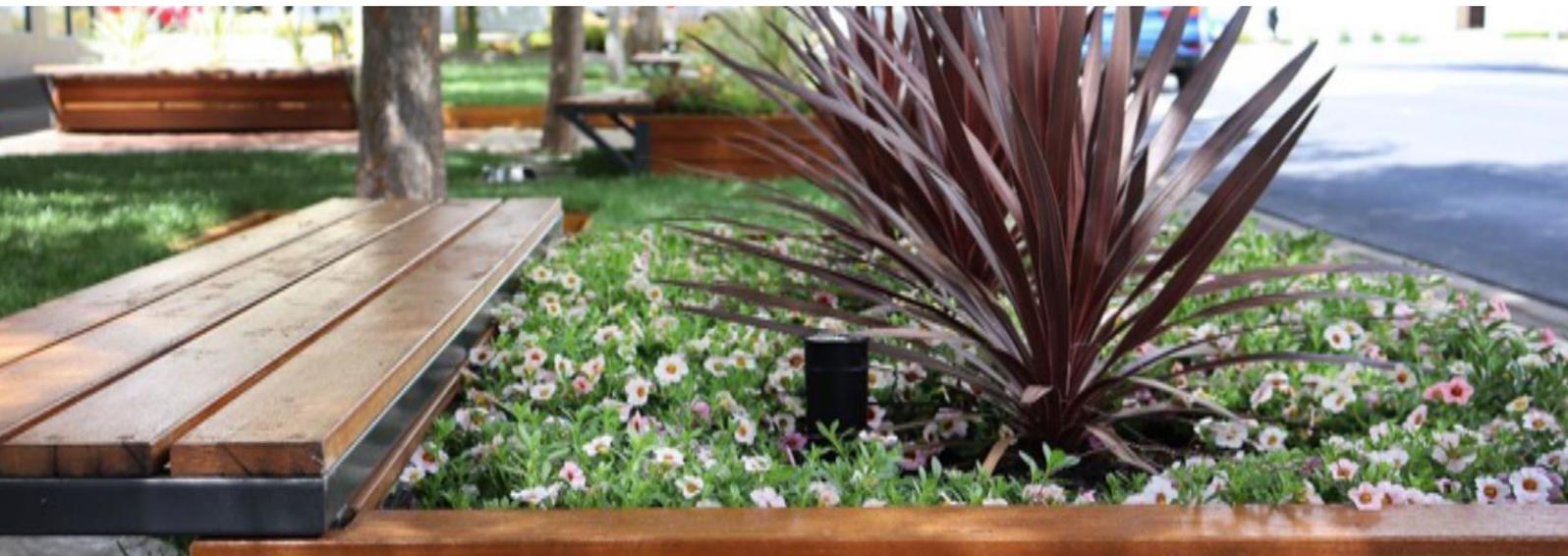


Council Plan

2021-2025

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Message from your Councillors

It is our pleasure to present to you the 2021-25 Council Plan, which outlines the strategic objectives of Council for the next four years and how we will strive to support our community. This year we have also included the required outputs for the Health and Wellbeing Plan as part of the Council Plan.

Council recognises that the Covid-19 Pandemic has challenged the way we all undertake business and live our daily lives, and also recognises the important role that it must play in supporting the community during these difficult times.

When developing the Council Plan, we actively engaged with the community through listening posts, community group conversations, online surveys, the community satisfactions survey and engagement expos. We gained valuable insight through these discussions and heard directly from people in the community about their aspirations for the future.

A 26 person independent community panel was established and tasked with creating a Community Vision for the next 20 years and providing recommendations to Council regarding the Council Plan and the important question of trust and governance. The panel produced the Horsham 2041 Community Vision which now serves as the key document to guide and inform the development of the Council Plan and other strategic planning documents in to the future.

This new Council Plan has been developed in line with the Community Vision and focuses on strategic aims and priorities for Council for the next four years.

This Community Vision of “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” will be foremost in our mind as we plan and deliver services, facilities and infrastructure to meet the community’s needs.

Cr Robyn Gulline, Mayor

Cr Di Bell

Cr David Bowe

Cr Penny Flynn

Cr Claudia Haenel

Cr Les Power

Cr Ian Ross

Meet your Councillors 2020-24

Horsham Rural City Council has seven Councillors elected every four years by the residents of the municipality. Voting is conducted via postal vote, with the most recent election being held on 24 October 2020.

The Mayor is elected for a one-year period each November and is voted in by the Councillors.

The seven Councillors are the elected representatives of all residents and ratepayers across the municipality. They have responsibility for setting the strategic direction for the municipality, policy development, identifying service standards and monitoring performance across the organisation.



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Welcome to the Council Plan 2021-25

The Council Plan plays an influential role in Horsham’s future over a four year period. It is a key strategic document describing Council’s and the community’s vision for the future, where and how Council will focus its efforts over the four year period and how it will measure progress as it strives towards that vision. The plan now also integrates the Municipal Public Health and Wellbeing Plan and outlines how Council will safeguard, improve and promote the health and wellbeing of the residents within the municipality.

