empower the residents to plan for the Horsham North Local Area Plan. Instead, they fought tenaciously to ensure it didn’t happen this time.**

Nothing changes. This statement demonstrates the disrespect to the residents for which this planning is purported to be designed. It does look good in a document though. Plans are developed that fail to represent the community, and grant submissions lodged based on them. I doubt too many people will be wasting their time and energy with any further involvement or collaboration in future planning. Unless someone reading this submission actually redresses the situation, and we are able to start over with the engagement noted above by council, and which I have a right to expect, I know I’m done. It’s not worth my time or effort - still. I have been involved, and encouraged others to be involved, over the last dozen years. That stops now. Nothing changes



because Council does not act in good faith. Despite all the words and sentiments, there is no real community involvement possible or sought.

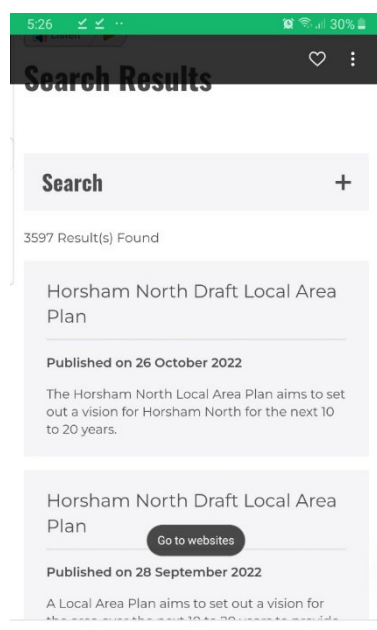
### COMMUNITY VISION

“Consultation with the community has been central to the development of this Local Area Plan. The Engagement Summary Report (August 2022) summarises the key messages that emerged during consultation of the Horsham North Issues and Opportunities Paper (March 2022) and have subsequently influenced the outcomes of this plan. Council seeks community input in identifying top priority projects for early implementation. Feedback will be workshopped during consultation events with the aim to inform Council’s Annual Action Plan for 2023. 4. COMMUNITY ENGAGEMENT Horsham North Draft Local Area Plan During consultation in May 2022 the following statements were made by the community in regards to desired outcomes for Horsham North. These statements will be consolidated into one vision statement during the next round of consultation.

The above is a beautiful set of sentences, but my recollection of events fundamentally differs from Councils view of events.... And there was no such consolidation into a vision statement.

Another aspect that means that people have not been consulted well, is the documentation that has been supplied for use. I have an 80+ page document, Horsham North Draft Local Area Plan September 2022 published on the HRCC website on 28/09/2022. I was recently made aware that the document that I am addressing, is not the same one that was supplied at the meeting on 26/10/2022. It is also titled Horsham North Draft Local Area Plan September 2022.

It has 51 pages. Once I realised this, I checked the HRCC website to see that yet another Horsham North Draft Local Area Plan had been published at some point on 26/10/2022 – on the same day as the meeting. Fairness and equity have not been employed here. There are three documents that appear to be the official Draft plans. How can comments and submissions be given when there are three live documents, that may all contain variations, or differences. This is not fair. It is not working with Horsham North residents in good Faith.... again.





### 5.1 Overview

“There are parts of the area that suffer from neglect and the legacy of past industrial and railway related activities, particularly in relation to the rail corridor and previously industrial focused land. This legacy detracts from the overall character and image of Horsham North, and could be improved through changes to land use and urban design intervention”

Can you please let me know what are the changes of land use and urban design interventions mentioned in this plan?

The overwhelming viewpoint of the people at the community meetings was that they did not want industry and commercial activity in the area. There are enough barriers to living there already. Rezoning to commercial and light industrial does certainly not achieve that result. We you heard was not what was said. The alternative would be that you are not working in good faith with the community, I guess.

In addition to forming part of my submission to the Horsham North Local Area Plan, I would like it to also form part of the forthcoming strategic housing plan. I don't expect that I will be wasting more time with that, so I need to submit my thoughts for consideration now.

*“Council has recently resolved to undertake a housing strategy that will provide a strategic direction for housing throughout the municipality.”*

Please advise of where the above was resolved and when the housing strategy will be undertaken. It seems remiss to not include the municipal housing strategy to inform the Horsham North Local Area Plan as part of our planning for the next 10,15 or 20 years – which are all noted as the term of this Plan. In addition to forming part of my submission to the Horsham North Local Area Plan, I would like it to form part of the forthcoming strategic housing plan.

and

*“Increase diversity and affordability “*

Over the last 30 years Horsham North social housing has primarily been located in Horsham North. The community as a whole would benefit from the provision of social housing in other areas of Horsham, including more affluent areas. Council have taken advantage of, and based grants on, the low socio-economic demographics of Horsham North. A real estate agent advised a resident to move from the area, rather than to demolish and rebuild her house there. When Council and business talk down the area, **it perpetuates the view that it is not a safe or desirable area to live, if you can afford to be somewhere else.** There needs to be a de-stigmatisation of living in Horsham North. Throughout all areas in society there are people who live with psychological problems, intellectual issues, learning difficulties, economic difficulties, who are living with addictions and who have difficulty socialising and participating in mainstream life. Horsham North is overly represented in housing many such people. These are human beings, not problems that can or should be hidden away in Horsham North and then forgotten. Housing should reflect society's values. That is true equity and diversity in housing. In addition to these people who struggle in so many ways, Horsham North has just become the recipient of yet another high-density social housing development which will provide XX attached units for people with a variety of issues. It would be



equitable to ensure that the next social housing developments and homes for people who do live with psychological problems, intellectual issues, learning difficulties, economic difficulties, who are living with addictions and who have difficulty socialising and participating in mainstream life would be located in areas other than Horsham North, and continued until the balance of socio-economic disadvantage is redressed. Blocks in developing estates in other areas would allow more single unit homes, similar to the ones approved by Council for Horsham North, to accommodate people in need. For example, blocks dotted throughout developing estates in and around the Stockton Drive area, Waterlinks Estate, or the Jenkinson Estate and similar, would all have the capacity to accommodate couples, or single people on large blocks, or even in double storey unit blocks where double storey housing is common to house a mix of families, couples and single people who are suffering/struggling in mainstream society. Allocation would be allocated without bias, and no differently than occurs in Horsham North. This would provide true diversity, equity and affordability in accommodation across our municipality. Working with the Department of Human Services, I'm certain that Council could leverage funds for this purpose. In addition, the Capital Acquisition fund could be used to buy existing property throughout Horsham to allow Horsham North to once again revert to the middle-class area it once was. Australian Bureau of Statistics information would be the source that could be used to provide rigour to this process.

**Council mentioned neglected areas within Horsham North. It should be made very clear that the neglect has been caused by the council. Council are the ones who have caused, and continue to cause this neglect, with poor planning, a lack of knowledge of works that have been previously undertaken in Horsham North, and a lack of maintenance which still continues. For example.... Council started to dig a footpath to provide a footpath on one side of Shirley Street – only to find there was already a concrete one there, under all the dirt and weeds that accumulated and grown over it. This is singularly poor management on more than one account. It does provide a window on the importance placed on improving, or simply maintaining Horsham North though.**

Horsham's heritage study which was started and cited as being underway over a decade ago remains in draft form today. Consultants were contracted to assist with this work, so the presumption is that all sites that are of interest are already known. It would be reasonable that it would be completed sooner in this plan, rather than later (where over 30 years would have then passed to develop a Heritage study, to which experts have already advised). This document has the capacity to be misleading and ambiguous whilst it remains in draft form, and allow it be manipulated to achieve whatever results are desired. Please advise when this document will be completed.

For about 25 years a request for a fit for purpose speed hump in Albert Street – near Landlands St – has been sought on many, many occasions. It is still not done. There have been 2 fatalities there. The person making those requests lives immediately adjacent. He is trying to ensure the safety of other residents – something that is Council's responsibility. I can only imagine the scars that something like that would leave. I wouldn't like to think that for the sake of a mornings work a life could have been saved. If we are short of cash, maybe we could shave some from the re-branding project, the Central Activity District Project or the \$2,000,000 music stage that is most likely to be surplus to needs, as promoters have already indicated Horsham is not be a location they will support.



**Summary sheet Goal 3. Promote economic activity + opportunities that support the vision for Horsham North.**

This will be an impossibility. No vision was decided upon. However, industrial and commercial activity were not generally supported at the community meetings.

**Summary Goal 4. Provide up to Date Facilities in Horsham North.**

Planning for up to 20 years has been done, so the broad brushstrokes about these points must already be known. Where is this planned? For when is this planned? How will this be facilitated? Who will be paying for it? Please help me to understand the planning completed for this plan.

**Figure 5.**

Improve underpasses

Improve public realm areas (underpass entries)

Investigate ways to improve the entries and potentially widen the underpass at Wawunna Road 2.  
Investigate ways to improve the entries and potentially widen the underpass at Albert & McPherson Streets

Can you please explain how and when the above actions will be completed?

Individual precinct identity. What is meant?

What is social infrastructure?

**Spreadsheet Council agenda Pg36.** Council priorities – Local area Plan – hasn't been ratified yet.  
Why do we have a consultant when the plan hasn't been done yet?

**Pg 87.** Explore options for the re-design and re-configuration of Foundry and Palm Ave including the future acquisition of the Foundry site? Would this include the park development as proposed by the residents of Horsham North?

Is the target of the 4 hectare/1000 for open space provisions across Horsham, or just Horsham North?

**Notes:**

**Land use & Future Character**

**Conversion of industrial and commercial sites** - The overwhelming voice of Horsham North was that industrial and commercial sites should be removed, not converted to Commercial 1,2 & 3.

**Reduce the barrier effect of the Horsham Rail Corridor.** This is a ten-year plan, again. It would be useful to know of the timelines for actions to be taken, and what will be achieved within this particular plan. There is no noticeable difference from any plan prior to this, so quantifiable achievements would be valuable.

**The Horsham Rail Corridor is opened for connectivity.**

We will do this by ..... And it will be completed by.....



Would both be a useful phrase to include to ensure the work is finalised within this plan.

### **Unlock the potential of Dudley Cornell Reserve.**

What future facilities at Dudley Cornell Park? Passive surveillance – I am really interested to understand the plan to make that happen?

At no point have I heard anyone in Horsham North asking for more to be done to Dudley Cornell Park (when did it change its name to Reserve?) Apart from parking, which was reduced, but not replaced, and replacing signs which were removed and not replaced, we don't want anything more done there. Other than noted above: – Enough, please stop!! This park is bounded on all sides by backyard fencing. The destruction of that huge, healthy mature shady tree, to build change rooms means that already poor site lines have been further reduced. Exactly how will greater passive surveillance be achieved? If the excuse of poor site lines is to be used to scuttle plans for the proposed and universally supported all-inclusive 'cradle to grave' recreational area, which was far more open, and which could be opened out even more for passive surveillance, Dudley Cornell upgrades et al certainly does not meet the pub test. There are sports ovals at the 298 school (Sunnyside) and at the High school, or especially at the city oval, where a multi-million dollar sporting precinct is available and being upgraded again. The narrow streets and lack of parking are not conducive to encouraging further development. Call me cynical, but I wonder if the reason to ferry kids from all over the place to this oval may be related somehow to securing funding within the 'disadvantaged' area. Once again, Council is not working with the community in good faith, **or** for the benefit of the residents in Horsham North.

Please explain: What is the potential of Dudley Cornell Park that is waiting to be unlocked, and how especially does this apply to different ages, interests and abilities?

***"Investigate opportunities north of Dudley Cornell Reserve to expand current open space + to co-locate future community facilities."***

Please define what 'future community facilities' are actually envisaged to be on those sites? As the Horsham North community has already advised Council, the second of local shops, after many, many attempts to keep it open, finally closed in the last few years. These shops were not sustainable.

The HUB was built to incorporate the provision of 'future community facilities' too. That didn't happen.

As you know, Dudley Cornell Park is situated in the middle of a residential area with not a single house facing it. It also has the old and heavily contaminated CRB yards, which are currently used by private industry, to the immediate North.

Please advise of the expected timeframe for co-location of future community facilities that these activities will occur?"

**This information was provided by Council to a resident of Horsham North after the official consultation period had closed:**

*"The Wimmera Regional Multi-Sport Feasibility Study is investigating options for improvements to the provision of organised sport in our municipality.*

*The project has identified participation demand (current and projected membership numbers) and is*



*investigating options for improving access to venues and the quality of facilities.*

*Facilities provided at Dudley Cornell Park are being considered as part of the study. When the study has been completed other planning work can commence at Dudley Cornell Park."*

Please advise of what the 'other planning' work that can commence at Dudley Cornell Park comprises?

I attended all stages of the consultation, but did not hear of planning work intended into the future at Dudley Cornell Park. Blind Freddy could see that Dudley Cornell Park is not a suitable venue for regional sport. Congratulations though, for making it appear to be viewed suitable as a viable alternative, and for keeping the future plans for Dudley Cornell Park out of the Draft Plan discussion. On a need-to-know basis, this seems to be just one more thing we didn't need to know.

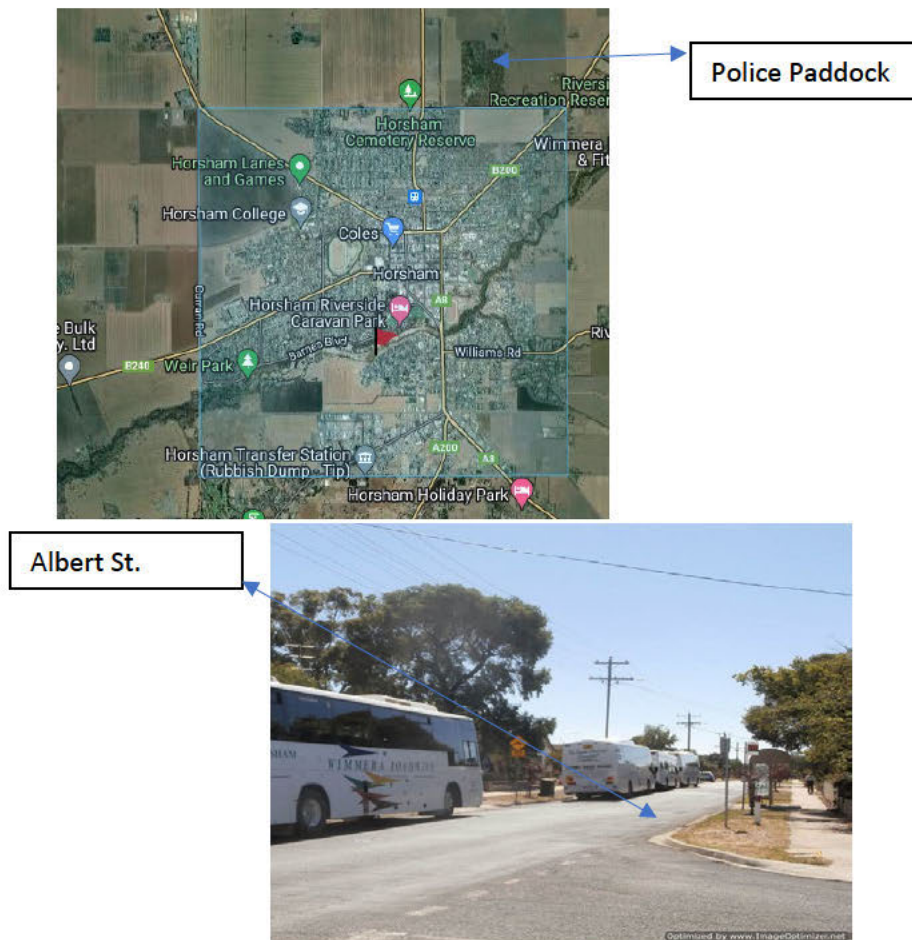
I would consider it extremely important to including future planning of a major, and at times contentious, park on a plan currently in development to plan for at least the next 10 years?



Dudley Cornell Park



## HORSHAM NORTH LOCAL AREA PLAN. POST 26/10/2022 MEETING SUBMISSION



**Goal 9. Contemporary street lighting. Can you please explain what this is?**

It is just one of the many terms used that was not explained. By the time I'd finished reading the 80-page document, I lost track of the terms that I didn't really understand. This was simply one of them.

It is worth noting that the last community meeting on 26/10/2022 was quite ineffective and unsatisfactory. There were three pre planned activities, with parameters and limited choices. Only two activities were actually completed, and the vision was not done. The agenda for the meeting did not allow residents to ask questions. It was not apparent that Council came to us with an open mind, or wanting our opinions. Endorsement for Council's opinions was all that was offered on the evening.

I have seen the following on someone else's emails to Council, and as I can't fault it, I have decided to adopt it.....

*Horsham Rural City Council: A council that continues to disappoint.*





Submitter 2:



31 October 2022



**From:** [REDACTED]  
**To:** [Stephanie Harder](#); [Council Support](#); [REDACTED]  
**Subject:** [REDACTED] to HRCC re meetings to S Harders re Meeting 26-10-2022 .  
**Date:** Monday, 31 October 2022 1:04:42 PM

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EXTERNAL EMAIL: This email originated from outside of the organisation. Do not click links or open attachments unless you recognise the sender and know the content is safe.

FROM: [REDACTED],  
 [REDACTED]  
 [REDACTED].

E-MAIL : [REDACTED]

TO HRCC  
 Telephone - (03) 5382 9777  
 Email - [council@hrcc.vic.gov.au](mailto:council@hrcc.vic.gov.au)  
 Stephanie Harder <[stephanie.harder@hrcc.vic.gov.au](mailto:stephanie.harder@hrcc.vic.gov.au)>  
 Post - PO Box 511, Horsham 3402  
 In person - Civic Centre, 18 Roberts Avenue, Horsham 3400

Dear Council staff

Herewith express concerns how the council address the Horsham North community future needs in terms of meetings and fairness and reasonableness overall re the North Plan 2022.

Request how long did HRCC staff have to prepare their draft Horsham North Plan 2022?

How many staff were available to complete the plan?

The same time frame should have been available to the public to prepare their response for the plan re HRCC staff as for the public.

Explain why the public get i.e. a month approximately i.e. Oct 2022.

The indication was the plan was being prepared i.e. from some time in June to Sept 2022.

Please explain double standards re HRCC to the ratepayers and residents of Horsham North. We get i.e. Oct 1st approximate to 31 Oct 2022.

Re the meeting 26-10-2022.

It is directed and dominated by HRCC staff.

There were I understand 3 councillors and 7 staff attending the event.

There were around 16 residents.

The meeting itself is dominated by exercises i.e. stick the note on the sheet with a suggestion re the wall.

There were three exercises.

Reasonableness and fairness might be the meeting presented the main document overview and explained points or issues please.

It is was first an 80 page document referencing to issues in Horsham North - and re Council requirements and state Gov. documents legislation. Then an amended document 2022 Sept. Did you indicate to the public the the 80 page document had been amended and which document was referenced to primarily?

The public are not given re the meeting an overview of the documents by staff and the public are not allowed to ask going through the document re the meeting and question directly related to the 80 or 40 page document. Instead selected parts of the document are shown to the participants. With exercises occurring pin the sticking note to the



wall.

Reasonableness and fairness present to the public the document and then allow the public to question and clarify the document instead of Exercises. The exercises detract the significance of the 40 page report.

Please improve meetings to be more relevant.

Affective council might have also live streamed the meeting re to those disabled or unable to attend the meeting to better understand the impacts of the reports on the community members. Why no live stream?

Provide reasonableness and fairness.

Please provide more transparency re the report.

No time line projections re outcomes re issues.

No priorities - Short term - Medium and Long term.

No estimated costing.

The report has many goals but the community has little knowledge which goals are primary and those secondary.

Better processes please.

The HRCC document impacts the lives of 1000s of residents in the area and the meeting runs for i.e. 1 hour 45 minutes re a future plan of perhaps 10 or 20 years without referencing the entire document and then clarifications and questions re by the public. Potentially the Plan could cost millions of dollars.

Later Unfairly council relies on an endorsed document to justify future plans etc. The document draft can be interpreted not how the community believe the document will be used

Not good enough.

More relevance and directness relating to the report during the meeting. And explanation.

The fact the meeting happens 26th Oct 2022 and submissions re 31-10-2022 - five days from the meeting this does not allow due considerations of all material facts. Or natural justice. Fairness and reasonableness are absent overall. Those who attend coming pop up meetings are unable to submit details in writing as the close date was 31-10-2022.

I note that there were three councillors to the meeting 26-10-2022. Thanks to the councillors attending. Affective councillors would attend the meeting to determine the concerns re the North Community. Perhaps Horsham Needs councillors from wards i.e. south - central - west - east, farming and north to be more affective. Effective councillors would be directly listening to the community instead of reliance on reports. Councillors are paid to perform duties. What are the duties and duty statements of councillors please. Attending meetings and being accountable is the job of councillors. A live stream or recording of the meeting would allow those councillors not attending to appreciate issues more completely. Prior I have seen another councillor attend a north meeting. Other councillors have been absent so question their ability to make effective decisions for the North Community. Disappointed with some on council.



Some in the community have other priorities to address than timetables of council particularly where meetings happen 2022 26th Oct and the final date submission is 31-10-2022. Council staff are paid to write research reports. And have had from i.e. June July to write the report to Sept 2022. The public is unfairly is disadvantaged by unrealistic March 2022 complex document 80 pages follow up of 40 page reports plus time constraints and document complexities. Some in the community would have had issues to obtained online documents that impact their lives re council Decisions.

Please perform better in terms of running meetings and interactions re the community with complex reports without absent timelines. .

Most faithfully

A solid black rectangular box used to redact a signature.



**From:** [REDACTED]  
**To:** [Council Support](#); [Stephanie Harder](#); [REDACTED]  
**Subject:** [REDACTED] to HRCC and S Harders re Horsham North Plan Submission 31-10-2022  
**Date:** Monday, 31 October 2022 1:22:36 PM

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FROM: [REDACTED],  
[REDACTED]  
[REDACTED]

E-MAIL : [REDACTED]

TO HRCC  
Telephone - (03) 5382 9777  
Email - [council@hrcc.vic.gov.au](mailto:council@hrcc.vic.gov.au)  
Stephanie Harder <[stephanie.harder@hrcc.vic.gov.au](mailto:stephanie.harder@hrcc.vic.gov.au)>  
Post - PO Box 511, Horsham 3402  
In person - Civic Centre, 18 Roberts Avenue, Horsham 3400

Dear Council staff  
I do not support the Horsham North Plan document.  
I am not a planning engineer experts.

In 1 hour 45 minutes meeting 26 10 2022 it is difficult to understand what HRCC are intending completing - there is no priority listing - no time frames - one document is 80 pages and references to govt planning processes. Another document is 40 pages plus. Further explanation is required and until that occurs HRCC are not supported.

The processes HRCC staff undertakes is usually exercises ie pin the sticker note on the wall - pin support stickers on the document.

Affective interaction maybe simply running a meeting asking the Horsham North Residents

What do you agree with in the plan? Three things.  
What do you disagree with in the plan? Three things.  
What do the residents want from the plan?  
What do residents want removed re the plan?  
How do we improve the plan?

Herewith Response to HRCC Horsham North Draft plan 2022 OCT from [REDACTED] longest remaining resident of the former Horsham North Communion estate. [REDACTED]  
[REDACTED]

Request the report needs to clearly note projection dates to address issues in the HRCC document.  
The council needs to indicate priorities of issues to assist the public understanding what HRCC is doing and how it might impacts people - ratepayers and residents.

Using a scale and mark priorities -  
Short term time frame 1 to 3 years.  
Medium term 4 to 10 years.  
Long term 10 to 20 years.



And issues might be underlined as

High Priority to implements.

Medium priority to implements.

Low priority issue.

This helps the community understand how the HRCC will impact the rate payers and residences in Horsham. Plus Horsham North

Re the detail North Plan "Plan for the strategic acquisition of properties that support improved or increased open space provision and connectivity... Identify opportunities to increase open space through land acquisition including residential lots and formerly commercial/industrial sites..." How will you compensate residences in these areas who pre-existed the ovals and open spaces. Council claims devalues properties re Horsham North near open spaces. If selling a house in Albert street abutting an oval there would be a requirement to advise other buyers of potential issues. Council created the problems by poor zoning and developments re open spaces in the initial phases. Whilst it is not forced acquisition reading the report. It would appear council may gains priorities without paying 10 per cent above market values.

Re: "Narrow entries into parks/reserves Parks not designed with street frontage..." Council are to blame re poor design. Note well reserves like Dudley develop ad hoc. First re Dudley one oval then another. First one football team then other activities. Yearly in April March residents endure many bookings re schools i.e. day time schools sports - evening time Little athletics and weekends cricket. Reasonableness and fairness might be that bookings are staggered so that there are not 14 days of events re poor traffic management. Instead of moving Little athletics and schools from city oval the council had a duty of care to consulted the abutting residences before the move. Who moved the groups from city oval to impact resdeints abutting Dudley. Some pre-existing the ovals. And consider the impact to residences of these moves with large number of users. Reasonableness and fairness might be to have some activities at city oval and some at Dudley instead of dumping on existing residents in Horsham North. Reasonableness and fairness might involve a rethink re issues. We are in the residential zone. Council staff changes i.e. 20 per cent in 2021 22. Such HRCC staff come to council to work then leave and maybe unaware of their actions making changes to ovals that affect residential areas. Council have had opportunities to purchase properties in the last 2 years. Please explain why no purchase re entrance Dudley Kallkee road.

Re the report "Public Facilities • There is a lack of public toilets throughout Horsham North other than those located at the Dudley Cornell Reserve..." Your group was advised in a submission 2022 re there are facilities at the Cemetery. Read the e-mail placed with your group. Train the staff to read reports please. Write better reports please. Have eye tests re the staff please, Do staff need their eyes tested?

Re "Residential blocks that surround existing open space should be identified for potential future acquisition to enable the narrow entries to be "opened up" to improve access, connectivity and passive surveillance. " There was an entrance re Dudley re near the pickle house. Council re Dudley Kalkee road have had in the past 24 months several houses to gain properties i.e. one north beside the HUB it was sold. And another south of the HUB. Perhaps staff need their eyes tested to read the estate adverts. Council created the lack of separate entrance re via Kalkee road to



Dudley. The council placed the entrance with the HUB development. Council created the problem. Or is it the council preferred area the east side of Dudley as properties maybe cheaper than west side re Kalkee road. A council that disappoints.

Re "Lack of proper street frontages (no defined entry from Kalkee Road)." Re Dudley. Council are to blame re the issue. There was a block of land which allowed entry beside the pickle house. Council used it to develop the hub. Council re Dudley Kalkee road have had in the past 24 months several options to gain properties i.e. one north beside the HUB it was sold. And another south of the HUB. Council favor east side of the oval. There is street frontage in Kalkee road - Robin street and Section in Gertrude street. Re HUB building HRCC was warned re a lack of entrance re Kalkee road when making their HUB Plans. HRCC do not listen re issues.

Re the report "Relatively poor passive surveillance of some of these spaces is the result of past subdivision designs that place parks at the back of, or in between, the rear fences of residential properties and without appropriate street frontages, or along logical pedestrian routes. Parks are often connected by cul-de-sacs and, therefore, are not part a well-connected pedestrian network..." Re surveillance - There have been re Dudley fights, dog attacks - camping and golf. Plus drones to Dudley that should not happens. As noted to council recently collected around 30 gold balls re Dudley. And three in backyard of 21 Albert street. Other private resident collected golf balls. CCTV is available re other areas re Horsham. I believe the federal govt and state had a CCTV program re grants. Perhaps the council needed to initiate processes re the grants if available. Council have had i.e. 40 to 50 years to install CCTV. Council allows CCTV to HUB area. Unjustly Dudley oval with behaviour issues has no CCTV. Recent Proposal re skate park is CCTV. Dudley park has been here as North Park and Dudley park around 50 years. Allocate money re the budget to monitor the area re CCTV. Put the signs back please. Signs assisted the public to understand expected behaviors. Council creates issues. Council needed to think if by removing signs will this encourage acceptable behaviors or allow the public to make poor choices. Would council remove all the parking signs re CBD and then fine people. NO signs do not help people understand requirements using an areas. HRCC is full of excuses re issues. HRCC makes poor decisions. The present system re reporting issues to others by residences is questionable. On one occasion re poor behaviour spoke with after hours staff HRCC - referenced to other people by after hours number. The authorities referred to 000. CCTV may assist the security of the area. Poor decision making re council to remove sign to encourage appropriate behaviours of visitors near open spaces. Signs in the past i.e. to Dudley Park claimed no dog, no camping, no horse riding, no golf, no shooting or motor bikes. Signs removed so that poor behaviours happen. And the Double standards as council have signs controlling issues at city oval i.e. NO dogs no camping. And elsewhere other controlling behaviour signs. Re city oval - there are no houses abutting city oval yet council control issues there re signs. Double standards re Horsham. Council allows poorly behaving people Dudley along with noisy groups to Dudley creating environment noise pollution that overflows to the residential areas. The noise issues re Little athletics have in the past discharged 39 start shots in an hour. It is inappropriate the Little Athletics personal to a meeting suggests to residents wear head phones. The issue of scare guns as Underlined in EPA regulations to frighten birds allows fewer discharges in a time period than what Little Athletics undertake. Reasonableness and fairness has been to suggest re Little Athletics use a flag or whistle to control events.



And follow EPA suggested outcomes PA for marshalling only. Council should remind groups of the impact they have on preexisting residents.

Re "Managing increased traffic flow along Hazel/Mill Streets through effective traffic management..." How many deaths have happened re Hazel and Mill street re cars. Two deaths in Albert street i.e. near 23 and 19 Albert street. After 30 plus years only one hump was upgraded. The one upgrade was furthest from the car accidents deaths. Yes council was warned re the upgrade and failed to listen at the time and added to the cost re the community needing work done twice near crump street hump. Poor performance re council. The council re surfaced North end of Albert street i.e. re Crump street. Both traffic humps were installed to control traffic similar time. And replaced north end near crump street. But no upgrade re Albert street south end of the road. Council have been reminded that the south Hump has deteriorated after 25 years and may need upgrades. Council is full of excuses. The guttering south end is poor along Albert street. Re traffic flow re Albert street Gertrude - Robin street etc. re sports days. HRCC Brings added people here i.e. schools with around 400 students. Meaning potentially 100s of cars i.e. grandparents of students - parents - aunties and uncles. Council had a duty of care to estimate the number of cars and spots needed prior to dumping at Horsham North area to Dudley sports. Where is the records of estimating re parking requirements to Dudley. Council had a duty of care to place bollards rear of house abutting if allowing added parking to Dudley. I counted one day 123 cars in the area Dudley park and abutting streets. The overflow ends up re residential roads that become one way. Council bought the added traffic here. How many car parking spots re Dudley now? How many spots have been lost re developments like female change rooms - gate to stop parking rear of Pavilion. How many spots gone when smaller second oval installed. That is where other parks happened? How much money allotted to reseal other areas of Dudley - East section has issues re water re parking. Council controls parking re CBD. HRCC requires adequate parking re other areas i.e. business re shopping centres. Council likewise should apply processes to themselves for adequate sealed parking. Opposite the Civic Centre the council have a large sealed car park. The library has a large sealed car park. The Pool has a large sealed car park. Stop the double standards and provides a Dudley sealed adequate car park and stop bring traffic overflow to Horsham North. The original park areas also included where the second oval went. Potentially 100 plus spots lost re decisions of council. Council failed to added extra sealed parking in the area. Do better re the Dudley zone please. Poor performing HRCC re issues of parking to the sports area.

RE " explore the opportunities that Council has in terms of re-locating industrial activities to other locations that are identified as the preferred locations for industrial and commercial activity in Horsham... Co-locate new community infrastructure in locations with existing community facilities (such as the Children's Hub / Dudley Cornell Reserve.)..." Re the industrial area estate it was to go industrial estate south Horsham email Keenan and HRCC. Never happened. HRCC allows a demolition group to Kakee road that backs directly to houses i.e. Albert street. There was a plan 1990s to use some of the industrial area to open for added parking. Poor outcomes.

Re "Current Industrial + Commercial Activity "• Current industrial and commercial activities are becoming incompatible with the aspirations for a more liveable area with higher levels of amenity and improved neighbourhood character.." It was placed with HRCC that a demolition



group was bought to Horsham North i.e. 2015 16 directly near residential properties i.e.. The indication in an e-mail was that the group would move re the industrial south estate. Still waiting for the move. That group came in i.e. 2015 16. The move it never happened. The industrial site has noise occurring early in the am plus PM. The online details indicate business 24 7. The claims are misleading as the group should not operate near residential areas 24 7. Potential problems re harmful by products re the industrial group. Also activities on weekends and similar. The residential properties were there prior the Demolition group. Poor decisions making to allow demolition group to remain. HRCC was advised re issues. How did the council review the move before allowing to move next to residential group.

Re "Facilitate the relocation of industrial uses away from the rail corridor in Horsham North. Provide a social, cultural and recreational focus for the rail corridor by: Facilitating the establishment of multiple uses in the current rail corridor. Facilitating delivery of an off-road pedestrian and cycle path through the rail corridor..." Attended the rail corridor meetings i.e. around 2015. Ideas were provided. Issues not followed up re council. Placed with HRCC requests to tidy up the rail corridor. It gets done and is not regularly undertaken. Train the staff to apply by laws that apply to businesses also. There are requirements to stop noxious weeds. Dudley can have the area trimmed re weekly. Perhaps train the staff to do the rail corridor regularly. Do Dudley three times in a month and staff do some work once a month re rial corridor. By laws underlined to HRCC. These laws do not apply to just the residential properties. Should apply to rail corridor re weeds. Apply by laws consistently. The community at the last rail meeting i.e. 2015 made suggestions - HRCC ticks boxes mostly re reports and is not diligently re follow up issues.

Re "Horsham North has a number of vacant and under-utilised sites that could serve other purposes. The location of the Children's Hub on Kalkee Road with the group of under-utilised (but currently occupied) sites, does seem an obvious starting point for investigations, with access to the Dudley Cornell Reserve immediately to the east..." Again the council is placing residents in Albert street to duress re access to Dudley Oval. In the last report i.e. 2013 the claim was wanting five properties in Albert Street. This time council is suggesting the East access. Note well re the last report. Because the council claimed wanting more access the Late Mrs Keenan paid rates 2016 to 2022 re another property in Horsham in the event the longest remaining residents in the former Commission estate were forced from their home. My estimate the cost was at least \$13500-00 re rates. Where will people buy if forced from Albert street with the current prices and even 10 per cent above market value. And if people encountered a need for rehousing from Albert street to another location it is an issue. When arriving at the Commission estate there were five properties. I am now the longest remaining residents re the estate. Again pressure is placed on the residents east of Dudley. Is this because these properties are cheaper than i.e. Robin street or Kalkee road. Indirectly the HRCC is devaluing houses to the east of Dudley as buyers would need to be made aware if buying house east side of the potential desire re council for these properties. HRCC reports claims of access. For ten years nothing. Again HRCC underlines wanting properties and devaluing properties. Again council is pressuring those in Albert street re claims of access re east of oval. Council have created problems re Dudley it is because council developed the area haphazardly. First No oval - my late mother indicated she was told a



park - she imagined a park with gardens and walking areas like botanic garden - this did not happen instead a sports area i.e. first one oval - then taking parking re where the second oval is now. Council bring more and more groups to Dudley perhaps because they have smaller charges re Dudley than City oval etc. Council need to increase charges re Dudley in line with City oval to upgrade Dudley. Council create problems to Dudley re parking i.e. creating the second oval where parking happened. Council stopped parking rear of the main pavilion i.e. 2016 and built added toilet and change rooms. Council have failed to seal parking east and west side of Dudley. How many park spots were lost re the female pavilions. How much money has been allotted for new parking to address issues re Dudley Oval. When has the money been allotted?

Re the Horsham entrance via Kalkee road house properties opposite cemetery - these need to be reviewed to appear more appealing as an entrance to Horsham. Prior plans Horsham North people complained re abutting proprieties near Dudley that were unsightly. These issues have been addressed. The Kalkee road - Rassmussen area properties might have trees planted to shield poorly maintained properties from view. Issues have been underlined but council appears wilfully blind re issues.

How many rateable properties in Horsham North? How much are the HRCC gaining re rates yearly? How much recurrent expenditure re Horsham North yearly i.e. upgrade roads - footpaths - gutting. How much expenditures re expenses re Horsham North garbage collection fees? How much expenditure capital upgrades Horsham North? How much collected re rates HRCC CBD? How much re recurrent costs CBD? How much re capital upgrades CBD. Please be a transparent council?

Oatlands park was closed and reduced open spaces re Horsham North. HRCC are to blame. How much did HRCC Pocket re the sale of Oatlands Park. Where did the money go please. Additionally a plan re Foundry for an open park. Nothing done yet. The police paddock maybe more assessable. Added tracks for walking at the Police Paddock. Money for CBD and River plans. A park re the foundry is less likely to float away unlike proposal re the River that floods.

I reference to the 2022 Sept Report.

See below.

Comments re the draft plan 2022 Sept.

RE "1.5 Ensure new development is respectful to existing and valued neighbourhood character..." HRCC have not been respectful of neighbourhoods in the past i.e. allowing movement to neighbourhood of Demolition business next to residential properties that pre existed re Albert street. HRCC Needs to perform better. HRCC allowed the heritage Pickle house to be demolished it was claimed as first building of its type. HRCC wanted the property to create the HUB. HRCC are proposing acquisitions re Horsham North former Commission Estate housing and underlined properties to acquired in Albert street meaning the first properties built they will be acquired and demolished. Meaning the longest remaining resident will be forced from the area. No mention re Robyn street to acquire. Why? Please stop the over use re Dudley ie sometime 14 days of events. No respect of the residents. Allow Dduley use but taper it to a maximum number of events in a a week.

Re 2.1" Identify and protect heritage places..." Will the identification be like the pickle house failing to identify as



possible heritage. Bowling over to ensure the HUB was developed.

RE 2.4 "Plan for the future conversion of VicTrack land that encourages activation..." The rail plan occurred i.e. 2015. Residents attended and participated. Nothing has happened yet. How much will the future conversion cost? How much will land cost? How much to convert the land which is toxic? HRCC are placing burdens on the community via costs. How much adding to rates?

Re 3.4 "Support convenience retail opportunities that activate local neighbourhoods, Kalkee Road and the Rail Corridor..." Which land? How much to make not toxic? The issues were discussed re former plans 2015? Nothing happens. Is this another proposal that had discussion and goes no where? Businesses i.e. Edith street have closed in 2 years. The Bleakley street shop has closed. Who proposal was this? After covid shopping has changed with more home delivery and similar.

Re "4.1 Provide up to date community facilities for all user groups..." How much? Where? Which groups will be involved? How will it add to rates? Should HRCC allow the HUB to be utilized more. The engagement with Dudley park committee stopped from HRCC. It was suggested the group arrange their own regular meetings and HRCC arrange one meeting per year. Still waiting. The HUB was not offered to the Dudley park committee. HRCC have been ask re a yearly meeting still waiting?

Re "4.3 Provide new sporting facilities to meet community needs in appropriate locations..." What sports? What community needs? What locations? Re Dudley park the abutting residents went from no sports - to one oval then two ovals. Parking was lost to new female change rooms plus barriers re parking behind the pavilion. The HRCC allowed the schools sports and Little athletics to move from city oval. It brought large frequent groups. The lower charges to Dudley discouraged city oval uses. Charge more may allow more facilities to be develop i.e. sealed car park please. No consultation with the abutting houses and community re added schools sports etc to Dudley. HRCC have encouraged brought large groups ie students and their parents etc. without adequate parking. Plus noise pollution. How will cost be meet for re new facilities. Note well HRCC sold off oatlands park creating fewer facilities. HRCC are to blame re fewer sports areas. What did HRCC do with funding re Oatlands park? Can HRCC be trusted to meet community needs fairly and reasonably?

Re "4.4 Review the provision of open space and facilitate upgrading existing parks and recreational open space..." Will the review be an independent reviewers? Make available the documents please? Who will do the process? What are new and upgraded facilities to costing? Where in Horsham North? Have HRCC identified groups to be included? Will the groups pay more re upgrades? What group? What documents do the HRCC have re for future upgrades?

Re 5.1 "Improve the condition of footpaths along all developed streets so all footpaths users with any ability can access them and use them for their intended purpose..." HRCC have been sent photos of poorly maintained street paths. Who will decide it is not in the budget or is in the budget? Re Albert Edith street corner photos sent to council - waiting waiting waiting. Poor processes re HRCC to address issues.

Re "5.6 Provide way-finding signage at key locations and amenities that caters for all abilities..." How much will this cost? Who pays



the fee? How will it add to HRCC rates? Why double standards - council had i.e. signs to discourage poor actions at Dudley Park i.e. No dogs no golf no camping no horse riding no shooting. Put those signs back and stop double standards. Money and costs for some signs. None to put signs back to discourage poor behaviors re Dudley. Double standards as no camping and no dogs signs to City Oval. Dudley has houses abutting the oval they were there prior the Dudley Oval. City oval has no residents but issues are controlled re City Oval. HRCC needs to think about the impact of poor behaviors re all ovals. Golf balls in our back yard are not wanted. Return the signs please. Photos to council recently re golf. Do better please.

Re 5.7 "Provide trees that can offer canopy cover over all streets in Horsham North..." Horsham North had trees i.e. Albert street. Council cut down and replanted. Why knock whole street down when only some needed to be replaced. Poor decisions by HRCC in the past. How do the community know the HRCC will work any better. What does it cost to knock whole streets down re trees? Are HRCC going to continue the poor process of whole streets knocked down? Do better as a council please.

Re 5.8 "Improve pedestrian and cycling connectivity and safety across and along the Rail Corridor including the provision of an alternative crossing point..." How much will it cost? Who will pay for it? Would it be cheaper to upgrade the present under ground walkways Albert street than create new one? The issues were underlined re poor underpasses in the 2012 13 plan. Not addressed how does the community know the HRCC will address the claims above.

Re 6.2 "Advocate for improved public transport services in terms of increased frequencies, operation times, and catchment coverage..." Who wrote this suggestion? I am on the seniors HRCC group. The transport service improved over recent years with earlier bus pickups - i.e. around 7 am later bus evening services around 7 PM. Plus weekend services.

Re 6.4 "Advocate on behalf of the community for the return of passenger rail services between Horsham and Melbourne..." How will the return of rail service work with opening the rail corridor up. The 2015 rail plan had people make suggestions which have been ignored to date.

Re 7.1 "Manage local traffic movement and monitor over time..." HRCC have been advised re issues re Albert street re two deaths re motorists. Still after 30 years waiting for upgrade re 25 Albert street hump. After 25 years it does not work as when installed. HRCC staff do not listen.

Re 7.3 "Introduce traffic calming strategies and interventions for high traffic locations and at key sites..." What locations? What costs? What grants are available? Please upgrade and review 25 Albert street hump. It does not work as well when installed. Requests have been sent for upgrade. Please put in the budget the upgrade. Train the staff to listen and read requests instead of ignoring issues.

Re 8.2 "Identify land (properties) for strategic acquisition..." What land has already been identified? How much will it cost? Herewith protest indirectly HRCC devaluing properties as people selling to others would need to declare HRCC had interest in land. And owners are dissuaded re renovations etc. If people in some areas considered renovations because HRCC have noted interest in areas of Horsham your 2022 March report noted east side of Dudley. Indirectly owners are



discouraged re renovating. It may go from voluntary sales to compulsory acquisition. HRCC are encouraging City Band from their home now. Why should North residents believe compulsory acquisitions will not happen.

Re 8.1 "Provide quality open space that meets an identified threshold (quantity and quality)..." What are the park thresholds? Did HRCC discuss the issues during the meeting 26-10-2022? If not why not?

Re 8.4 "Redesign existing parks to improve their overall function and appeal for the community..." Please explain why HRCC did not explain during meeting 26-10-2022 how they want to improve parks re function etc. Which parks will be improved? How much will be the costs? How will it add to rates? How will redesign appeal to abutting residents near parks? Near residents are already impacted by noisy groups not compliant re EPA and poor parking availability that impacts residential streets. Will HRCC seal parking at Dudley parks or will these areas parks lack adequate parking as HRCC put more groups to the areas without adequate parking. Can HRCC be trusted.

Re 9.3 "Provide contemporary street lighting as part of the redesign of public spaces..." The lighting to Dudley park meant it beamed across oval down into driveways that pre existed the ovals. How will HRCC consult with abutting neighbours? Will the HRCC ignore the existing neighbours and install distracting lights.

e 9.4 "Ensure that buildings provide passive surveillance to public spaces..." Phone re HRCC. HRCC refer to others who refer to 000. Poor outcomes. Install CCTV please and monitor your own space yourself. HRCC creates the problems. Have HRCC applied for CCTV funding to address issues of poor behaviours they created? When? Why double standards HRCC underlined CCTV to skate park. Dudley Park is around 50 plus years older than skate park. Fights to Dudley, left trolleys, camping to Dudley and dogs off lead which are to be on lead. Golf to Dudley. Drones to Dudley. Council does poorly. Install CCTV.

Re 9.5 "Design and locate new public spaces to maximise exposure to surrounding streets through appropriate urban design guidance (e.g. By providing street frontages and connectivity with the surrounding area)..." Which areas are proposed? What will the costs be? Please avoid retrospective process to those abutting ovals. Do not place abutting residents under pressure duress to move from their homes.

Re 9.6 "Plan for the co location of future facilities at Dudley Cornell Reserve..." Please be a transparent council - what co locations of facilitates? What costs? What locations? HRCC added groups to Dudley without considering abutting owners who pre excited the oval. These added facilities and users arrived without adding parking (HRCC reduced parking with female change areas) Will HRCC ensure added parking that is on their property by sealing car parks. Will HRCC consult with abutting residents in the residential zones? Will HRCC ensure noise pollution issue are addressed? Will HRCC add bollards near abutting Dudley properties re paking? Will HRCC allow double standards? Re the HUB abutting property has bollards next to it. Other Dudley areas lack seal parking and have cars parking next to the fencing. No bollards yet. When will HRCC address poor planning.

Re 10.1 "Increase tree canopy along local streets and public realm areas..." Will it be like in Albert street mature trees cut down and trees replaced similtaneously i.e. 2015. We will wait i.e. 10 years until the tress are mature. How much will increased canopy cost? Who



will pay re the tree canopy. Can HRCC be trusted to leave the canopy?

Re "To protect sites and precincts of local heritage value..." How will HRCC apply the processes protect heritage? Will it be like Pickle house knock it down?

Re "Apply the Environmental Audit Overlay as appropriate, in accordance with PPN31, to all sites rezoned to allow a sensitive use under any future zone..." Did HRCC staff explain Environmental Overlay to assist the public understand issues on 26-10-2022? Did HRCC explain PPN31 to assist the public understand issues? If not why not?

Re "An investigation of the Rail Corridor should be undertaken to consider the levels of contamination, extent of land required for rail operation and the mix of uses possible in the precinct to activate the area and achieve the community's vision..." How much is the investigation to costs? When? Who will run it? Will it be independent? Was it discussed re meeting 26-10-2022?

Re "Commercial sites (and property owners) should be strongly discouraged from intensifying industrial activity on sites in close proximity to existing residential land..." Why did HRCC allow the demolition group in Kalkee road. In an e-mail I was told it would move to the industrial estate Horsham south. It never happened? Can HRCC be trusted re issues. Why do pre existing Albert street households put up with the noises re demolition group that has potential toxic issues re waste. The group had an advert on line 24 seven. HRCC it disappoints.

Re "Develop a masterplan for VicTrack land prior to any detail design and appointment of a landscape architect..." How much to develop the master plan? The community discussed the plan in the 2015 time. Nothing happened. How much to appoint the architect? Who pays for it? What plans do HRCC see occurring re the corridor? How likely are they rail group to sell? Where is the money to come from? Why are HRCC not applying the by laws re waste and weed controls re the rail corridor please. Is HRCC applying one standard to residential groups and another to govt depts. rail groups. Did HRCC discuss this re the meeting 26-10-2022. If not why not?

Re "Identify and pursue the construction of a new pedestrian underpass that connects with Horsham Railway Station..." How much will such an underpass cost? Who pays for it? Will HRCC Maintain it or allow poor processes to happen as re the rail corridor Albert street weeds grow and issues are not regularly addressed. HRCC disappoints. Are HRCC asking the community to support the added corridor to gain funding from others?

Re "Provide clear and consistent directional sign age to allow residents and visitors to Horsham North can identify walk safely between key destinations and landmarks..." Please reinstate the signs that was removed from Dudley Park and controls issues i.e. no dogs no camping no golf no horse riding no shooting. Stop the double standards. Who pays for the directional signs? How much adding to rates.

Re "Undertake Local Area Traffic Management Plans to coordinate traffic management measures at a local level and implement an ongoing works program..."



Photos re to HRCC hump 25 Albert street in the past. 30 years since an upgrade. HRCC needs to do better and to address issues. When to upgrade?

Re "Advocate for the reinstatement of passenger rail..." Will this passenger rail be consistent with developments of the rail corridor developments?

Re "Provide new footpaths and undertake footpath and kerb ramp upgrades to a DDA compliant standard..." How much will it cost to the budget. Request for improved paving and gutting Albert - Edith corner and Robin Corner. Still waiting for improvements. A council that disappoints. CCTV was underlined lack of re Dudley a complaint and the excuse was not in the budget. How do issues end up to the budget? Did HRCC staff 26 Oct 2022 discuss when they will provide new paving etc.? If not why not? Did HRCC discuss how items end up to the budget re the meeting

Re "Undertake a Masterplan for the Dudley Cornell Reserve, recognising the future opportunities of sites to the north for extended open space, new pedestrian and cyclist connections, future community facilities (subject to further investigation)..." The community in the past saw such a similar plan. Nothing happened. The issue of shopping area was underlined in last plan 2013. Nothing happened. The issue of extending the open spaces re the north. What agreement have HRCC from those businesses to take the area north? Why was the demolition business allowed to come to Horsham North because in the 1990s period a plan re added parking re Dudley to the North was seen. Nothing happened. Are HRCC imagining changes which have not yet happened been underlined re past plans and are not likely to occur. Please do not waste time re some plans. What are the plans for the north. Will HRCC consult with the near residents when detail is available? When will this happen? What are the north Dudley plans? The meeting exercises are open to debate.

Re "Engage a consultant to review the Open Space Strategy in order to determine current provision and future needs..." How much will the consultant cost? What are the considered future needs? When will HRCC consult with the abutting properties and others? I spoke with an Albert street neighbour who was unaware re the 26-10-2022 meeting.

Re "Undertake the Rail Corridor Masterplan and Landscape Design project (subsequent to the acquisition or leasing of land from VicTrack)..." How much for the project? Did HRCC staff discuss this to the 26-10-2022 to assist the public to understand issues?

Re "Establish a process/policy so that Council can negotiate and purchase properties as they come onto the market – this would not involve any compulsory acquisition but rather, the monitoring of the property market and negotiation with property owners. Prioritise the identification and potential acquisition of properties that would deliver the most immediate benefits to the community..." HRCC have underlined added entrance re Dudley on west side. At least two properties were available. HRCC are not up to their job presently they have not been proactive. How much will the process cost the HRCC re acquiring sales proprieties policy? Why was it not already created. HRCC staff are a disappointment. The turnover of staff is around 20 per cent year it may explain why issues are ignored or not completed.

Re "Audit all parks in terms of design, function, intended users, access and facilities, to



determine their deficiencies and the opportunities to improve them..."  
Who will undertake the processes? How much will it cost? Was it  
discussed at the 2022 26th Oct. meeting? If not why not?

Re "Engage landscape design professionals to re-design existing parks  
across Horsham  
North based on an established set of design criteria/principles,  
following the completion  
of the Open Space Audit..." What is the open space audit? How much  
will it cost? Where is the document? Will it add staff to HRCC? Will  
it add to rates? Who pays for it? Will users re parks pay for the  
design staff as they are the people who benefit generally use ie  
increased user fees. It is unjust all ratepayers pay re the  
professional. Which parks will it apply to? How often will audit  
happen?

Re "Incorporate lighting into the design of all public and open spaces  
including streetscapes with community safety and amenity in mind..."  
Please explain will the abutting residents be consulted so that they  
are not impacted re poorly placed lights as re Dudley in the past.

Re "Work towards reaching tree canopy targets throughout Horsham North, in  
accordance with the Municipal Tree Strategy..." What is the tree  
strategy? Was it discussed at the meeting 2022 26th Oct. If not why  
not.

Re "Integrate tree planting as part of the Rail Corridor planning and  
design..." How much will it cost? Who pays for it? Is this a double  
standard? The HRCC regularly cut down trees without consultation re  
the community in a street even when the community want trees left. A  
council that in the past disappoints. Did the HRCC discuss this policy  
26-10-2022 if not why not?

I hope this document fulfils the needs of HRCC submission re North Plan.

Most faithfully





Submitter 3:



8 December 2022



Stephanie Harder  
Co-ordinator Strategic Planning & Heritage  
HRCC  
Roberts Avenue  
Horsham 3400

08 December 2022

14/12 09/12

HORSHAM RURAL CITY COUNCIL	
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**Re: Horsham North Draft Local Area Plan**

Dear Stephanie,

I enclose a submission to the Draft Plan. Instead of providing a comprehensive document detailing the suggested changes to the Draft Plan, they are encapsulated in detail in the enclose Plan.

Horsham has a history of never looking at the big picture and integrating the myriad of components, nor has it placed infrastructure as a priority over piecemeal development driven by developers. It's not only this municipality that's made those errors and it reflects the lack of process in planning schemes across the state. This has resulted in serious mistakes and deficiencies in town planning decisions occurring over decades.

I recognise and acknowledge the endeavours of HRCC to set new procedures and processes in place, however, Area Plans still lack integration into a cohesive and relevant whole, which the MSS and other Council documents fail to provide a contextual and useful framework that will actually deliver high quality outcomes long term. A lot of resources wasted on producing waffle documents.

The Horsham North Draft Local Area Plan lacks the detail of land use planning required at the macro and micro (parcel) levels and in particular, integration of planning for the long term, for the whole of the city and peripheral land use. Nothing happens in isolation of a bigger picture.

This observation of the real world is reflected in the attached plan that proposes necessary infrastructure e.g. roads and airport; two issues under current consideration without due recognition let alone integration in the Draft Plan. Expanding the cemetery estate is another example of a long term horizon in infrastructure and land use planning that needs to be considered now, not later.

Current applications for development and subdivision should be placed on hold pending the outcome of the Draft Plan. Otherwise it's yet another instance of, letting the horse bolt before shutting the gate". Council need to get ahead of the development game and identify parcels of land that require a change in land use, and ceding to Council, as a condition of development. Community outcomes over the long term and rectifying past errors in judgement, should be a priority.

Yours sincerely,







Submitter 3:



9 December 2022



[REDACTED]

Our Ref: 21-000358-003-L-RA-FS

9 November 2022

Horsham Rural City Council  
Via email: [Stephanie.Harder@hrcc.vic.gov.au](mailto:Stephanie.Harder@hrcc.vic.gov.au); [Council@hrcc.vic.gov.au](mailto:Council@hrcc.vic.gov.au)

Attention: Stephanie Harder, Co-ordinator Strategic Planning and Heritage

Dear Stephanie

**Submission in Response to Draft Horsham Local Area Plan**

The Horsham North Draft Local Area Plan seeks to set out a long term vision for a defined area (10 to 20 years). Council documents advise that it aims to address local planning and urban design issues, capitalising on local opportunities.

[REDACTED] continue to act on behalf of [REDACTED]

This submission provides a response to Draft Local Area Plan on behalf of our client, [REDACTED] Trust.

We were very supportive of the purpose and vision within the Horsham North Issues and Opportunities Paper, and we are also in general support of the Draft Local Area Plan albeit we consider that there should be some refinement within the plan to provide more clarity to the vision.

As Council is aware, our client is seeking to develop the site at Rasmussen Road, Horsham (Lot 2 on PS81658 and Lot 1 on PS115019), herein known as the 'subject site' and the Project Management group led by GCA have undertaken a significant amount of background work to identify the opportunities and constraints relative to this parcel and its immediate surrounds.

Our Client's site has an area of approximately 50ha and is generally bounded by Rasmussen Road to the north, Dooen Road and the railway line to the east, industrial land to the south east and residential land to the south and west. Whilst the subject site is partly Farming Zone, it is considered part of the urban area of Horsham North.

It is important to note that approximately 10 hectares of our client's land is currently located within the General Residential Zone.

This submission outlines our client's general support for the Draft Local Area Plan. We have however, raised concerns about the statements within the Local Area Plan that suggest the Housing Strategy needs to be undertaken prior to consideration of the rezoning of land.

In summary:

- Our client is generally supportive of the process to create a Draft Horsham North Local Area Plan with the aim of improving the existing urban environment of the area for the benefit of existing and future residents and visitors alike.



- The Key themes of Land Use and Future Character, Access and Connections and Public Open spaces have been well responded to in the Draft Local Area Plan.
- The Plan identifies the subject site as a potential opportunity to accommodate future urban growth which is supported.
- We do not support the deferment of the site's consideration "to be tested through the *housing strategy*" on page 12.
- We consider the Local Area Plan should identify the subject site as an opportunity to accommodate future growth now as it plays a key role in lifting the character and experience of Horsham North and can deliver upon the key outcomes of the identified themes including:
  - increasing diverse and affordable housing options;
  - providing an identity for this precinct of Horsham North and
  - Increasing pedestrian and cyclist connectivity.
- The Neighbourhood character objectives outlined at 5.2.4 of the Draft Local Area Plan can be achieved through Design and Development Overlay controls for the land at Rasmussen Road. The size of the site enables it to incorporate good urban design outcomes through a master planning process that in addition to appropriate planning controls would form part of any rezoning application. As such, there is no need to await the completion of a Housing Strategy to achieve these outcomes for this site.
- We consider that the Draft Local Area Plan should continue to identify the subject site as a future development area and for the references to the inclusion of the land for residential development being subject to the completion of the Housing strategy be removed.
- The site at Rasmussen Road can deliver upon the Goals identified in Section 5.3 of the Draft Plan. Goals 1, 2, 3 & 4 can be delivered upon now through the facilitation of sustainable housing and population growth, improvement to the character, identity and amenity of the area and provide new community and sporting facilities. Demographic trends are available now that demonstrate that this land should be included to enable the provision of a range of housing types.
- The site at Rasmussen Road can deliver upon the Goals identified in Section 6.3 of the Draft Plan in improving footpath connections through the existing open spaces through to the Police Paddocks, enabling walkable distances to open spaces, creating links to Police Paddocks as a destination and by encouraging the use of bicycles by extending the existing bicycle and walking network. Some of these connections are illustrated in Figure 4: Access and Connections and these are supported.
- The site at Rasmussen Road can deliver upon the Goals identified in Section 7.3 of the Draft Plan by providing quality open spaces that link with the existing network providing a benefit to new and existing residents. Some of these connections are shown in Figure 6: Public & open spaces and these are generally supported although the open space link can be expanded upon to provide a more useful centralised space for all users.
- We submit that the subject is a logical inclusion to the Horsham North area. Rasmussen Road to the north of the subject site is an appropriate physical edge of the urban area.
- We consider the following amendments should be made to the Local Area Plan before this document is finalised:
  - Page 16, 5.3.1 Specific Land Use Directions – amend as outlined below:

#### **7. Potential strategic development site**

The potential strategic development site at the north-eastern edge of Horsham North is undeveloped land and currently contained within the General Residential and Farming Zones. The site is large in size and its location and attributes present a potential opportunity to accommodate future urban growth. *Any future rezoning of this land will need to include design guidance into the proposed planning controls to ensure new housing is well designed within the context of it's surrounds and further enhance the local urban environment.* ~~The relative merits of the site to accommodate future urban growth will be tested~~



through the development of the Housing Diversity and Affordability Strategy. If the Housing Diversity and Affordability Strategy identifies the site as being a potentially suitable location to accommodate future urban growth, any proposal for its future use and development will be required to implement the applicable goals and strategies of this Local Area Plan.

- Page 17, Figure 2: Land Use Directions – amend plan to be clear that part of this strategic development site is already zoned Residential and can be developed now. The area already zoned is illustrated below:

FIGURE 2: LAND USE DIRECTIONS



It is our client's intention to develop part of the subject site for residential purposes. During this process, it is our client's aim to address the issues raised in the Issues and Opportunities Paper and now the Draft Local Area Plan and build on the future opportunities to support the long term growth of Horsham North.

Should you wish to further discuss any of the matters outlined above, please contact me on 0407 991 779.

Yours sincerely

[REDACTED]

[REDACTED]



Online survey responses to the Horsham North draft Local Area Plan

Survey participant 1:		7 October 2022
Survey participant 2:		20 October 2022
Survey participant 3:		23 October 2022
Survey participant 4:		25 October 2022
Survey participant 5:		4 November 2022
Survey participant 6:		4 November 2022
Survey participant 7:		9 November 2022
Survey participant 8:		17 November 2022



# Horsham North Local Area Plan

Submission date: **7 October 2022, 3:25PM**  
 Receipt number: **5**  
 Related form version: **9**

## Community Survey

1. What is your connection to Horsham North? **Live or own a property in Horsham North**
2. How satisfied are you with the draft Key Outcomes identified and discussed in the Horsham North Draft Local Area Plan? **Unsure**
3. Please tell us why you ticked the above preference
4. How satisfied are you with the Goals and Strategies within the Horsham North Draft Local Area Plan? **Unsure**
5. Please tell us why you ticked the above preference.
6. Please select your three most important Goals for Horsham North
 

**Goal 2 - Improve the image, character + identity in Horsham North**  
**Goal 3 - Promote economic activity + opportunities that support the vision for Horsham North**  
**Goal 7 - Create safer streets for all users through improved traffic management, monitoring + maintenance**
7. Out of the three Goals selected above, which one is the most important to you and why?
8. Tell us which ideas of the Draft Local Area Plan reflect the future direction you hope for Horsham North.
9. Tell us the ideas that concern you or have been missed, and why.
10. What are your priorities for Horsham North?



11. Please provide any further feedback on the overall  
Draft Local Area Plan

Access, Equity and Inclusion

Your email address

How do you travel to the Town Centre (CAD)? Select all that apply. Do you... **Drive a vehicle**

Age Group **35 - 44**

Gender **Female**

I identify as:

I identify as (tick all that apply) **None of the above**

How did you hear about the Horsham North Draft Local Area Plan or this consultation? **HRCC Website**



# Horsham North Local Area Plan

Submission date: **20 October 2022, 6:37PM**  
 Receipt number: **6**  
 Related form version: **9**

## Community Survey

1. What is your connection to Horsham North?	<b>Live or own a property in Horsham North</b>
2. How satisfied are you with the draft Key Outcomes identified and discussed in the Horsham North Draft Local Area Plan?	<b>Unsure</b>
3. Please tell us why you ticked the above preference	
4. How satisfied are you with the Goals and Strategies within the Horsham North Draft Local Area Plan?	<b>Satisfied</b>
5. Please tell us why you ticked the above preference.	
6. Please select your three most important Goals for Horsham North	<b>Goal 1 - Facilitate sustainable housing + population growth</b> <b>Goal 2 - Improve the image, character + identity in Horsham North</b> <b>Goal 8 - Increase the provision of open space</b>
7. Out of the three Goals selected above, which one is the most important to you and why?	<b>goal 8 i believe horsham north should be opened up with public space. A good example of this would be to turn the old rail hub into a vast open parkland . With trees a walking track child play area and bbqs. The parkland could extend the other side of the overpass which has a lot of open land sitting idle. a walking track under the overpass could connect both parklands. This would go a long way in improving the image of horsham north making it available to all of horsham and tourists visiting the silos.</b>



8. Tell us which ideas of the Draft Local Area Plan reflect the future direction you hope for Horsham North.

9. Tell us the ideas that concern you or have been missed, and why.

10. What are your priorities for Horsham North?

11. Please provide any further feedback on the overall Draft Local Area Plan

Access, Equity and Inclusion

Your email address

How do you travel to the Town Centre (CAD)? Select all that apply. Do you...  
**Walk**  
**Cycle**  
**Drive a vehicle**

Age Group  
**55 - 64**

Gender  
**Male**

I identify as:

I identify as (tick all that apply)  
**None of the above**

How did you hear about the Horsham North Draft Local Area Plan or this consultation?  
**Other: mail box drop**



# Horsham North Local Area Plan

Submission date: **23 October 2022, 12:08PM**

Receipt number: **7**

Related form version: **9**

## Community Survey

- |   |  |
|---|--|
| 1. What is your connection to Horsham North?  | <b>Live or own a property in Horsham North</b>   |
| 2. How satisfied are you with the draft Key Outcomes identified and discussed in the Horsham North Draft Local Area Plan? | <b>Very unsatisfied</b>  |
| 3. Please tell us why you ticked the above preference   | <p><b>We have an active horsham north community planning group. We have repeatedly asked for higher levels of engagement and that didnt even make it into the "engagememnt report". This process is a farce. The outcome has been predetermined. Weve been working for a year to be heard. Congratulations, Ive given up. You dont want to hear us. You refuse to be driven by the community.</b></p> <p><b>Do nothing. Scrap the whole thing and let the community come up with the community plan. This is a disgusting slap in the face for the whole community. Shame on you HRCC.</b></p> |
| 4. How satisfied are you with the Goals and Strategies within the Horsham North Draft Local Area Plan?                    | <b>Very unsatisfied</b>  |



5. Please tell us why you ticked the above preference.

**I oppose all action on Horsham North until genuine community led planning with IAP2 LEVEL 4 is committed to. Everything else isnt worth doing.**

**All the reports acknowledge the poor previous planning as a core issue and yet youre determined to keep going with the same process? Madness. Stop wasting our money. Call off the whole thing and start over properly.**

6. Please select your three most important Goals for Horsham North

**Goal 5 - Create a walkable, wheelable + bikeable precinct that supports active living, recreation + transportation**

**Goal 8 - Increase the provision of open space**

**Goal 9 - Create accessible, safe + activated public space**

7. Out of the three Goals selected above, which one is the most important to you and why?

**COMMUNITY. LED. PLANNING.**

**WHY ISNT THIS ON THE LIST???? Its the one thing we've asked for over and over! Any dot point we pick will be misinterpreted and badly applied when its done top-down and outside-in.**

**We want to be the ones making the plans. Stop this process designed to keep us at arms length.**

8. Tell us which ideas of the Draft Local Area Plan reflect the future direction you hope for Horsham North.

**I hope the future for horsham north will be based in RESPECT for the community. We are intelligent and we know what we need. We will do a better job than a parade of disinterested, city based consultants. Treat us better.**



9. Tell us the ideas that concern you or have been missed, and why.

**We have requested IAP2 LEVEL 4 engagement, as other projects in wealthier neighbourhoods have been given. Not only has that not been given, our request hasnt even been officially recorded. Its disgusting. You dismiss us and then put out surveys like this so you can pretend to care.**

**WE DONT WANT YOUR PLAN. WE WANT TO MAKE OUR OWN PLAN FOR OUR OWN COMMUNITY.**

**Its blatant discrimination for the wealthier neighbourhoods to be given IAP2 LEVEL 4 and not even acknowledge our request for the same.**

**You had a great opportunity to do genuine community led planning. If you ever decide to do that you know where to find us.**

10. What are your priorities for Horsham North?

**COMMUNITY LED PLANNING.**

**RESPECT FOR THE COMMUNITY**

**IAP2 LEVEL 4 for this plan, taking it back to the drawing board, and for all future activity in horsham north.**

11. Please provide any further feedback on the overall Draft Local Area Plan

**The engagement summary disgustingly eliminates our request for higher levels of engagement. We're sick of paying for consultants to make terrible plans than dont suit the community, only to have the next consultant acknowledge all the issues we identified and make a new set of terrible plans.**

**We and our children will pay for these mistakes for decades. We deserve to have control of the process. Not this fake "engagement" you offer us.**



Your email address



How do you travel to the Town Centre (CAD)? Select all that apply. Do you...

**Walk**  
**Drive a vehicle**

Age Group

**25 - 34**

Gender

**Female**

I identify as:

I identify as (tick all that apply)

**Prefer not to say**

How did you hear about the Horsham North Draft Local Area Plan or this consultation?

**HRCC Website**



# Horsham North Local Area Plan

Submission date: **25 October 2022, 6:51PM**  
 Receipt number: **8**  
 Related form version: **9**

## Community Survey

- |   |   |
|---|---|
| 1. What is your connection to Horsham North?  | <b>Visit Horsham North (i.e. go to school, shop, visit family and friends, recreation)</b>  |
| 2. How satisfied are you with the draft Key Outcomes identified and discussed in the Horsham North Draft Local Area Plan? | <b>Very satisfied</b>   |
| 3. Please tell us why you ticked the above preference   | <b>The 4 key outcomes are clear and needed. Personally I think reducing the barrier effect and increasing connectivity will bring much needed revitalisation and reduce stigma of the north.</b>  |
| 4. How satisfied are you with the Goals and Strategies within the Horsham North Draft Local Area Plan?                    | <b>Very satisfied</b>   |
| 5. Please tell us why you ticked the above preference.  | <b>Great goals, will be incredibly hard to implement, as the report mentions the contamination and existing properties in key central locations.</b>  |
| 6. Please select your three most important Goals for Horsham North  | <b>Goal 2 - Improve the image, character + identity in Horsham North</b><br><br><b>Goal 5 - Create a walkable, wheelable + bikeable precinct that supports active living, recreation + transportation</b><br><br><b>Goal 6 - Enhance + promote public transport + regional connectivity</b> |



7. Out of the three Goals selected above, which one is the most important to you and why?	<b>Goal 6. The first step is to make the town connected and accessible.</b>
8. Tell us which ideas of the Draft Local Area Plan reflect the future direction you hope for Horsham North.	<b>Improvement of the Rail Corridor. Currently if you could catch a train and saw the current rail corridor, you would leave having a very low opinion of Horsham.</b>
9. Tell us the ideas that concern you or have been missed, and why.	<b>I know it will be incredibly hard due to existing properties, but having the 'shared path / pedestrian connection opportunity' continuous and unfragmented, with the west end designed so that in future it can extend out to the aerodrome.</b>
10. What are your priorities for Horsham North?	<b>Connectivity to help destigmatise the area, and remove the 'us and them' mentality of north of the tracks.</b>
11. Please provide any further feedback on the overall Draft Local Area Plan	<b>Ambitious plan, I like it. I also think constant liaison with 'Regional Rail Revival' to make sure it is future proof for any development that will hopefully make us the main stop from Melbourne to Adelaide, and maybe even help out with funding is essential too.</b>

## Access, Equity and Inclusion

Your email address

[REDACTED]

How do you travel to the Town Centre (CAD)? Select all that apply. Do you...

**Walk**  
**Drive a vehicle**

Age Group

**35 - 44**

Gender

**Male**

I identify as:

I identify as (tick all that apply)

**None of the above**

How did you hear about the Horsham North Draft Local Area Plan or this consultation?

**Facebook**



# Horsham North Local Area Plan

Submission date: **4 November 2022, 4:01PM**  
Receipt number: **9**  
Related form version: **9**

## Community Survey

- |   |   |
|---|---|
| 1. What is your connection to Horsham North?  | <b>Live or own a property in Horsham North</b>  |
| 2. How satisfied are you with the draft Key Outcomes identified and discussed in the Horsham North Draft Local Area Plan? | <b>Satisfied</b>  |
| 3. Please tell us why you ticked the above preference   |   |
| 4. How satisfied are you with the Goals and Strategies within the Horsham North Draft Local Area Plan?                    | <b>Satisfied</b>  |
| 5. Please tell us why you ticked the above preference.  |   |
| 6. Please select your three most important Goals for Horsham North  | <b>Goal 2 - Improve the image, character + identity in Horsham North</b><br><b>Goal 5 - Create a walkable, wheelable + bikeable precinct that supports active living, recreation + transportation</b><br><b>Goal 8 - Increase the provision of open space</b> |
| 7. Out of the three Goals selected above, which one is the most important to you and why?                                 |   |
| 8. Tell us which ideas of the Draft Local Area Plan reflect the future direction you hope for Horsham North.              |   |
| 9. Tell us the ideas that concern you or have been missed, and why.   |   |
| 10. What are your priorities for Horsham North?   |   |



11. Please provide any further feedback on the overall  
Draft Local Area Plan

**Access, Equity and Inclusion**

Your email address

How do you travel to the Town Centre (CAD)? Select all **Drive a vehicle**  
that apply. Do you...

Age Group **25 - 34**

Gender **Female**

I identify as:

I identify as (tick all that apply) **None of the above**

How did you hear about the Horsham North Draft Local **HRCC Website**  
Area Plan or this consultation?



# Horsham North Local Area Plan

Submission date: **4 November 2022, 5:21PM**  
 Receipt number: **10**  
 Related form version: **9**

## Community Survey

- |   |   |
|---|---|
| 1. What is your connection to Horsham North?  | <b>Live or own a property in Horsham North</b>  |
| 2. How satisfied are you with the draft Key Outcomes identified and discussed in the Horsham North Draft Local Area Plan? | <b>Unsatisfied</b>  |
| 3. Please tell us why you ticked the above preference   | <b>Unsatisfied because of the attitude of council due to all the neglect from the Councillors in their eye's it's all about the River &amp; A foot Bridge In Hamilton street. Make it a multi purpose bridge for vehicles &amp; pedestrians</b> |
| 4. How satisfied are you with the Goals and Strategies within the Horsham North Draft Local Area Plan?                    | <b>Unsure</b>   |
| 5. Please tell us why you ticked the above preference.  | <b>Talks cheap.<br/>I will revisit if &amp; when thing's get done re improvement to the Northern part of Horsham .</b>  |
| 6. Please select your three most important Goals for Horsham North  | <b>Goal 2 - Improve the image, character + identity in Horsham North</b><br><b>Goal 4 - Provide up to date community facilities in Horsham North</b><br><b>Goal 6 - Enhance + promote public transport + regional connectivity</b>              |



7. Out of the three Goals selected above, which one is the most important to you and why?

**Improve the image**  
**Council staff to In force by laws**  
**By tenants & council re mowing nature strips,**  
**cleaning up yards .**

8. Tell us which ideas of the Draft Local Area Plan reflect the future direction you hope for Horsham North.

9. Tell us the ideas that concern you or have been missed, and why.

10. What are your priorities for Horsham North?

11. Please provide any further feedback on the overall Draft Local Area Plan

**Access, Equity and Inclusion**

Your email address

[Redacted]

How do you travel to the Town Centre (CAD)? Select all that apply. Do you... **Drive a vehicle**

Age Group

**65 and over**

Gender

**Male**

I identify as:

I identify as (tick all that apply)

**None of the above**

How did you hear about the Horsham North Draft Local Area Plan or this consultation?

**Other social media forums**



# Horsham North Local Area Plan

Submission date: **9 November 2022, 11:33PM**  
 Receipt number: **11**  
 Related form version: **9**

## Community Survey

1. What is your connection to Horsham North?	<b>Live or own a property in Horsham North</b>
2. How satisfied are you with the draft Key Outcomes identified and discussed in the Horsham North Draft Local Area Plan?	<b>Satisfied</b>
3. Please tell us why you ticked the above preference	<b>It is a good start</b>
4. How satisfied are you with the Goals and Strategies within the Horsham North Draft Local Area Plan?	<b>Satisfied</b>
5. Please tell us why you ticked the above preference.	<b>While a start the community has not been kept informed and consulted adequately. Nothing was delivered to our letterbox or emailed. Plenty of room for improvement.</b>
6. Please select your three most important Goals for Horsham North	<b>Goal 2 - Improve the image, character + identity in Horsham North Goal 5 - Create a walkable, wheelable + bikeable precinct that supports active living, recreation + transportation Goal 10 - Increase tree canopy across all public realm</b>
7. Out of the three Goals selected above, which one is the most important to you and why?	<b>Goal 2 definitely overdue to improve maintenance of all public areas.</b>



8. Tell us which ideas of the Draft Local Area Plan reflect the future direction you hope for Horsham North.	<b>Need to lay out a park and walking trail loop on the disused railway land as a priority.</b> <b>Trees and shrubs bordering the walking path would be a good outcome avoiding long straight sections.</b>
9. Tell us the ideas that concern you or have been missed, and why.	<b>Lack of public Toilets in Horsham North.</b> <b>Saw a male urinating against the Mill street railway fence today. Need a toilet and parking near the silo artwork. Parking area has not been finished.</b>
10. What are your priorities for Horsham North?	<b>Pedestrian footpath on east side of Florence street so walkers do not have to walk on the road. Council to improve the appearance of the whole area by more frequent grass cutting including the Florence street retardation basin reducing fuel load and fairy grass from blowing everywhere. Maintain Horsham North as if Tidy Town judging was due.</b>
11. Please provide any further feedback on the overall Draft Local Area Plan	<b>Time for some action to deliver the draft key outcomes, goals and strategies.</b>

## Access, Equity and Inclusion

Your email address

[REDACTED]

How do you travel to the Town Centre (CAD)? Select all that apply. Do you... **Drive a vehicle**  
**Scooter (mobility)**

Age Group **65 and over**

Gender **Male**

I identify as:

I identify as (tick all that apply) **None of the above**

How did you hear about the Horsham North Draft Local Area Plan or this consultation? **Other: Could have been press or word of mouth**



# Horsham North Local Area Plan

Submission date: **17 November 2022, 10:00PM**  
 Receipt number: **12**  
 Related form version: **9**

## Community Survey

- |   |   |
|---|---|
| 1. What is your connection to Horsham North?  | <b>Live or own a property in Horsham North</b>  |
| 2. How satisfied are you with the draft Key Outcomes identified and discussed in the Horsham North Draft Local Area Plan? | <b>Satisfied</b>  |
| 3. Please tell us why you ticked the above preference   |   |
| 4. How satisfied are you with the Goals and Strategies within the Horsham North Draft Local Area Plan?                    | <b>Satisfied</b>  |
| 5. Please tell us why you ticked the above preference.  | <b>I am happy to see that fixing up the victrack land is a priority.</b>  |
| 6. Please select your three most important Goals for Horsham North  | <b>Goal 2 - Improve the image, character + identity in Horsham North</b><br><b>Goal 9 - Create accessible, safe + activated public space</b>  |
| 7. Out of the three Goals selected above, which one is the most important to you and why?                                 | <b>The area feels like an industrial wasteland after going over the overpass fixing this have public space to celebrate the silos artwork could make it just as beautiful as the riverfront</b> |
| 8. Tell us which ideas of the Draft Local Area Plan reflect the future direction you hope for Horsham North.              |   |



9. Tell us the ideas that concern you or have been missed, and why.	If passenger rail is ever reinstated and standard gauge replaces broad gauge, the council should advocate freight rail to bypass town all together to reduce the noise from the freight trains
10. What are your priorities for Horsham North?	Getting the victrack and industrial lands fixed up, moving the fuel depots out of the residential area
11. Please provide any further feedback on the overall Draft Local Area Plan	

Access, Equity and Inclusion

Your email address	
How do you travel to the Town Centre (CAD)? Select all that apply. Do you...	Walk Drive a vehicle
Age Group	25 - 34
Gender	Other
I identify as:	agender
I identify as (tick all that apply)	A person identifying as LGBTIQ+ (Lesbian, Gay, Bisexual, Transgender, Intersex, Queer+)
How did you hear about the Horsham North Draft Local Area Plan or this consultation?	E-Newsletter



Postcard:



25 November 2022



## Horsham North Draft Local Area Plan

*Continue to have your say on  
how you want Horsham North  
to look, work and feel.*

Council is seeking your feedback on the draft Local Area Plan for Horsham North. Your feedback is important in shaping the directions (short and long term) for land use, neighbourhood character, parks, bike paths, pedestrian access and transport options throughout the area.

To the Home Owner / Occupier



Horsham Rural City  
Council urban rural balance

REFERRED TO

RECEIVED

25 NOV 2022

REG. No.

COPIES

### QUESTIONS:

- From [redacted]*
1. Tells us which ideas of the Local Area Plan reflect the future direction you hope for Horsham North.  
*Fix Rail Station. Fix Police Paddock. Statepark for kids. IGA Supermarket for Horsham North Residents. Open up Warracama Rd + McPhersons monthly to Albert St. Fill in dangerous Underpass.*
  2. Tell us the ideas that concern you or have been missed, and why.  
*Seal Road into Police Paddock. Footpath all the way. Ruessman Rd on Police Paddock side. Make our Tilo Art more colorful. Stop ignoring Horsham North Residents.*

### HAVE YOUR SAY BY 9 NOVEMBER 2022!

**Online:** Scan the QR code or visit Council's Have Your Say webpage.

**In person:** Paper copies of the survey will be available at the Council Offices (18 Roberts Avenue, Horsham).

**Email:** Write your feedback on this postcard, take a photo of your feedback and email it to [strategic.planning@hrcc.vic.gov.au](mailto:strategic.planning@hrcc.vic.gov.au)

### MEET WITH US BY ATTENDING:

- Community Workshop at the Horsham Neighbourhood House on Wednesday 26th October from 5.30pm.
- Drop in session at the Kalkee Community Hub on Wednesday 2nd November between 9.00 – 10.30am.

- Street talk pop ups will also occur in different locations and dates throughout Horsham North area. Dates and locations for street talk pop ups will be confirmed on Council's website.



SCAN TO  
LEARN MORE  
AND SHARE  
YOUR FEEDBACK  
WITH US



Horsham Rural City  
Council urban rural balance

*Don't Change Main It's is on OK.*





## Memorandum of Understanding

**THIS MEMORANDUM OF UNDERSTANDING** is executed on the 1<sup>st</sup> day of July 2023

### **BETWEEN**

**GRAMPIANS TOURISM INC.** (ABN 98 871 224 218) of 277 Grampians Road, Halls Gap Victoria 3381 a Regional Tourism Board constituted under the Incorporated Associations Reform Act 2012 ("GT").

and

**ARARAT RURAL CITY COUNCIL** (ABN 92 492 188 087) of 59 Vincent St, Ararat Victoria 3377 ("ARCC")

and

**HORSHAM RURAL CITY COUNCIL** (ABN 37 019 724 765) of 18 Roberts Avenue, Horsham Victoria 3400 ("HRCC")

and

**NORTHERN GRAMPIANS SHIRE COUNCIL** (ABN 42 592 845 947) of 56-69 Main St, Stawell Victoria 3380 ("NGSC")

and

**SOUTHERN GRAMPIANS SHIRE COUNCIL** (ABN 55 135 536 448) of 111 Brown Street, Hamilton Victoria 3300 ("SGSC")



## BACKGROUND

Grampians Tourism (GT) is a regional tourism board, established with the ongoing support of the Victorian State Government, to develop the visitor economy in the Grampians Region.

The member Councils are key stakeholders in GT and share a commitment to the development and growth of the Grampians as a key tourism destination.

## PURPOSE OF THE AGREEMENT

The member Councils acknowledge that GT will have relationships with a number of stakeholders and funding bodies, which are the purview of the GT Board and GT Chief Executive Officer. This MOU relates particularly to the relationship between GT and member Councils.

The purpose of this agreement is to:

- establish the relationship between GT and the members Councils
- define particular goals for GT that meet the strategic intent of member Councils in the visitor economy
- commit to a minimum annual financial contribution from partner Councils to support GT in achievement of local government partner goals

## TERM

This four-year MOU takes effect on the date it is signed by both parties and will expire on 30 June 2027.

## STRATEGIC GOALS

GT and the member Councils agree to the following strategic goals and guiding principles for GT during the term of this Agreement.

### 1. DESTINATION MARKETING

- Deliver effective evidenced based Destination Marketing Strategies to extend length of stay, improve dispersal, increase yield, and support the regional brand.
- Champion the Grampians brand that will extend the idea of the Grampians to clearly include each of the local government areas and operates in alignment with state-wide brand positioning as directed by Visit Victoria in relation to the development and refinement of a brand position for the Region.

### 2. INDUSTRY DEVELOPMENT

- Champion activities designed to increase the capacity of operators to foster a continuous improvement mindset resulting in high quality experiences that surpass the expectations of visitors.
- We will create, administer and deliver a range of continuous improvement and professional development and industry training programs.

### 3. PRODUCT DEVELOPMENT

- Curate products to create compelling visitor experiences that are both productive and sustainable.
- Collaborate with stakeholders to Identify strategic tourism products and communicate supply gaps and opportunities through planning and investment advocacy.



#### **4. PARTNERSHIPS**

- Successfully leverage and grow our strategic partnerships.
- Facilitate collaboration across industry, councils, and communities and include their feedback in state-wide activities, including strategic planning, product development, marketing and industry development and investment.

#### **5. TOURISM INVESTMENT ATTRACTION**

- Work with and advocate on behalf of LG partners to attract new investors and investment opportunities for the Grampians region.
- Use the new Grampians Tourism Investment Prospectus to support the attraction of investment in the next phase of tourism uplift across the region.

### **FINANCIAL CONTRIBUTION**

The minimum annual financial contribution of each member Council will be \$75,000.

This amount shall be paid on the 1 August annually and reviewed at the annual review meeting in December between the partner Councils.

### **BOARD MEMBERSHIP**

The Chief Executive Officer of each member Council shall be a member of the GT Board.

### **ANNUAL REVIEW AND REPORTING**

An annual review of GT's performance against the goals established in this Agreement will be undertaken by the CEO of GT, the Chair of the GT Board, and the CEOs of the member Councils. This review will be undertaken by 30 September each year.

The CEO and Chair of GT (or their delegate) will be available on reasonable notice to brief member Councils.

### **DISPUTE RESOLUTION**

Any dispute arising in relation to this Agreement will be referred to a joint meeting between the Chairperson of GT and the Chief Executive Officers of each member Council. If resolution is not achieved the matter will be referred to an appropriate dispute resolution process.

### **TERMINATION OF THE AGREEMENT**

The Agreement may be terminated at any time by any member by providing 30 days' notice in writing.



**GENERAL PROVISIONS**

The parties acknowledge that this MOU does not prevent any party from undertaking further and other activities within the broad areas under discussion either on their own or in conjunction with third parties.

This MOU is governed by the laws of the State of Victoria, Australia.

SIGNED on behalf of the  
Grampians Tourism Board Inc

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SIGNED on behalf of the  
Horsham Rural City  
Council

.....

SIGNED on behalf of the  
Ararat Rural City Council

.....

SIGNED on behalf of  
Northern Grampians Shire Council

.....

SIGNED on behalf of  
Southern Grampians Shire Council

.....



**SUBMISSION TO THE AVONBANK MINERAL SANDS PROJECT INQUIRY AND ADVISORY COMMITTEE  
IN REGARDS TO THE AVONBANK MINERAL SANDS PROJECT ENVIRONMENT EFFECTS STATEMENT  
(EES)**

## **1. Introduction**

Thank you for the opportunity for Council to lodge a submission to the current exhibition of the Environmental Effects Statement (EES) for the proposed Avonbank Mineral Sands Project, being proposed by WIM Resource.

Council's interests in the Project are spread across many of the potential impact areas identified in the EES documents. Council has identified a range of issues that it believes can be adequately managed to enable the project to proceed. These issues are presented in this submission.

Given the significant economic benefits which will result from the Project, and its view that the issues can be adequately managed, Council supports progression of a carefully regulated mine project in which any potentially adverse environmental impacts are addressed via the relevant regulatory instruments.

Significant local procurement and employment benefits are expected to arise in the Horsham Rural City municipality, with further diversification of the economic base of the region also seen as a positive to support future social and economic wellbeing.

Overall, Council supports the progression of the Project subject to appropriate regulatory consideration/controls. Council believes the current EES process provides the appropriate assessment framework for this to occur.

While Council has formed a view that the EES documents present sufficient evidence that support that the Project should proceed, Council is also mindful of the significant disruption that the Project will cause to many of its residents in and near the mining area. Council is keen to understand from the EES process about the impacts the community perceives the Project will have on them. Council is committed to working with the community and WIM Resource to address these issues as the mine proceeds.

## **2. Summary**

This section presents a summary of Council's key areas of interest in relation to the EES. Further information in support of these key points, and information on a range of additional points are presented in the Details section of this submission.

### **2.1. Radiation**

Council obtained independent advice to help it form a view that the assessment of radiation impacts appears to be thorough and that the impacts of radiation on people and the environment are generally well below (within) accepted dose limits.

Having said that, Council is mindful that operations of the mine must strictly adhere to the framework established in the EES documents to ensure that this remains the case. In this regard, Council has identified the following areas where there is some uncertainty:



- Management of tailings returned to the mine pits. While initially moist, the tailings are intended to dry out prior to placement of overburden. As the material dries it has the potential to generate dust. This does not appear to have been taken into account in the calculations of dust and radiation exposure.
- A key assumption is that the HMC stockpiles remain moist, and that therefore the generation of dust, and the associated conveyance of radioactive material is negligible. The reports do not appear to assess the risk of the impacts of the stockpiles drying out nor sufficient measures to manage this risk.

These two issues are presented in further detail in the “Details” section of this submission.

Council seeks to be a stakeholder in the process to review the operational plans to manage radiation. It is assumed that all mitigation and control strategies identified in the EES documents will be included into the appropriate Radiation Plans.

## **2.2. Monitoring**

Related to the above points regarding adherence to the operational framework established in the EES documents, Council seeks to understand how the various Government agencies will appropriately resource the monitoring of the mine’s operations for the life of the Avonbank Mineral Sands project. Council has a reservation that the lack of presence of some key agencies within the region will lead to a lower than optimum level of supervision by regulators, and a reliance solely on reporting by the mine operator.

Council seeks to be an ongoing stakeholder in a reference group (or similar) for review of compliance reporting of the Project to help ensure that the measures emanating from this EES process are effective in managing the impacts of the Project on the environment and our community.

## **2.3. Heavy Minerals Haulage – Road vs Rail**

Council considers that the Project should utilise rail to haul the HMC to the Port of Portland. The consideration of the use of rail has not been sufficiently addressed in the EES documents, however Council acknowledges that it is not immediately possible for this to occur.

The Project should use rail transport, with a preference for daytime movements, once the Maroona to Portland rail line and associated Port of Portland infrastructure have been upgraded, to help reduce amenity and safety impacts associated with road transportation.

Council is committed to working with WIM Resource and other stakeholders to gain a commitment from the State and Federal Governments for the required upgrades.

Council also seeks a commitment from WIM Resource to provide rail infrastructure from its site to enable the use of rail as soon as this can be achieved.

The use of rail instead of road for this transport would address the following risks identified in the EES documents:

- Greenhouse gas production reduction
- Reduced amenity and noise risks through some urban areas, including Horsham, where this material is transported adjacent to the CBD area
- Freight efficiency, and reduced freight movement on roads, with associated road safety benefits.



## **2.4. Socio-Economic Impacts**

The creation by this Project of additional jobs in the region is welcomed by Council. Associated with this will be a range of socio-economic impacts which, with good management, will help to enhance the vitality of the municipality. Key areas of concern relate to housing, childcare and early education, and workforce impacts.

Council recommends that a strategy that addresses issues associated with the workforce, childcare, education, health and housing, is developed prior to operations commencing.

## **2.5. Noise and Vibration**

Council considers that the impact of noise and vibration has been understated in the reports, in particular in relation to the impact of night-time movement of the HMC trucks along the Henty Highway in populated areas. In particular, the EES documents do not account for those residential areas in Horsham which directly front the Henty Highway (excluding the section that is also part of the Western Highway which carries high levels of night-time traffic). In these areas, the additional transport associated with this project represents a significant increase in night-time traffic levels and health impacts. It is proposed that relatively simple treatments, such as slurry seals to improve the road surface, could mitigate this impact.

## **2.6. Land Use Planning**

The proposed mining activity will have significant implications on land use and development in an around the Dooen and the Wimmera Intermodal Freight Precinct (WIFT). Council acknowledges that mining area will be managed through the Mineral Resources (Sustainable Development) Act 1990 and other environmental legislation, and that the processing plant is proposed to be located outside this area and will be subject to the requirements of the Planning and Environment Act 1987 and the Horsham Scheme.

In consultation with Council and State Government Agencies the proponent has considered these complexities and seeks to include an incorporated document to provide a clear framework for approval and ongoing compliance. It should be noted that regulation of mining activity is not a core role of the Responsible Authority and ongoing compliance and enforcement presents some challenges for Horsham Rural City.

Council understands that it is normal practice for ore processing to form part of a Work Authority administered and regulated by Earth Resources Regulation and that for other major projects the Minister for Planning retains the role of Planning Authority and Responsible Authority.

It is unclear why the proponent is seeking to separate the processing plant from the mine area and Council seeks the Panel's consideration of the burden and impracticality the ongoing enforcement and compliance would have on Council.

To avoid uncertainty, Council proposes that the whole mine site, including the Processing Area should be included under the Work Authority under the provisions of the MRSD Act.



### 3. Detailed Discussion of Key Matters

#### 3.1. Radiation

A key area of Council's concern about the Avonbank mine has been understanding the potential impacts associated with the mining of the radioactive materials present within the mineral sands. Council obtained specialist advice to assist in its understanding of this.

This advice has led Council to form the view that in most aspects, the information in the EES documents has:

- appropriately characterised the natural background radiation levels,
- used comprehensive and appropriate methodologies to estimate the maximum annual radiation dose to members of the public
- determined that the estimated radiation doses associated with the Project are well below relevant dose limits and are expected to fall within the normal range of variation in background radiation levels around Australia.

In practice, Council considers that the estimated methodology for determining radiation doses is quite conservative and the radiation doses estimated in the reports are highly unlikely to occur.

Specifically, Council understands from its independent advice that the radiation dose assessment has used extremely conservative assumptions.

Council notes that the EES does not include the RMP, RWMP or REP. These plans have not been presented as part of the EES process and understands that these operational plans must be developed and approved prior to commencement of operations.

Council is aware that these plans (or some aspects of these plans) are sometimes considered commercial-in-confidence and not publicly available. Council considers that this practice is not in the public interest, and that the plans should be made available to the maximum extent possible. Council is then keen to ensure that the mitigation strategies and controls outlined in the EES and radiation risk assessment are included in these plans to honour the commitments made in the EES.

Similarly, the monitoring and management of these materials as outlined in the operational RMP, RWMP or REP need to be reported through a stakeholder reference group (or similar) including Council.

##### 3.1.1. Tailings Management

As indicated in the summary, Council is seeking clarity about the radiation and dust impacts emanating from the tailings.

When deposited back into the mine pits, the tailings are wet. They are then allowed to dry in the air prior to placement of overburden. The process for drying the tailings may take weeks to months. As the tailings become progressively drier, the potential for dust to be drawn from the tailings will increase.

It is not clear how this has been taken into account in the calculations of dust and radiation exposure (i.e. in either the Radiation or Air Quality sections), and it should be noted that the tailings will have radiation levels about 50% of the levels of the ore.

The Air Quality appendix, which is relevant in terms of generation of dust from various surfaces / stockpiles, includes assessment of the geological layers above the ore (/tailings), but seems to exclude consideration of the tailings. That is, there does not seem to be a reference for the



processes that would generate dust or mitigate dust from the tailings. It may be that the assumption is that the tailings returning to the void remain wet and will not generate dust, but that overlooks that this material will gradually dry out.

Understanding this process then leads to the conclusion that it is difficult to mitigate this dust generation in the drying phase, as the material is intended to dry out – hence the use of sprinklers, say, conflicts with the required objective in this phase.

Clarity is therefore required on the assumptions and calculations about dust generation, and associated radiation conveyance from the tailings.

### 3.1.2. HMC Stockpiles

A key assumption is that the HMC stockpiles remain moist, and that therefore the generation of dust, and the associated conveyance of radioactive material is negligible. E.g. p53 of Appendix I, Radiation, which cites 7% moisture:

- **100% of the dust resuspended to air is ore.** The reality is that the dust will be composed of a blend of overburden, tailings, and road dust, or any other material resuspended as a result of operations, all with activity concentrations considerably less than the ore itself. The fraction of dust attributed to the ore or HMC handling is 7-14% as reported by ERM for Y2, Y7 and Y22. The HMC product is coarse grained (greater than 40 µm), dense (SG above 3.8) and damp (~7% moisture), and unlikely to be resuspended.

The reports do not appear to assess the risk of the impacts of the stockpiles drying out nor sufficient measures to manage this risk. It is noted in various sections that reference is made to sprinklers, for example Chapter 13 – Air Quality, Section 13.6.2.4 states:

#### 13.6.2.4 AQ-05: HMC stockpile management

Heavy Mineral Concentrate will be stockpiled wet when pumped from the concentrator plant. The HMC stockpile will retain moisture and will be loaded to the haulage trucks moist with around 4-6% water content.

In some circumstances during extreme conditions the surface may dry and be subject to some surface creep. Sprinklers will be established as a contingency to maintain moisture content across the stockpile and minimise surface creep. A sediment fence will be established around the stockpile area to prevent HMC surface creep outside the stockpile domain.

In this regard, Chapter 2- Project Description states:

The HMC stockpile will retain some moisture from the process, which will mitigate potential dust lift-off. A sprinkler system will be established to maintain moisture levels during warm, windy conditions and a stabiliser will be used if required to suppress dust.

While reference is made to sprinklers, there are conflicting descriptions between these references, e.g.:

- “during extreme conditions the surface may dry ...”
- “A sprinkler system will be established ... during warm windy conditions”.

Clarity and certainty is required around these operating conditions, including the use of stabilisers which is referenced in Chapter 2, but apparently not elsewhere. Further, Chapter 2 indicates, in section 2.2.3.7:



The HMC will be pumped from the WCP to the stockpile area, where it will pass through one of three dewatering cyclone stackers and will be stacked in a cone shape approximately 8 m high. Once a stockpile is full, it will be directed to the next cyclone stacker, and the previous stockpile will be left to drain to around 3–5% moisture before being transported to the Port. The process will involve one active stacker, one stockpile drying, and one stockpile being reclaimed for transport to the Port.

That is, the range of moisture content of the HMC differs again from other chapters.

Council submits that there is an unquantified contribution of dust and radioactive materials from the HMC stockpiles that will arise during warm to hot and windy conditions that arise quite frequently in Wimmera summers. While mitigation measures are proposed, the controls surrounding these seem quite imprecise, and there is a risk that these will not adequately mitigate the risk. The following additional information should be provided:

- Details of the arrangements that will be in place to monitor HMC moisture conditions, across the stockpile site.
- Details of the mitigation measures, e.g. how they will operate and assessment of their adequacy.
- A sensitivity analysis to review the potential for dust and radiation conveyance from the HMC stockpiles in the highly realistic situation that the mitigation measures are inadequate during warm – extreme conditions.

Further, consideration should be given to additional mitigation measures at the HMC stockpiles, including:

- Construction of a shed to house this material. It is understood that HMC is stored at the Port of Portland in a shed.
- The use of tarpaulins, as is done for grain bunkers.
- The use of a spray mulch, such as Posi-shell, which Council uses for daily cover on its Doon Landfill.

A greater level of certainty would be provided with these additional measures. This is of particular concern to Council as the HMC stockpiles are located adjacent to the WAL Hub, which is an area where food and hay processing is already occurring or is planned to occur. There is a high expectation that these industries will not be impacted by the mine operation.

### ***3.2. Heavy Minerals Haulage – Road vs Rail***

The Wimmera Intermodal Freight Terminal (WIFT) is central to the Avonbank mine and immediately adjacent to the Avonbank mine processing area. The WIFT links the region with Melbourne and Geelong and with some infrastructure upgrades could provide a highly efficient link with Portland, Victoria's only naturally deep-water port.

Council considers that the Project should utilise rail to haul the HMC to the Port of Portland.

Council was pleased to be involved in a short-term working group to examine the potential for the use of rail. It was identified that there are some significant limitations preventing the use of rail for hauling HMC to Portland at present, including:

- The lack of a bulk loading facility at WIFT
- The capacity / condition of the Maroona – Portland rail line
- Connecting rail facilities at the Port of Portland.



Council agrees that it is not immediately possible to haul the HMC to Portland via rail, however, there should be ongoing work to achieve this as soon as possible, to mitigate some of the risks identified in parts of the EES documents, and for the broader regional benefit.

Upgrading the Maroona-Portland rail line is a priority for Council and the Rail Freight Alliance (a group of many Councils from across Victoria), and some planning has occurred to develop a case to advocate to Governments that this should proceed.

The EES documents recognise that there are other proposals for mineral sands mines in the region. The compounding impacts of multiple projects relying on road transport for HMC haulage should be considered in determining the criticality of establishing a rail haulage route for Avonbank mine and the other mines that are likely to establish in the region in the very near future.

The Avonbank mine will generate very significant profits for its operator, and significant royalties for the State Government. Considering the compounding benefits, and returns, of the other mining projects, there is a compelling argument for the investment in the required facilities to enable rail haulage.

In addition, WIM Resource has made a strong commitment to reduction of greenhouse gases in its EES documents. This includes the development of a proposed Green Travel Plan in Chapter 9 – Traffic and Transport. Section 9.6.2.2 of that Chapter cites that

#### **9.6.2.2 TM-03: Green Travel Plan**

A Green Travel Plan (GTP) will be developed to promote sustainable transport initiatives and to minimise private vehicle use by project personnel (where appropriate). The GTP will be relevant to all phases of the Project, from construction through to decommissioning and will focus on Project related personnel activity to encourage carpooling and/or Project provided transit services where appropriate. The GTP will be prepared in consultation with HRCC and will include:

However, the discussion in the detailed appendix overlooks the significant greenhouse benefits that rail haulage of HMC could provide.

Upgrading the required infrastructure to use rail for HMC haulage will leave a lasting legacy in the region for ongoing benefits, and would provide a platform for future economic and jobs growth in Western Victoria.

Council submits that rail transport of HMC (with a preference for daytime movements) should be used exclusively for the Project as soon as the necessary infrastructure upgrades have been completed to help reduce amenity and safety impacts associated with road transportation.

Council is committed to working with WIM Resource and other stakeholders to gain a commitment from the State and Federal Governments for the required to upgrades the rail infrastructure to enable heavy materials to eventually be railed to the Port of Portland.

Council also seeks a commitment from WIM Resource to provide rail infrastructure from its Avonbank site to enable the use of rail as soon as this can be achieved

### **3.3. Socio-Economic Impacts**

**Housing and Accommodation** - The EES includes an extensive Social Impact Assessment that includes a review of impact on housing for the construction and operational phases of the Mineral Sands Project. The report acknowledges Horsham's role as regional city, its current land and supply,



rental market and provides some indicative figures for workforce with approximately 200 during construction and 232 full-time for operations expected.

It is of some concern that the report relies on the assumption that 75 per cent of the construction and operation workforce will be attracted from the region and accordingly the impact on temporary accommodation and housing supply will be negligible. Whilst this may be WIM Resource's goal it does not represent the full impact of the project as jobs market adjusts to workers taken from other industries and the full impact on workforce and housing supply should be considered.

The market driven approach outlined in the report to rely on existing accommodation providers is based on data gathered in 2021 during the COVID pandemic and the prospect of turning over tourism and visitor accommodation to worker accommodation will have significant impact on Horsham's event and business visitation.

A more sophisticated strategy is required including partnerships with housing owners, construction camps and investment in long term housing supply.

**Childcare** - Consideration needs to be provided in regards to the current demand for childcare places in the Horsham municipality, as more than 215 individual children are on waiting the lists of the Long Day Care Centres (LDC) centres in Horsham. In late 2022 the By Five Wimmera Southern Mallee Early Years Initiative presented in a report titled Childcare in the Wimmera Southern Mallee Understanding the story that there was 300 on the waiting list in the region and that there was 11 of the 13 centres which had a waiting list. There are four LDC centres in Horsham which in total provide approximately 330 places. These are run by both not for profit and for profit organisations. There are also significant waiting times for family day care so this is not able to absorb or assist the current LDC demand.

Recent data released by the Mitchell Institute for Education and Health Policy at Victoria University (2022), shows that in Horsham there are approximately 3 children competing for each childcare place available. Waiting lists are slow to shift as availability is reliant on a child leaving their place- usually only once the child begins school. Additional impacts are felt by families with more than one child needing care as this usually means that the wait is even longer as it is more difficult to place multiple children on the same days.

In the past 12 months, the reported waiting times have shown no decrease. The current reported waiting list numbers are at an all-time high.

Any additional demand for child care expected as a result of a new mine will place additional demand on current facilities/service provision. Council is the process of bringing on an additional long day care provider at its children's hub in Horsham North which will provide an additional 92 places. This will assist in managing demand.

**Workforce** - It should be recognised the provision the workforce from the region will have significant implications for existing businesses and housing and the commitment to Workforce Accommodation Strategy task force is welcome. However, a clearer commitment to the provision of short term accommodation and investment is required to mitigate the social and economic impact of mining in the region.

Council recommends that a strategy that addresses issues associated with the workforce, childcare, education, health and housing, is developed prior to operations commencing.



### 3.4. Noise and Vibration

Council considers that the assessment of noise and vibration impacts understates the significance of this issue, and the potential impact on human health. There are a series of references in the technical appendices which combine to form this view, as follows:

- From Appendix G – Noise and Vibration
  - Section 5.2.2 Road Traffic Vibration. In urban areas, minor irregularities in the road surface will create noise and vibration. This is an issue for haul vehicles en route to Portland.
  - Section 5.3.5 Operational Road Traffic. Further to the previous point, the mine haulage traffic on the Henty Highway will be a significant proportion of night time traffic, i.e. when residents are trying to sleep. Based on the traffic data in section 6.3, the mine's haulage trucks will lead to a significant increase in night time heavy vehicle traffic.
  - 10.1.4 Road Traffic Assessment. It is noted that the table of identified receptors does not include residences in urban Horsham, e.g. along Dooen Road. These residences are likely to be impacted by a similar level as Cavendish, which is noted as exceeding the RNP noise criteria threshold, by being displayed in bold font. This justifies the recommendation for treatment to address irregular surfaces of roads. In this regard, the discussion in section 10.1.4.1 is not considered adequate – the extra traffic level at night will mean that these above criteria noise impacts could be significant for adjacent residents.
  - 10.1.5 Sleep Disturbance Assessment. Re-presenting the findings of the report, there is potential for the project to generate traffic noise levels above 65 dBA, and the project will deliver an extra 2.25 heavy vehicles per hour.
- From Appendix M – Human Health
  - Section 1.2 - Sensitive Receptors. This section includes residents of Cavendish as sensitive receptors. Residents in the urban areas of Horsham fronting the freight route to the Port of Portland should be considered similarly.
  - Section 10.2.1 – Operational Road Traffic. This section again overlooks the residences in Horsham urban area along the Henty Highway route.
  - Discussion in section 10.3.1 – Road Traffic Noise, also relates, and identifies that there are issues that should be addressed. The numbers cited in on p131 of this Appendix significantly understate the impact on residential areas through Horsham, in the areas that are traversed only by the Henty Highway – that is, the sections that are also part of the Western Highway (e.g. Stawell Rd, McPherson St), are likely to have less significant impacts due to the large overnight truck numbers on the Western Highway. The increased numbers on p134 is similarly significantly understated.
  - The conclusions re this impact are not agreed, e.g. bottom paragraphs of p 136, as follows:

Based on the results shown in **Table 10.14** and **Table 10.15**, the incremental noise from the construction and operations of the Project has a negligible impact on the local community.

Based on the noise modelling used in the HHRA, there would be no increase in sleep disturbance or increase in cardiovascular disease due to the noise from the Project construction and operation.

In summary, there is a trail of evidence from within the EES documents that reasonably lead to the following conclusions:

- The HMC haulage will lead to a significant increase in night-time traffic in some areas, as the current traffic levels are low.
- There is evidence that this will disrupt sleep patterns, and impact on human health.



- Some residential areas of Horsham have been overlooked in the assessment.

It is agreed that the impact is not high, but it is proposed that some simple treatments could be put in place at a low, proportionate cost, to mitigate these risks, such as:

- An enhanced maintenance program to quickly respond to any pot holes or defects in the road surface in problem sections.
- Laying of a slurry seal or similar surface to reduce road noise, including those associated with bumps or unevenness in the surface.

WIM Resource should develop an upgrade and maintenance plan with DTP as part of its Traffic Management Plan for the Project, to address this issue.

### ***3.5. Land Use Planning***

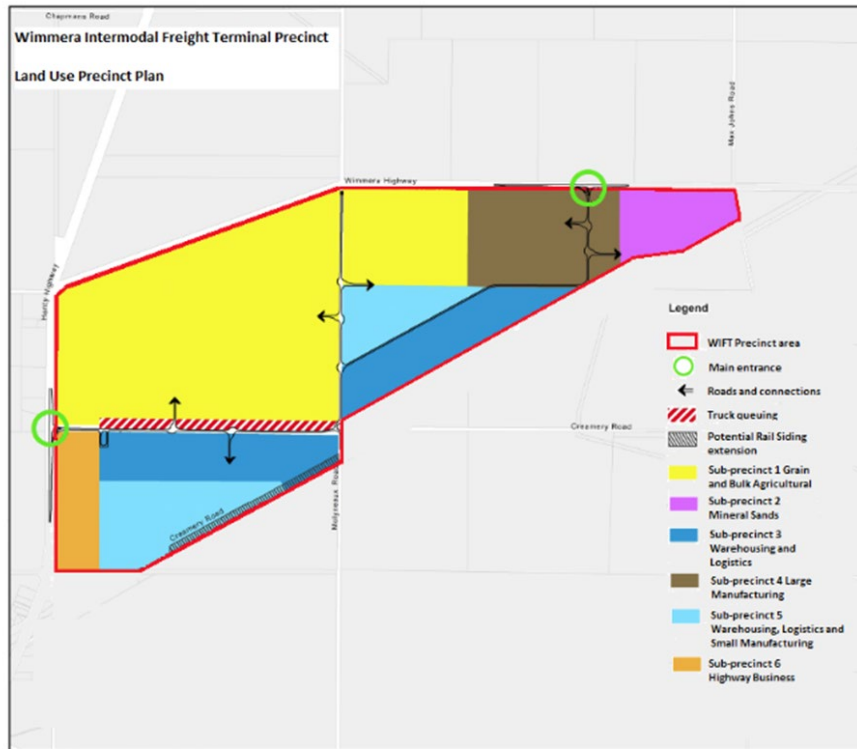
The proposed Avonbank Mineral Sands mining project has a number land-use planning implications for Horsham Planning Scheme including the proposed processing plant, infrastructure and mining area.

The proposed mine is substantially within the works area and will be managed by Work Authority in accordance with the Mineral Resources (Sustainable Development) Act 1990 for which no planning permit is required under clause 52.09 Extractive Industry And Extractive Industry Interest Areas. The mining area will have significant implications for agriculture and transport that will need to be managed through the Works Authority and legislation outside the Planning and Environment Act.

Significantly the mineral sands processing plant is proposed within the WIFT precinct and would require a Planning Permit under the current Special Use Zone, Development Plan and Design Development Plan Overlay ( <https://planning-schemes.app.planning.vic.gov.au/Horsham/ordinance/37.01-s9>)

The processing plant takes advantage of the WIFT precinct to provide integration with transport and logistics opportunities of the intermodal hub and the current planning controls provide strong support for mineral sands development with Sub-Precinct 2 set aside for this purpose.





As outlined in the EES a Special Control Overlay is proposed by the applicant to manage the future approval and compliance process for the plant and has requested a Planning Scheme Amendment to include an incorporated document.

This is an accepted mechanism for major projects across Victoria to allow for a direct approval process and clear understanding of the Responsibility Authorities and other agencies expectations.

The Incorporated document will require the submission of a range of plans including a development plan, environmental management plan and Noise and Vibration Management Plan that will require the Responsible Authority to approve.

The current incorporated document has been prepared in consultation with WIM Resource, DELWP (DEECA) and Council and is intended to capture the same information that would be required under a planning application.

The review of the EES and incorporated document has raised a number issues that Council as the Responsibility Authority will seek clarity on, as follows:

1. The Mineral Sands processing plant extends beyond the current precinct boundary for the purposes of buffer and ancillary infrastructure and clear guidance on the type of activity and process for future expansion should be considered.
2. Limited detail on the environmental management plan has been provided on the reporting and compliance processes given the limited resources of Council an independent process for auditing and reporting is requested
3. The wording and structure of the incorporated document has not been through a formal authorisation or strategic planning review and any EES approval should be subject to a final review.



The proposed mining activity will have significant implications on land use and development in an around the Dooen and the Wimmera Intermodal Freight Precinct (WIFT). Council acknowledges that mining area will be managed through the Mineral Resources (Sustainable Development) Act 1990 and other environmental legislation, and that the processing plant is proposed to be located outside this area and will be subject to the requirements of the Planning and Environment Act 1987 and the Horsham Scheme.

In consultation with Council and State Government Agencies the proponent has considered these complexities and seeks to include an incorporated document to provide a clear framework for approval and ongoing compliance. It should be noted that regulation of mining activity is not a core role of the Responsible Authority and ongoing compliance and enforcement presents some challenges for Horsham Rural City.

Council understands that it is normal practice for ore processing to form part of a Work Authority administered and regulated by Earth Resources Regulation and that for other major projects the Minister for Planning retains the role of Planning Authority and Responsible Authority.

It is unclear why the proponent is seeking to separate the processing plant from the mine area and Council seeks the Panel's consideration of the burden and impracticality the ongoing enforcement and compliance would have on Council.

To avoid uncertainty, Council proposes that the whole mine site, including the Processing Area should be included under the Work Authority under the provisions of the MRSD Act.

### ***3.6. Detailed Chapter and Appendix Comments***

The balance of this section presents other specific comments about various sections of the EES documents.

#### **Chapter 2 – Project Description**

Figure 2.6, on p2-9, and elsewhere in other documents, shows part of the Wimmera Highway east of the main project area, and a section of the Drung Jung Road as being part of the project area. What is the intended use of these areas for the project?

Section 2.3.2 Site Access and Project Traffic. The intersection at the Wimmera Highway should include an acceleration lane.

#### **Chapter 3 – Project Alternatives**

Section 3.3.9 - HMC Transport. Refer to Council's earlier comments about the transport of this material to Portland by rail.

It is noted that Table 3-9 in this section recognises that "both road and rail options are likely to result in noise effects on some residents." This statement seems to be at odds with statements in the appendices which seem to minimise the impact of this issue, but support this submission's arguments that the movements, especially at night, will impact residents on the haulage route.

#### **Chapter 4 – Regulatory Framework**

Section 4.15.5 – Road Management Act 2004. Council is not responsible for any State roads. Council has a maintenance contract with DTP for some State roads, under which it performs some maintenance activities, under direction. There is a Code of Practice under which Council has responsibility for some components of some State roads in defined areas, typically roadside sections in urban areas.



## **Chapter 5 – Community Engagement**

General – the community engagement undertaken by WIM Resource has appeared to Council to have been extensive and intensive over several years. There has been ample opportunity for the community and stakeholders to be aware of and participate in WIM Resource’s engagement activities.

## **Chapter 7 – Regional Setting**

Section 7.2.7 - Government Areas and Services. Horsham Aerodrome hosts an Aeromedical Transfer Station for Ambulance Victoria, not the RFDS.

## **Chapter 8 – Land Use and Planning**

Section 8.4.3 – Land Use Setting. Reference to the railway line as the “Stawell – Horsham” line understates its significance – it is a section of the “Melbourne to Adelaide” interstate line. (Also referenced on related diagrams in this Chapter).

## **Chapter 9 – Traffic and Transport**

Section 9.4.8 – Rail Level Crossings. This section lists the Molyneaux Rd crossing but does not identify that it is not to be used for project traffic.

Section 9.6.2.2 – Green Travel Plan. The use of rail to haul HMC to Portland is considered highly relevant to reduce greenhouse gases.

Section 9.6.2.4 – TM-05 Road Infrastructure Improvements. The proposed intersection should have an acceleration lane in addition to the proposed treatments.

## **Chapter 20 – Socio-Economics**

Section 20.4.1.2 Population data for HRCC as noted in the report is incorrect, it states the city of Horsham rather than the municipality.

Section 20.4.3.2 and 20.7.3.2: There is limited capacity for growth within the public secondary school system with more than 1000 students at Horsham College. There is also a significant waiting list for childcare in Horsham (over 200) and Horsham is experiencing small population growth increasing overall service demand. The population is ageing and there are additional demands on the service system including hospitals and aged care.

Section 20.7.4.2: Council does not support the comment that there is substantial amount of unused capacity within the region’s temporary accommodation market.

## **Appendix B - Land use and planning**

Section 3.5.5. Proposes a water pipeline within road reserves. This is contrary to the normal Wimmera Mallee Pipeline works – due to the impact on native vegetation. Should the pipes be located in the adjoining private land that has generally been cultivated?

Section 3.6. Decommissioning. The power line upgrade to the precinct could be advantageous for subsequent development in the WAL Hub precinct. It should be noted that the potential exists for some of the plant and equipment to be impacted by radioactive minerals – consideration of this will be required in the decommissioning phase.

Section 3.7.2. Note reference to the WIFT Precinct in this section. This is now known as the WAL Hub, though acknowledged that the Planning Scheme typically refers to the WIFT precinct still in this sense. Wimmera Container Line is part of SCT.



Section 4.5. Note that there will be a requirement for preparation of further plans subject to the approval of the responsible authority, including traffic and other aspects. Council will be a critical stakeholder in the development of these detailed plans.

### **Appendix C – Road Traffic Assessment**

P10 – Impact Table. IP-06 discusses potential for local road temporary closures. These will need to be planned and negotiated with Council and other stakeholders, including local landholders.

Section 3.2 Project Description. Figure 3.2, being the plan of the project area, includes some “stubs” of roads that stand out from the main mass of the project area. These include:

- A closed section of the former Creamery Rd
- A closed section of the former Molyneaux Rd alignment (that runs south from the railway intersection).
- A section of Drung Jung Rd.

The purpose of these being in the project area is not clear.

Section 3.3.1 Project Area Local Access Requirements. This section references use of some local roads. It is assumed that these will be addressed in a Traffic Management Plan subject to subsequent approval prior to use.

Section 3.3.2 Local Public Road Access. Note the reference to traffic and access management plans in this section. This process is agreed. Council will need to approve these plans, rather than just be consulted, as per the language in this section. While Council will endeavour to support the proposed road closures, it cannot be assumed at this stage that they will be able to be approved.

The fifth dash point near the bottom of p19 in this section is critical, re the unavailability of the railway level crossing on Molyneaux Rd. This point is worded suitably, although it was not specifically included in Chapter 9 (refer comment above).

Section 3.4 Road Transport Elements. P25, third dash point, “Movements may rely on Wimmera Highway and other local roads at times”. Local roads may need to be upgraded to suit, at WIM Resource’s expense.

Section 3.5 Proposed Transport Infrastructure. First paragraph proposes CHR and BAL turning lanes. The BAL (Basic Left) turn lane should be replaced with a CHL – Channelised Left turning lane. There should also be provision for acceleration lanes for vehicles coming out from the new access road.

Section 8.1.2 Henty Highway. This section makes reference to a timed 40 km/h speed limit near Carroll St, which is incorrect. The 40 km/h timed speed limit school zone on McPherson St near Smith St / Roberts Ave is not made in the report.

Section 8.1.3 Western Highway. Near top of p45. “A posted speed limit of 100 km/h typically applies, reducing to 60 km/h in townships.” Add to this, “and sections of 50 km/h for example in the centre of Beaufort and Ararat townships, and in Horsham along the Baillie St section.”.

8.2 Key Intersections. The intersection of O’Callaghans Parade and the Western Highway should be noted as a key intersection. From this channelised intersection, the HMC trucks will need to get from the left lane into the right lane to head to Hamilton. This will often be in conflict with vehicles from O’Callaghans Parade many of which are aiming to get into the left lane to turn left into Williams Rd.

8.3 Project Area Local Roads. It should be noted that many of the local roads listed in this section are not only unsealed, but are also dry weather only roads, formed in the local soil.



8.9 Rail Level Crossings. Further mention is made of Molyneaux Rd crossing. It is required that this only be used for local traffic. It is not suitable for project traffic without upgrading to being signalised, and approval from VicTrack and/or DTP.

10.3 Mitigation measures. Agree with the development of TMPs as a suitable mitigation measure. Council is more than just a stakeholder in the development of these, but must be the approver of TMPs that relate to its roads.

The same approval will be required from both road authorities for operational and decommissioning stage TMPs.

11.1.3.1 Traffic Generation, Establishment Phase. Concrete deliveries will originate on local roads within the Horsham urban area. The suitability of these roads should also be confirmed.

11.3.4 Project Area Local Roads. The TMPs developed will be subject to approval by Council. Council will seek to ensure that impacts on local residents are appropriately taken into consideration, including engagement with those residents (including farming operations) – this engagement is to be undertaken by WIM Resource. The discussion in this section refers to “inform the community” – the engagement will need to be at the “consult” level, not just “inform”.

Provision for a bond to ensure appropriate road reinstatement is noted (top of p98).

11.3.6.2 Rail level crossings – Local Road Network. Acknowledge again that Molyneaux Rd level crossing will not be used by the project, and this will be stated in relevant TMPs.

## **Appendix D – Historic Cultural Heritage**

Section 4.2.4, p19. Reference to “Goulburn Murray Water website” should be “GWMWater website”.

Section 4.3.3.4, p23. The foundations including end walls of Dooen Weir are partly intact and remain in place.

## **Appendix E – Cultural Heritage**

Noted that a CHMP has been done, and that no cultural heritage places identified.

## **Appendix F – Landscape and Visual**

Section 3.7 Stakeholder Engagement. Third dot point. The comment related to need for setbacks of tree screening near the Wimmera / Henty Highway intersection is noted, and is an important consideration.

Section 4.3.1. The screening vegetation shown in the diagram on P xiv appears too close to the road. There should be adequate setback so that visibility onto the Wimmera Highway is not obstructed for traffic entering the highway.

Section 4.7 Construction Village. Other reports indicate that this is not now proposed.

Section 8.2.3 Landscape Screening. The layout of the tree screen identified as LS2 on Figure 8-1 appears to include planting right up to the intersection of the Wimmera and Henty Highways. This is in contradiction to the comment from section 3.7, as per above. A significant setback of these trees is required at the intersection of the highways, as vehicles approaching the intersection from the north on Henty Highway, and from the east on the Wimmera Highway, do so at close to the speed limit, as it is a merging intersection. Hence, there is a need for an increased sight distance. The photo-montage shown as Figure 8-2 is also in contradiction of the comment from section 3.7. A setback of some 300-



400 m is recommended for screening at this intersection. This photo-montage is repeated as Figure 9-9, again without appropriate setback.

Section 9 – Visual Impact Assessment. Page xvii states the “Wimmera Highway runs between Ballarat to the east ...”. The Wimmera Highway runs from near Bendigo, or you might say St Arnaud, but not Ballarat.

### **Appendix G – Noise and Vibration**

Section 9.2.3 Road Traffic Noise –the commitment to good practice and measures outlined in 10.1.4 and 10.1.5 is noted, these include not using engine brakes.

### **Appendix H – Air Quality**

Section 3.1 EES Scoping Requirements. In several points in the table in this section, references to radiation impacts are identified as being addressed in the separate appendix on radiation. Is there a clear connection between the airborne dust assessment in this report and the radiation report?

Section 7.1.2 Step 2: Assessing Risks. There appears to be an inconsistency, to a degree, in the logic regarding sealed/unsealed roads in this section and the following section. The paragraph at the bottom of p77 indicates that:

- The roads near the HMC stockpiles could not be sealed for geotechnical reasons
- The change in dust emissions as a result was less than 1%.

Then, on p80, in section 7.1.3 the following is stated:

*“It is clear that wheel-generated dust from vehicles travelling on unsealed roads is the main source of on-site dust and so controls targeted at this source will have the most effect on lowering the residual risk.”*

The related issues (gaps) are:

- The subsequent discussion in Section 7.1.2 does not seem to take into account the higher potential risk of material near the HMC, owing to its greater concentration of radiation.
- The principle of aiming to avoid risks, in this case dust generation, where possible.

It is not apparent why the road cannot be sealed in this area, or why at least some other risk reduction couldn’t be pursued. This should be explained further or reviewed.

Section 9.1 – Identification of mitigation measures. How will these measures be monitored to ensure they are being done? With reference to Table 9-1:

- It is stated that it is not practical to spray water on trucks as they are tipping overburden to stockpiles. Water could be directed onto the stockpiles where the dumping is occurring.
- Hauling on unsealed roads. States that “Not required if unsealed roads are watered as per AQMP”. The natural surface in the mine area is likely to be untrafficable if wet. I note section 9.1.2.2 re road surface material. These measures will need to be in place.
- Regarding seal the road. Refer commentary above.
- Anecdotal experience from other mines suggests that the inability to adhere to all mitigating measures, in particular on days of challenging weather conditions, can significantly impact on the achievement of required standards.



Council notes that the WIM Base Area is in the footprint of higher expected dust deposition, in particular in the earlier years. Will the WIM Resource personnel be drinking rainwater collected from the roof of the office buildings at this site?

### **Appendix I - Radiation**

Section 7.1 Terrestrial radiation. The reference to the pilot plant area as being on Creamery Road is not the current name of that road. It is now known as Molyneaux Road (since c 2011).

Section 11.5 Consumption of Pipeline Water Supply. Water supply in the Wimmera Mallee Pipeline is not treated to potable ADWG standards, and is not typically used for drinking. Instead, water tanks are the principal source of water for drinking in rural areas of relevance to the EES.

There is no apparent consideration of decommissioning of plant that may be impacted by radiation.

### **Appendix J – Soils and Landform**

Executive Summary – ES1.4 – reference to “Bookrunning” formation – should be “Bookpurnong”

Section 6.8 Contaminated sites. It is noted that the site listed as “Corner of West and Centre Roads” is part of the Longerenong College site, being the CFA training facility. This is not to be confused with West and Centre Roads, Riverside. Please add “Longerenong” to this address.

Section 8.1.1 MM01 Pit Dewatering Procedure. This section describes that dewatering of the pit will be 1.5 m above the height of the Geera Clay formation to avoid the risk of acidification. Is the level of the Geera Clay well enough understood so that dewatering in a current pit is not going to have an impact on adjacent areas of the Geera Clay that may be at a higher level? (Also relates to section 9.5).

Section 9.4.2 Differential settlement. Is there the potential for differential settlement to occur in a manner that alters drainage lines? How will this be managed?

### **Appendix K – Surface Water Impact Assessment**

Section 5.3. Natural Watercourses and Wetlands. The discussion of Designated Waterways has the wrong definitions. The definition given refers to a “waterway” being the S3 of the Water Act 1989 definition, where the discussion of a “designated waterway” relates to the S188 definition, being a specific waterway where a permit for works is required.

Section 7.3.1 Overview. This section states “Any rainfall excess that becomes runoff with the RL drains to these channels or flows south westerly towards the Wimmera River or Dooen Swamp.” There would be negligible transport of water along the former channels, as, where not fully decommissioned they are nearly so and generally of such a flat grade that they do not form a continuous segment for long before some other barrier, e.g. a table drain, would become the drainage route.

Section 9.3.3 Rehabilitated Drainage. Will the drainage from the rehabilitated landscape take into account the potential for differential settlement of the land, which may impact on drainage patterns?

Section 9.3.6 Surface Water Management Plan. Council considers that it should be nominated as one of the stakeholders that this plan will be referred to.

Section 10.4.2.3 Volume. The following statement is made “However, the proportion of water contributed from the project area increases to approximately 6% during dry years.” It would be expected in dry years that there would be no material runoff from this area, and any impact would be negligible or nil. This is likely to be a limitation of the modelling in dry conditions.

### **Appendix L - Groundwater**



Executive summary. (Similar references appear elsewhere). The report indicates (page ii) “The environmental values considered in the groundwater impact assessment include possible groundwater users (stock and domestic bores) and groundwater receiving environments ....” It should be noted that there is likely to be no use of groundwater in the vicinity of the mine for domestic and stock use, due to the poor quality of the groundwater and the availability of a higher quality supply from the Wimmera Mallee Pipeline. It is acknowledged that there is a requirement to report against the beneficial use category, but this comment provides relevant context.

Section 4.5. Figure 4.5 identifies a number of channels of the former stock and domestic supply system, including some that were also used as part of the smaller irrigation network. Nearly all of those have been decommissioned. The only obvious exception being the Taylors Lake channel from the reservoir to the Wimmera River.

Section 5.4 Operational Water Balance. The first para of this section indicates that “The salinity of water from the pipeline is approximately 65 mg/L TDS”. This is the case when water is sourced directly from Lake Bellfield. Has the assessment taken into consideration the potential for this water being sourced from alternative sources via Taylors Lake during extended droughts when Bellfield is lower, during which the salinity might be much higher, potentially 300-500 mg/L or even higher?

#### **Appendix N – Economic Impact Assessment**

Council’s assessment of the economic evaluation of the project is that the broader regional benefits of the project may be over-stated, although not to a significant extent. This is because the following factors may not have been adequately considered in the analysis presented in the EES:

- Externalities, such as the cost of road accidents, carbon emissions or impacts on housing prices.
- The ratio of workers from within the region may be over-stated.
- The economic multipliers used may not be accurate, for example due to lack of consideration of supply-side constraints, or budget constraints e.g. of government or households. The use of national-level multipliers is not necessarily appropriate to the regional scale.

Council has not quantified the likely variation of the economic benefits of the project, and while considering that they may not be as high as indicated in the EES documents they do not significantly differ from those.

Executive Summary - Legacies – p viii. It is difficult to consider rehabilitated farmland as a positive legacy, instead this is a basic minimum, and there is some uncertainty about whether this will be achieved at all sites. It is unclear that there will be improved residual infrastructure as a result of the project, there has not yet been a clear commitment to upgrade roads.

Section 6 – Policy Context. EIS Legislative context – p 45. There are further relevant acts, including EP Act and Water Act. No doubt more. (Refer Chapter 4, Regulatory Framework).

Section 7.5 – Government income. This section does not include the impact on Council rate revenue while parcels of land are used for mining, during which an exemption from Council rates applies. This will lead to an increase in rates borne by the broader community during this period.

Section 11.1 – Labour Market Impacts. It is most likely that the mine will draw on personnel currently engaged in a range of businesses, including local government, utilities and more. With the existing low level of unemployment, and limited availability of skilled staff in a range of disciplines, this will present challenges to the local labour market. This will be further impacted by the potential for the mine to offer much higher salaries than available in other industries. A targeted approach should be



considered for fostering improved availability of skilled labour resources for the mine and existing businesses.

#### **Appendix O – Social Impact Assessment**

Executive Summary, p3. The comment is noted that “The road network has been designed to direct traffic around the commercial core of Horsham, Hamilton, Branhholme and Heywood, and in the larger settlements, residences are separated from the haulage route by service roads.” This separation is absent for residences throughout Horsham except for the Stawell Road segment, i.e. residences directly about the haulage route through much of the Horsham section. This incorrect wording is repeated in section 5.4.4. Also in section 7.2.3 – see comments below

Executive Summary, p4. It is almost inevitable that there will be a significant delay between demand for new housing and its availability in the current market.

Section 2.2.1 – State and Regional Plans and Policies. Wimmera Southern Mallee Regional Growth Plan 2014. This plan is now somewhat dated, and the comments made regarding housing are not reflective of the current market, i.e. “low rates of housing stress and high levels of housing affordability” are not current.

Section 7.2.3 – Impacts – Access and Amenity. Other locations along the haulage route, p54. An incorrect statement is made as follows “For example, in larger settlements such as Horsham and Heywood, dwellings are set back from the Henty Highway and separated from the road by service lanes.” This is not the case in most of the Horsham residential area fronting the Henty Highway route. Refer to my earlier comments re noise and vibration. Some mitigation should be made to reduce the risk and impact of noise within these residential areas, owing to the significant increase in night-time traffic through these areas. This comment also applies to the summary findings in Table 7.2.

#### **Appendix P – Flora and Fauna Impact Assessment**

It is noted that generally flora and fauna impacts are assessed as being low.

For areas where native vegetation is removed, is it planned to separately stockpile the topsoil in these areas so that they may be reinstated (even elsewhere), with the intent of partial re-establishment of the vegetation based on the seed resources within the stockpiles?

#### **Appendix Q – Waste and Emissions Impact**

Section 5.1 – Activities and potential wastes. Table 7. Concrete asphalt and related products are suitable for reuse. Council would be willing to discuss arrangements to facilitate reuse of this material. The volumes of putrescible waste cited are likely to be easily received at Dooen Landfill.

Section 5.1.2.8 – Rehabilitation and decommissioning. Does the potential exist for some of the processing plant to be contaminated by radiation?

Greenhouse Gases. The potential to reduce GHG emissions by haulage of the HMC to Portland by rail should be considered in this report.

#### **Attachment 1 – Stakeholder Engagement Report**

Page 23, table. Comment about noise and vibration impacts through Horsham relevant to this section, i.e. disagree with the comment that there won't be any increase in sleep disturbance, as per earlier comments.

#### **Attachment 2 – Draft Planning Scheme Amendment**



The Flora and Fauna section seems to be a significant over-simplification. Is there roadside vegetation that is planned to be removed? Other sections also seem to be a bit too generalised / simplified.

### **Attachment 3 – Rehabilitation Plan**

Section 9.1 / 9.2. Rehabilitation should consider preserving separate stockpiles of soils from areas of native vegetation for separate rehabilitation, with the potential for re-establishment of native species from the seed bank. Also relates to section 9.7 – using soil stockpiled from the road reserve in this case.

### **Attachment 5 – Aspects and Risks**

The report discusses monitoring and external reporting. Who will the results of monitoring be reported to? Council will be an interested stakeholder in all such reporting

### **Chapter 26 – Summary and Conclusions**

The Summary was found to be generally accurate and describes reasonably our review of the Technical Appendices and the Chapters. By nature, the Summary presents a generalisation or simplification of the details found in the Appendices, and omits many of the finer points of detail referenced in our comments above.

The issue of noise and vibration impacts is mentioned for Cavendish and Dooen. Given this finer level of detail in that respect, it is relevant to again mention these impacts for the Henty Highway through Horsham's residential areas. These impacts can be managed. Similarly, the related conclusion in 4.6.11 of the summary is not agreed with, i.e. the conclusion that there are negligible human health impacts is not supported, as per the comments above.

The impacts on the housing and labour markets are under-stated, and will require further and ongoing work, but these are also considered to be manageable.

### **Concluding Remarks**

Overall, Council does not believe there are any impacts of the project that cannot be managed. A commitment to address the issues raised in this submission should be provided by WIM Resource.

Council also requests that all environmental issues raised by relevant authorities and community members be carefully assessed and appropriately mitigated by the proponent should the State Government approve the Project, including impacts on the community's health and wellbeing for the life of the project.

It is noted that the current EES process provides the appropriate assessment framework for this to occur.

Council requests to present to the Panel in relation to this submission.



# Spendmapp Monthly Report

## Local Government Area: Horsham Rural City Council

Spendmapp cleans and analyses bank transaction data by time, geography, Expenditure Category and Type allowing continuous monitoring and analysis of local economic activity.

For the month of March 2023:

- Resident Local Spend was \$24.1M. This is a 4.35% increase from the same time last year.
- Visitor Local Spend was \$13.8M. This is a 15.56% increase from the same time last year.
- Total Local Spend was \$37.9M. This is a 8.17% increase from the same time last year.
- Resident Escape Spend was \$10.6M. This is a 8.13% increase from the same time last year.
- Resident Online Spend was \$12.9M. This is a 6.16% increase from the same time last year.

The 15.56 % increase in Visitor Local Spend suggests a relatively healthy growth in visitor economy activity.

### Expenditure by Expenditure Type

These expenditure charts show the long-term pattern of expenditure activity by Expenditure Type across the Horsham Rural City Council LGA. Typically, we see spending spikes at Easter and Christmas; dips in the post-Christmas period; and a steady climb through winter.

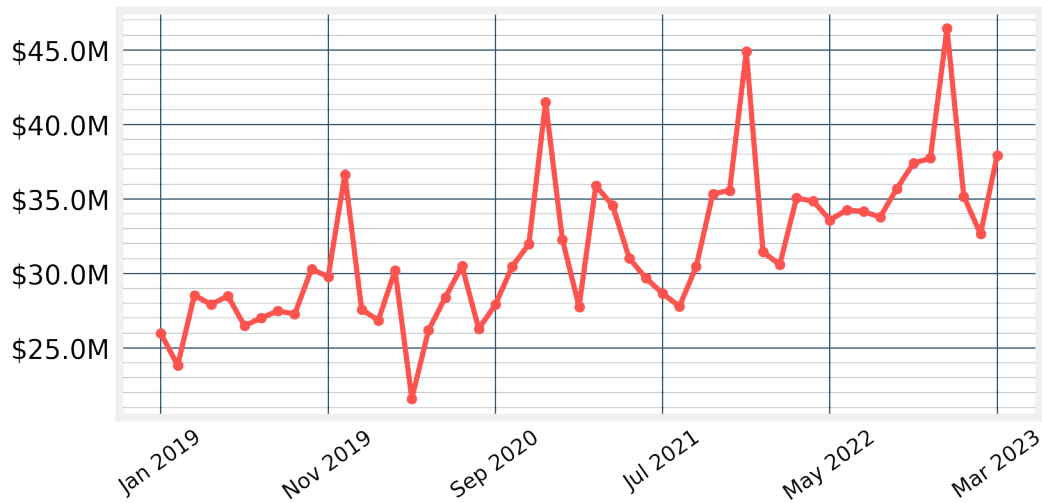
By way of a benchmark, the mean ratio of Resident Online Spend to all resident spending is 0.22. That is, for every dollar spent by resident cardholders anywhere, 22c goes online. Another 34c is in Escape Expenditure and the rest is spent locally.

Over the last few years across most of Australia, total expenditure has been relatively flat, even in fast growing municipalities. The exception to this has often been in Resident Online Spend, which continues to grow relative to Total Local Spend.



## Total Local Spend

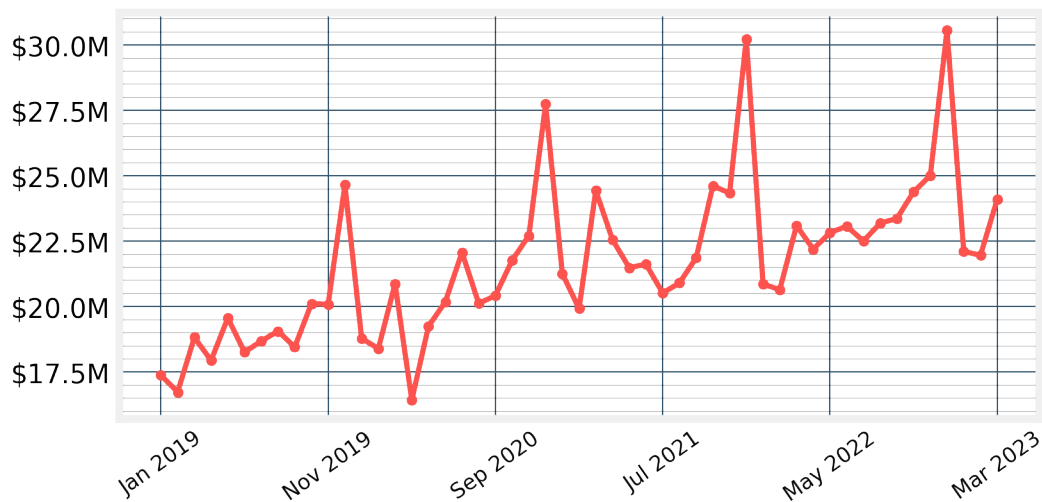
The total amount spent with merchants within the Horsham Rural City Council LGA.



Over the last 51 months, the spending trend (as shown by the trendline in the Spendmapp app) for Total Local Spend has been upwards.

## Resident Local Spend

The amount spent by residents and local businesses with merchants inside the Horsham Rural City Council LGA.

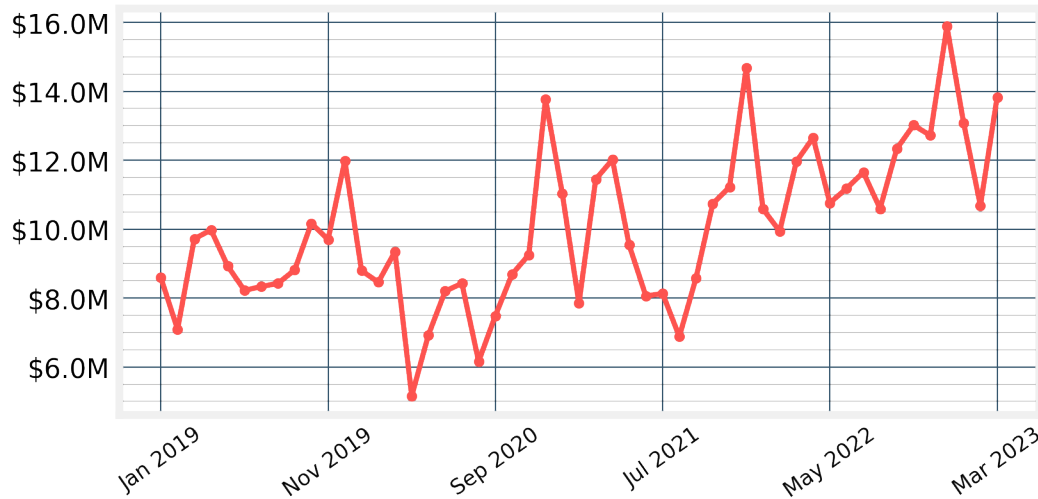


Over the last 51 months, the spending trend (as shown by the trendline in the Spendmapp app) for Resident Local Spend has been upwards.



## Visitor Local Spend

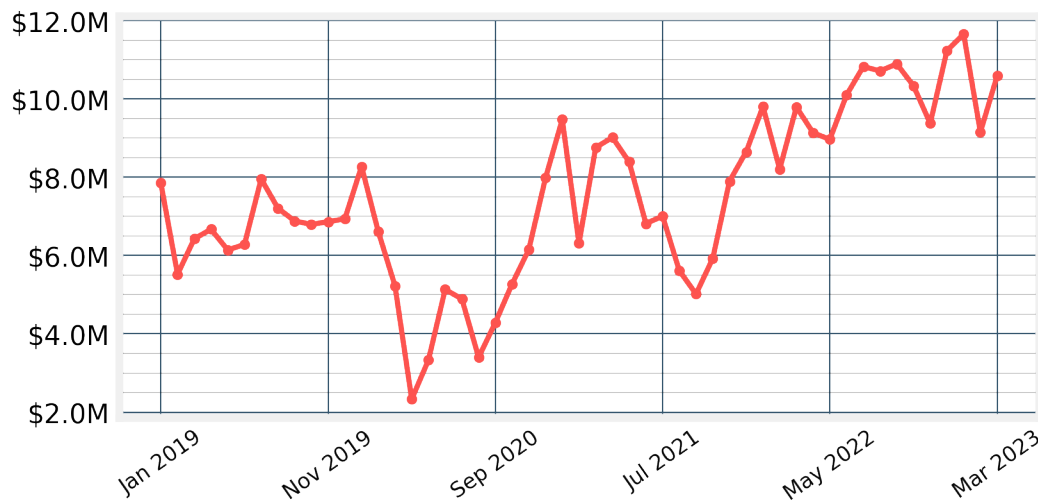
The amount spent by non-residents and non-local businesses with merchants inside the Horsham Rural City Council LGA.



Over the last 51 months, the spending trend (as shown by the trendline in the Spendmapp app) for Visitor Local Spend has been upwards.

## Resident Escape Spend

The amount spent by residents and local businesses outside the Horsham Rural City Council LGA.

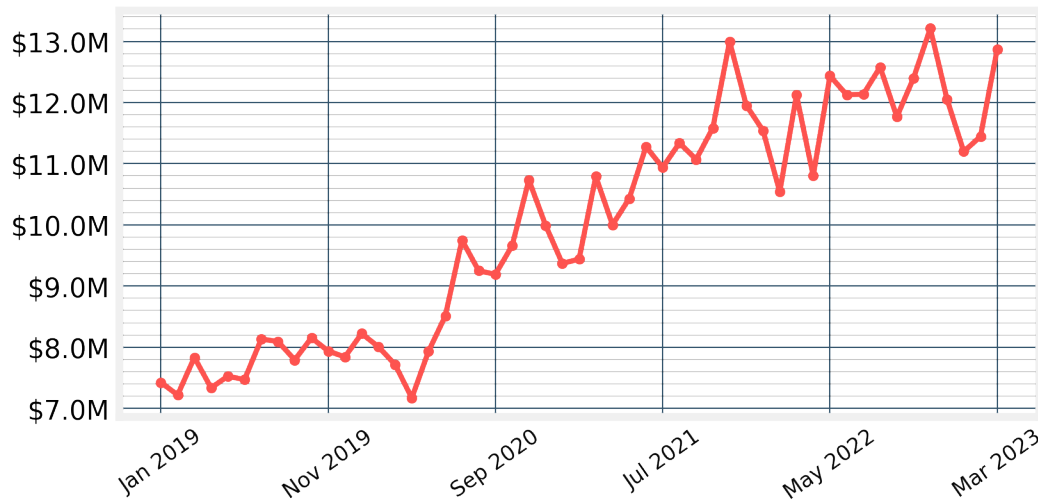


Over the last 51 months, the spending trend (as shown by the trendline in the Spendmapp app) for Resident Escape Spend has been upwards.



## Resident Online Spend

The amount spent by Horsham Rural City Council LGA residents and local businesses with online merchants.



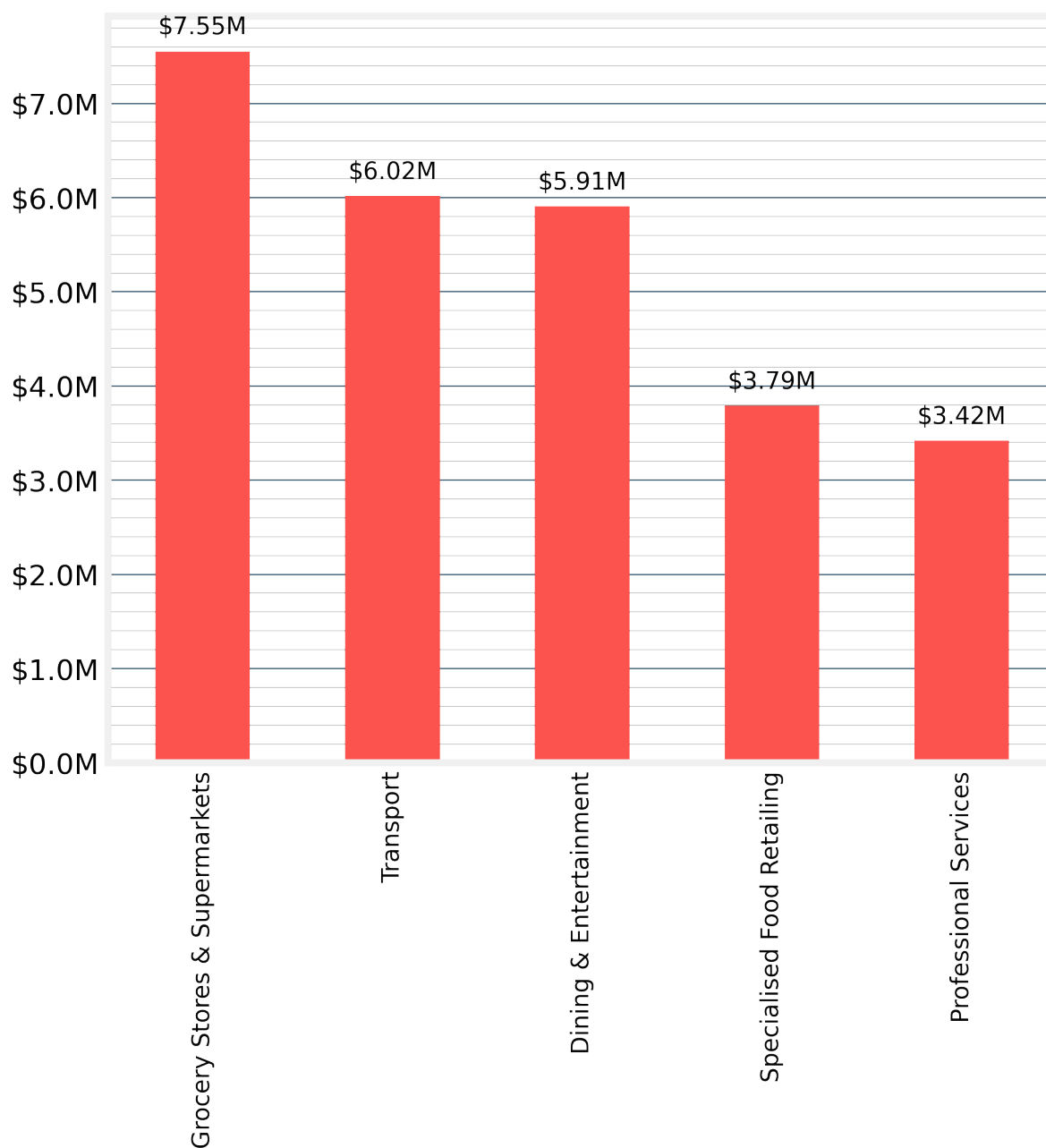
Over the last 51 months, the spending trend (as shown by the trendline in the Spendmapp app) for Resident Online Spend has been upwards.



## Expenditure by Expenditure Category

### The Top 5 Spending Categories for March 2023

Total Local Spend split by the top 5 Expenditure Categories.

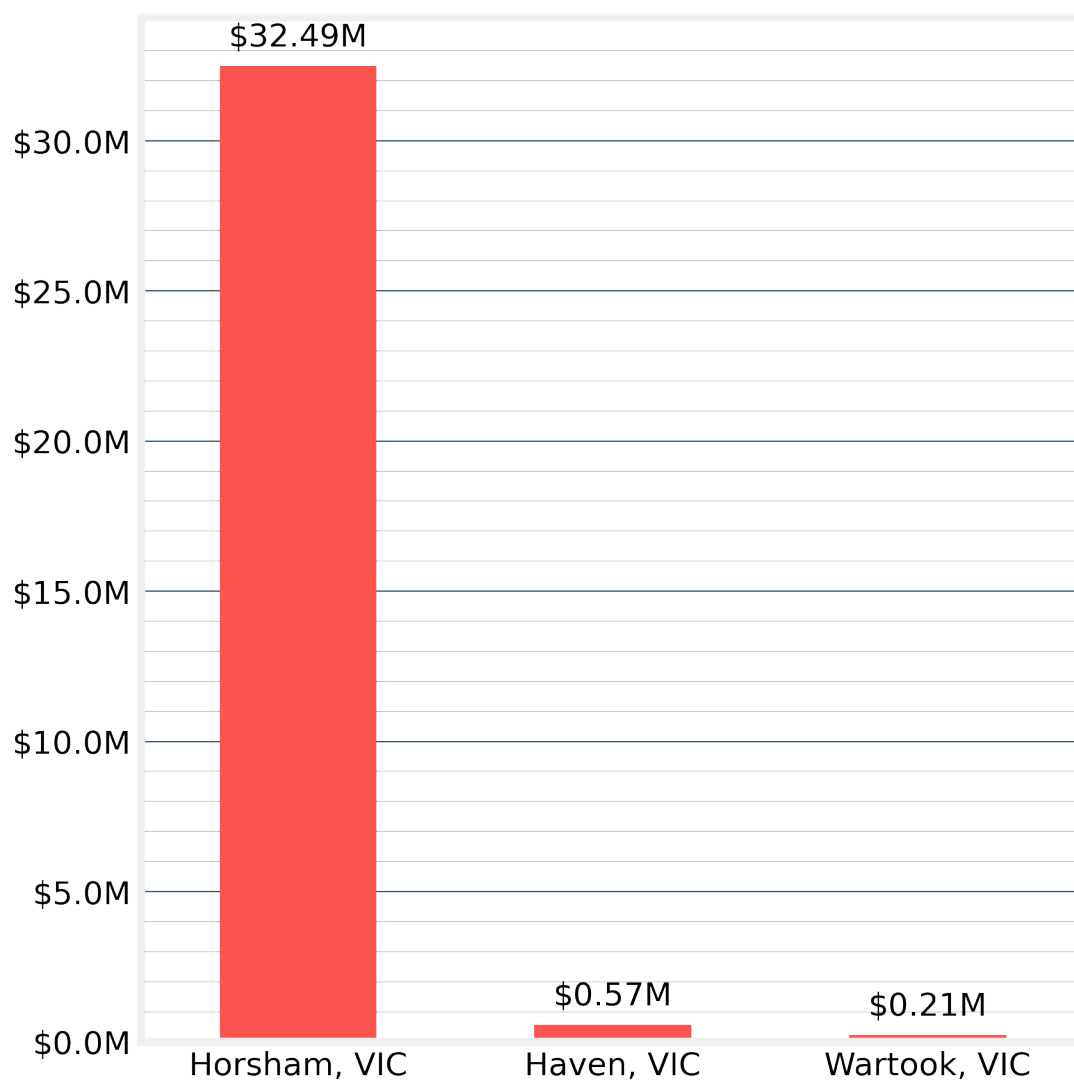




## Spend by Origin and Destination

### The Top 3 Suburbs by Total Local Spend for March 2023

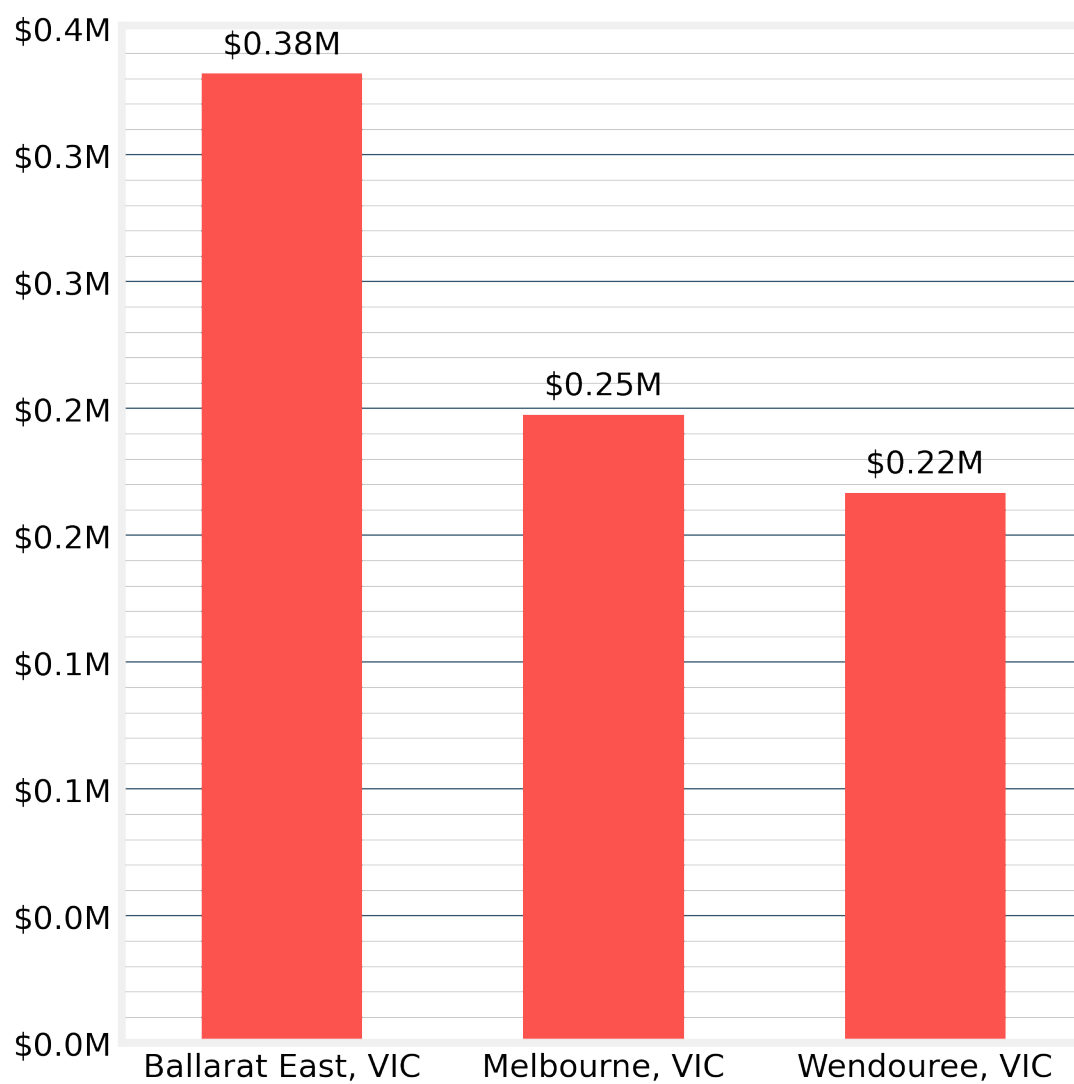
Total Local Spend by Suburbs of destination (i.e. where the spending occurs)





## The Top 3 Suburbs by Resident Escape Spend for March 2023

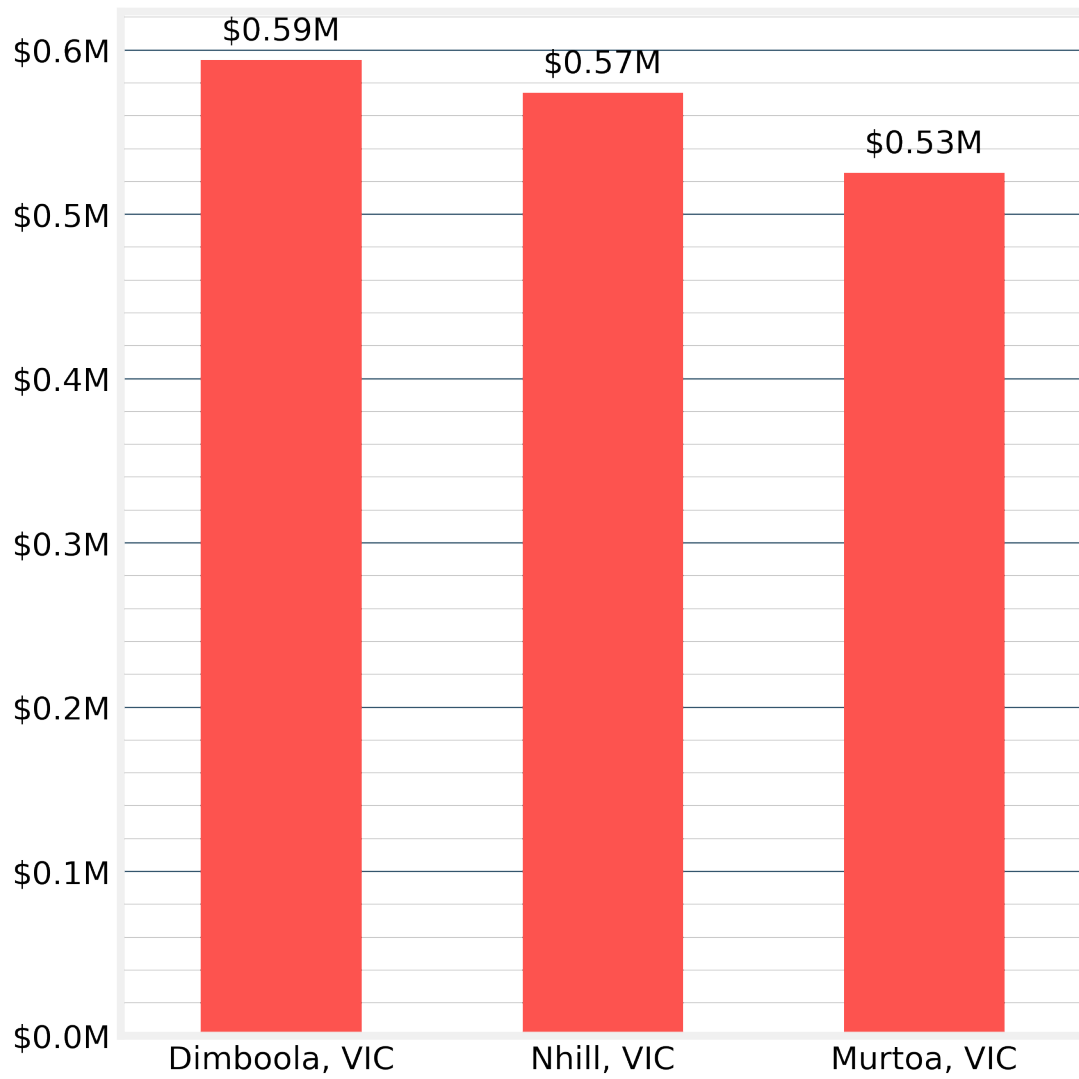
Resident Escape Spend by destination Suburbs (i.e. where the spending goes to).





## The Top 3 Suburbs by Visitor Local Spend for March 2023

Visitor Local Spend by Suburbs of origin (i.e. where the visitors originate).

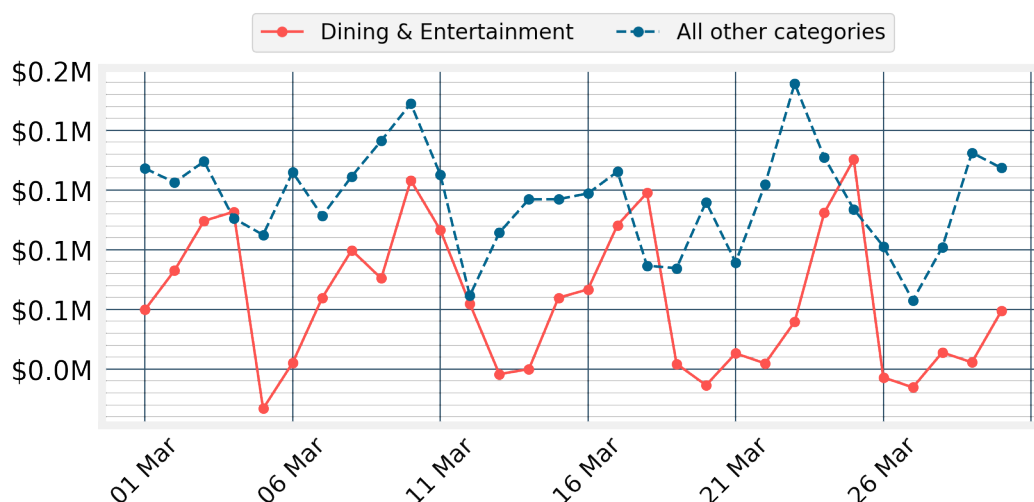




## Night Time Economy

### Night Time Economy for March 2023

The biggest spending night of the month of March 2023 was Friday 10 March with Total Local Spend of \$0.3M. This was made up of \$0.1M in Dining and Entertainment spending and \$0.2M spending in all other categories.



#### Disclaimer

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**MINUTES OF INFORMAL MEETINGS OF COUNCILLORS**  
**COUNCIL BRIEFING HELD IN THE COUNCIL CHAMBERS**  
**ON MONDAY 1 MAY 2023 AT 5.30PM**

**TO ATTEND:** Cr Robyn Gulline, Mayor; Cr P Flynn (Deputy Mayor), Cr C Haenel, Cr D Bowe, Cr B Redden, Cr I Ross, Cr L Power, Sunil Bhalla, Chief Executive Officer; Kim Hargreaves, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure

**ATTENDED:** Cr Robyn Gulline, Mayor; Cr P Flynn (Deputy Mayor); Cr C Haenel, Cr D Bowe, Cr B Redden, Cr I Ross, Cr L Power, Sunil Bhalla, Chief Executive Officer; Kim Hargreaves, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure; Fiona Gormann, Manager Investment Attraction & Growth (Items 3.1, 3.2, 4.1 only) and Chris Rowlands, NBN (Item 4.1 only), Don Hodge, Rebecca Sluggett, David Jochinke, Kola Kennedy, Terry O'Donnell, Kath Dumesny

**APOLOGIES:** Nil

**1. WELCOME AND INTRODUCTION**

The Mayor welcomed everyone to the meeting.

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

Cr Ross declared a Conflict of Interest at Item 3.2.

**3. COUNCIL MEETING REPORTS FOR DISCUSSION**

3.1 Grampians Tourism MOU (Kevin) **Appendix 3.1** 5:30pm – 5:55min

**Attending:** Fiona Gormann

3.2 2022 Flood Restoration Works Package Contract (John) 5:55pm – 6:00pm  
**Appendix 3.2**

Cr Ross left the room at 5:52pm and returned at 6:02pm

**4. PRESENTATIONS** 6:00pm – 6:30pm

4.1 NBN Updates across Horsham municipality  
**Attending:** Chris Rowlands (NBN) and Fiona Gormann



**5. GENERAL DISCUSSION (Sunil Bhalla)**

- 5.1 Budget Briefing on 15 May 2023
- 5.2 WIM EES Radiation Review
- 3. Additional Council Meeting on 8 May 2023

**6. COMMUNITY VISION PANEL UPDATE (PRESENTATION)**

6:30pm – 7:30pm

**Attending:** Don Hodge, Rebecca Sluggett, David Jochinke, Kola Kennedy,  
Terry O'Donnell, Kath Dumesny

**DINNER WITH COMMUNITY VISION PANEL**

7:30pm

**7. CLOSE**

The meeting closed at 7:55pm



**MINUTES OF INFORMAL MEETINGS OF COUNCILLORS**  
**COUNCIL BRIEFING HELD IN THE COUNCIL CHAMBERS**  
**ON MONDAY 8 MAY 2023 AT 5:30PM**

**TO ATTEND:** Cr Robyn Gulline, Mayor; Cr P Flynn, Deputy Mayor; Cr C Haenel, Cr D Bowe, Cr B Redden, Cr I Ross, Cr L Power, Sunil Bhalla, Chief Executive Officer; Kim Hargreaves (virtual attendance), Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure

**ATTENDED:** Cr Robyn Gulline, Mayor; Cr P Flynn, Deputy Mayor; Cr C Haenel, Cr D Bowe, Cr B Redden, Cr I Ross, Cr L Power, Sunil Bhalla, Chief Executive Officer; Kim Hargreaves (virtual attendance), Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure; Fiona Gormann, Manager Investment Attraction & Growth; Kirsten Miller, Strategic Planner (Item 3.1 only); Joel Hastings, Co-ordinator Statutory Planning & Building Services (Item 4.2 only)

**APOLOGIES:** Nil

**1. WELCOME AND INTRODUCTION**

The Mayor welcomed everyone to the meeting.

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

Cr Gulline declared a Conflict of Interest at Item 4.2, Material and General conflict as her property is impacted by the proposed project.

**3. PRESENTATIONS**

3.1 Horsham North Local Area Plan (Kevin) **Appendix 3.1** 5:30pm – 6:15pm  
**Attending:** Fiona Gormann & Kirsten Miller

**4. COUNCIL MEETING REPORTS FOR DISCUSSION**

4.1 Councillor Code of Conduct (Kim) **Appendix 4.1** 6:15pm – 6:30pm  
4.2 Submission to EES for Avonbank Project (Kevin) **Presentation** 6:30pm – 7:00pm  
**Attending:** Fiona Gormann & Joel Hastings

**5. REPORTS FOR INFORMATION ONLY**

5.1 Investment Attraction & Growth Report (Kevin) **Appendix 5.1** 7:00pm – 7:15pm  
**Attending:** Fiona Gormann  
5.2 VCAT/Planning/Building Update (Kevin) **Appendix 5.2** 7:15pm – 7:20pm  
**Attending:** Fiona Gormann



**6. GENERAL DISCUSSION (Sunil Bhalla)**

**7. CLOSE**

The meeting closed at 8:26pm

**DINNER**

**SUNIL BHALLA**  
**Chief Executive Officer**



**MINUTES OF INFORMAL MEETINGS OF COUNCILLORS**  
**COMMUNITY CONVERSATIONS HELD IN THE DOOEN HALL**  
**ON MONDAY 15 MAY 2023 AT 5:30PM**

**TO ATTEND:** Cr Robyn Gulline, Mayor; Cr P Flynn, Deputy Mayor; Cr C Haenel, Cr D Bowe, Cr B Redden, Kim Hargreaves, Director Corporate Services; John Martin, Director Infrastructure

**ATTENDED:** Cr Robyn Gulline, Mayor; Cr P Flynn, Deputy Mayor; Cr C Haenel, Cr D Bowe, Cr B Redden, Kim Hargreaves, Director Corporate Services; John Martin, Director Infrastructure; Fiona Gormann, Manager Investment Attraction & Growth; Jacqui Parker, Manager Governance & Information; Fiona Kelly, Executive Assistant to the CEO & Councillors; Melanie Janetzki, Co-ordinator Customer Service

**OTHER ATTENDEES:** Joan Johns, Dave Walters, Kola Kennedy, Grant Preece, Bob Newell, Gordon Mills, Robyn Brain, Avril Hogan, Rodney Overall, Vanessa Humphreys, Jason Willemsen, Steve Price, Colin Wirth

**APOLOGIES:** Cr I Ross, Cr L Power, Sunil Bhalla, Chief Executive Officer, Kevin O'Brien, Director Communities and Place

**1. WELCOME AND INTRODUCTION**

**5:30pm – 5:50pm**

The Mayor welcomed everyone to the meeting.

**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 in relation to Avonbank Mineral Sands.

**3. JOHN MARTIN, DIRECTOR INFRASTRUCTURE (Approx. 15 minutes)**

**5:50pm**

- Better Sorted Waste,
- >>bin merits
- >> glass drop off
- >> State Gov Container Deposit scheme
- Avonbank Mineral sands update – EES

*Cr Robyn Gulline left the room at 5:40pm for conversations regarding the Avonbank Mineral Sands Update and returned to the room at 6:00pm when discussions finished.*

- Roads update including Flood recovery process and update.
- Alternative Heavy Vehicle Route Facility Study
- Dooen Drainage Issues



**4. FIONA GORMANN, MANAGER INVESTMENT ATTRACTION & GROWTH** APPENDIX 13.1A  
**(Approx. 10 minutes)**

- WAL Hub Precinct development and Investment and Attract Strategy
- (plus responses to any community questions)
- Community Buildings Co-location and Needs Assessment Study
- Horsham Planning Scheme Flood Amendment
- Housing Diversity and Affordability Study

**5. GENERAL QUESTIONS/ISSUES**

**6:25pm – 6:30pm**

**6. TEA/COFFEE/SUPPER AND INFORMATION DISCUSSIONS**

**6:30pm – 7:00pm**

The meeting closed at 7:00pm



**MINUTES OF INFORMAL MEETINGS OF COUNCILLORS**  
**COUNCIL BRIEFING HELD IN THE COUNCIL CHAMBERS**  
**ON MONDAY 15 MAY 2023 AT 4:00PM**

**TO ATTEND:** Cr Robyn Gulline, Mayor; Cr P Flynn, Deputy Mayor; Cr C Haenel, Cr D Bowe, Cr B Redden, Cr I Ross, Cr L Power, , Sunil Bhalla, Chief Executive Officer; Kim Hargreaves, Director Corporate Services; Kevin O'Brien, Director Communities and Place; John Martin, Director Infrastructure

**ATTENDED:** Cr Robyn Gulline, Mayor; Cr C Haenel, Cr D Bowe, Cr B Redden, Sunil Bhalla, Chief Executive Officer (joined virtually); Kim Hargreaves, Director Corporate Services; John Martin, Director Infrastructure; Zac Gorman, Management Accountant; Simon Rennie, Finance Contractor

**APOLOGIES:** Cr P Flynn, Deputy Mayor; Cr I Ross, Cr L Power, Kevin O'Brien, Director Communities and Place

**1. WELCOME AND INTRODUCTION**

The Mayor welcomed everyone to the meeting.

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

Nil

**3. PRESENTATIONS**

4:00pm – 4:40pm

3.1 2023-2024 Draft Model Budget **Appendix 3.1**

3.2 2023-2024 Revenue & Rating Plan **Appendix 3.2**

**Attending:** Zac Gorman & Simon Rennie

**4. COUNCIL MEETING REPORTS FOR DISCUSSION**

4.1 Finance Report January – March & April 2023 **Appendix 4.1**

4:40pm – 4:45pm

**5. GENERAL DISCUSSION (Sunil Bhalla)**

**6. CLOSE**

The meeting closed at 4:32 pm

**SUNIL BHALLA**  
**Chief Executive Officer**





## WIMMERA INTERMODAL FREIGHT TERMINAL ADVISORY COMMITTEE

### MINUTES

**10:30 am, Wednesday, 15 February 2023**

**Meeting online Via Teams**

**Meeting No. 2022/4\***

#### Attendees

John Martin	Director Infrastructure Services HRCC
Matt Eryurek	GM Head of Ports Development SCT
Fiona Gormann	Manager Investment Attraction and Growth HRCC
Craig Scott	Operations SCT
Richard Bales	RDV
Darren Saunders	Department of Transport
Glen Richmond	ARTC
Ian Mond	Policy & Strategy / Freight Victoria
Annie Mintern	Coordinator Investment & Business Development HRCC & Minute taker

#### Apologies

Michael Bailey (DoT)

#### Confirmation of previous Minutes 23 November 2022

**Moved:** Fiona Gormann                      **Second:** Ian Mond

#### Conflict of Interest

Nil

#### Actions arising from Meeting held 23 November 2022

Action	Responsible Member	Date Completed
If Johnson Asahi will be using rail when they commence at Wal Hub (Dooen)	Matt to advise of outcome	ACTION: Matt to get an update from Johnson Asahi <ul style="list-style-type: none"> <li>• Lots of rain affected hay volume</li> <li>• Need for rail has diminished</li> <li>• 100000 tonnes down to 40000 or 50000</li> <li>• More inclined to feed road</li> </ul>



		<p>operator</p> <ul style="list-style-type: none"> <li>• Power upgrades have been completed</li> <li>• Hopefully will gear up more quickly now</li> <li>• Good collaborative relationship between SCT and Johnson Asahi</li> <li>• Need for rail will occur eventually</li> </ul>
SCT have signed lease. Advisory Committee to be advised of the period for the lease.	Fiona to check terms of lease. (Matt emailed terms of lease - End Sept 2042)	Completed
Advisory Committee to recommend to Council that the Chair is the Director Infrastructure Services. Chair to be resolved prior to next meeting	John Martin	Completed
HRCC to provide SED Consultants with WIFT Committee members contact details	Fiona Gormann	Completed
Matt will send the consultants details of relevant Parkes Council officers	Matt Eryurek	Completed
To confirm whether Donald Mineral Sands are linked in with ARTC	Glen Richmond	<ul style="list-style-type: none"> <li>• 20 Dec ARTC met with Donald Sands</li> <li>• Donald Sands have also had a recent meeting about their transport plans</li> <li>• John unable to attend but is in regular communications with them</li> </ul>

1. Contract between SCT and HRCC
  - Nearly complete
  - One further action and will then be in place
  - SCT waiting for copy of invoice



2. Committee Status
  - Established membership
  - Chairing issues resolved
  - Catherine has left and will be replaced by Ali at SCT
  
3. Operational Update – SCT
  - January - the peak has started and we are doubling December figures averaging 250 containers per week
  - December - 600 containers for the month
  - China has opened up and we are now getting wheat orders which hasn't happened since pre COVID
  - Starting to see more volumes flow through
  - Previously had issues getting international containers
  - Dooen has now been nominated as a virtual container park in order to help the region with the orders
  - Hopeful these good numbers will continue until end of May
  - Last year largest week 200 containers
  - This year had a week of 300 containers
  - Not back to 2018/19 figures however things are improving
  - All containers currently coming out of Dooen
  - Meat exporters dropping off by road to Dooen
  - In discussions with regional ports in order to prove that moving bulk out of Dooen can be done
  - Geelong wants to enable rail into their terminal for exports
  - SCT wanting to add bulk onto rear of containers
  - Ian - Keen to make truck connection into Dooen site as efficient as possible, especially bulk commodities. Need an understanding of business case from SCT to use rail rather than road. There are some structures that are an issue for transporting on road.
  - Currently can only bolt on. Mineral Sands will be coming from 100m from WIFT site. Paddock needs a spur then could go straight onto a train.
  - Ian has maps that show structures that are underweight.
  - <https://nhvr.maps.arcgis.com/apps/webappviewer/index.html?id=b09c3ade48284027bfb4f34a289b2ed>
  - <https://nhvr.maps.arcgis.com/apps/webappviewer/index.html?id=1f76666bba6f424aaa9011ba8cbd925b>
  - <https://nhvr.maps.arcgis.com/apps/webappviewer/index.html?id=a0453e8ef521488fbb257ba740d43620>
  - <https://nhvr.maps.arcgis.com/apps/webappviewer/index.html?id=e359907e70264227a4c7ca81d6cd0947>
  - Would be terrific if Matt can look at these and come up with a business case. Definitely keen to use rail.
  - Wimmera Field Days – SCT will fit out their marquee with train puzzles, lollipops etc. getting out in the community to advocate for the WIFT and the use of rail.
  - HRCC will also have a stand and will be promoting the WALHUB and WIFT



4. WAL HUB Development
  - Waiting until Autumn for landscaping
  - Fencing has been erected
  - Three lots sold
  - SED Consulting working on activation of WAL Hub
  - Fiona shared a report from SED (attached to minutes)
  - Briefing to Council from Wim Resource. Very close to EES being finalised for public exhibition.
5. Maintenance
  - Repair required on track. The track has dried out now but running too many services at the moment to be able to start repairs. Probably another 2-3 months until the line can be shut down.
  - CCTV cameras being installed
  - John sent detailed report on the pad
  - Container pad will be fitted with new lights so works can be done on trains at night as well
  - Decking around building deteriorating and will be included in the budget for renewal in next year's budget
6. Throughput Figures
  - Previously discussed
  - New salesperson from an ag background has been appointed – Charles Hennessey
  - Focus on Ag Industry - understands rail intermodal
7. Regional Development Advocacy
  - No current updates from RDV
8. General Business
  - Maroona Portland issue
    - Previous 3 or 4 months there have been a number of meetings and advocacy documents have been submitted to the Federal Government
    - Advocating for upgrading of the line
    - Haven't had a response as yet
    - Glen will make some enquiries and provide feedback to group as soon as it's received
    - Very little rail traffic over last few years
    - Want to get it back on track due to increase in grain traffic
    - 25 trains have used it in last 90 days and prior to that was only about 12
    - Last 30 days 14 trains have used it
    - Proves need for upgrades to the line
    - Lines in north of state have a lot of building interruptions at the moment
    - Critical to get the line upgraded
    - Disruption to the line is going to be an issue for the next 2 years and in metro Melbourne it will continue until 2029
    - Received a briefing from a Glenelg councillor who is great advocate
    - HRCC has written letters of support



- Ian/Darren (DoT)
  - Visited region recently
  - Impressed with WIFT
  - Looking at figures and is happy with SCT being on track
  - Any assistance that can be provided will be
- Richard (RDV)
  - Question about BWHEZ
  - Ian: Still early days, not sure it is relevant to WIFT
  - Trucks will go in there to drop grain off
  - Also have trains coming from North which will go into port that way
  - Separate catchment
  - Don't think it will impact Horsham
  - 18 months away
  - Matt: Tend to find that intermodals stick to 20-30km radius
  - Feel fairly safe that there won't be an impact but still need to continue to improve service
- Matt
  - Rail numbers to port have gone down
  - What's the feeling from Government?
  - Ian: Lots of reasons
  - Don't think regional WIFT has an issue right now
  - Multiple disruptions on broad gauge line causing issues – Tocumwal, Manangatang, Echuca passenger line upgrades are affecting amount of containers
  - Inverleigh derailment caused some issues – 2-week closure mostly affected WA and SA. Didn't have too much of an affect as was quiet period
  - Portland Maroona very important as will have major advantages in short-medium term

Meeting Close: 11:34am

Next Meeting: 17 May 2023 via Teams.

### **Future Meetings**

16 August 2023

15 November 2023

Wimmera Intermodal Freight Terminal Advisory Committee meetings are held quarterly on the third Wednesday of the month.

\* Please note the meeting numbers have been reset to reflect year and the meeting number for that year. (This is post Council's review undertaken of committees)