This plan is the result of deliberative engagement with an extensive cross-section of the community, who live, work, study, visit, or own a business in the municipality. These engagement processes have brought the voice of the community to Council, identifying challenges and opportunities and outlining objectives, strategies, and initiatives to deliver change and positive improvement to the Horsham Rural City municipality.

The Council Plan Strategies, Initiatives and Priorities are measured and reported to Council and the community through quarterly reporting and the Annual Report at the end of each financial year. The health and wellbeing elements will be reviewed as part of this process.

The following aligned plans support the implementation of the Council Plan.

- Organisational Plan – a four year plan detailing how Council will implement the Initiatives and Priorities listed in the Council Plan
- Annual Action Plan – the key actions that will be the focus activities in each year
- Budget – an itemised summary of the intended expenditures strategically aligned to the services, strategies and Council Plan actions
- Capital Works Program – documents and tracks progress for the delivery of major initiatives supported by the Council Plan
- Workforce Plan – will specify the projected staffing requirements to deliver the Council Plan

The five long-term Strategic Objectives for Horsham Rural City are:

- Theme 1 – Community**
- Theme 2 – Liveability**
- Theme 3 – Sustainability**
- Theme 4 – Accessibility**
- Theme 5 – Leadership**

The Council Plan 2021-25 has been prepared to meet the requirements of the new *Local Government Act 2020*.





ACKNOWLEDGEMENT OF COUNTRY

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

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

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



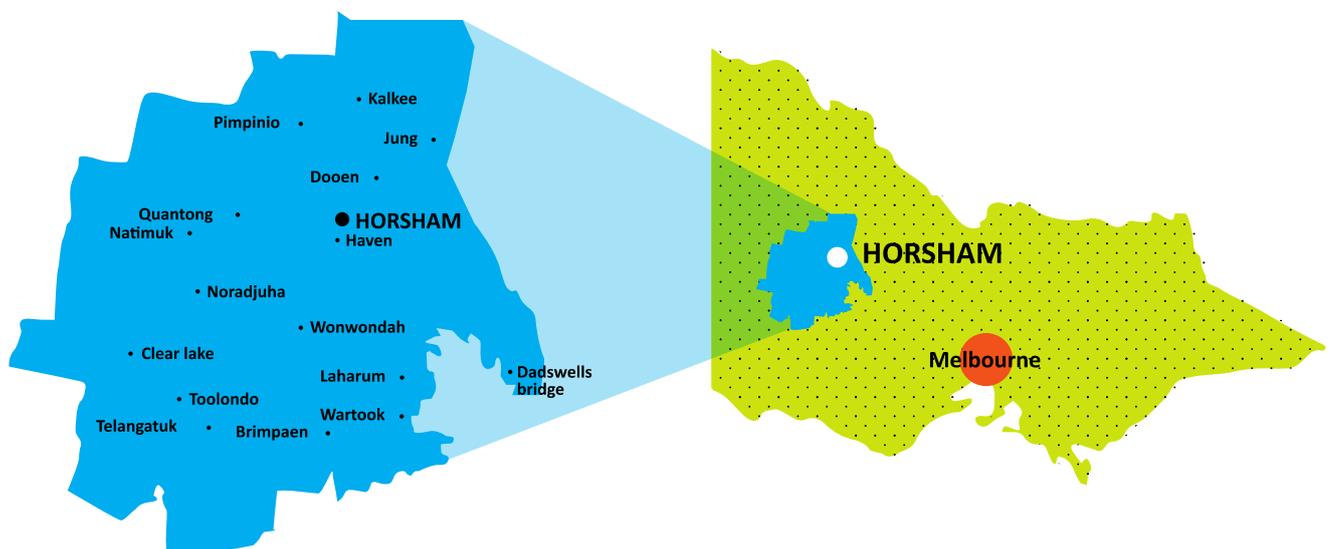
Our Region

Horsham Rural City is a regional city in the Wimmera Southern Mallee region of Western Victoria. A feature of the Wimmera Southern Mallee is it encompasses 20 percent of the area of Victoria and only one percent of the population. Located along the Wimmera River, Horsham is approximately 300 kilometres north-west of Melbourne. The municipality covers an area of 4,267 square kilometres and includes the major centres of Horsham and Natimuk, and the localities of:

Arapiles, Blackheath, Brimpaen, Bungalally, Clear Lake, Dadswells Bridge, Dooen, Douglas, Drung, Duchembegarra, Grass Flat, Haven, Jilpanger, Jung, Kalkee, Kanagulk, Kewell, Laharum, Longerenong, Lower Norton, McKenzie Creek, Mitre, Mockinya, Murra Warra, Noradjuha, Nurrabel, Pimpinio, Quantong, Riverside, St Helens Plains, Telangatuk East, Toan, Toolondo, Vectis, Wail, Wartook and Wonwondah.

The success of the municipality is linked to its rich history, strong community and resilient economy. The centre of Horsham is a thriving commercial, cultural, civic and recreation hub that will continue to evolve over time to meet the needs of the community, support and encourage business activity growth and promote the region in order to inspire tourism. Horsham is a hub for health care, speciality retail, community services and arts and culture opportunities. A dryland and broadacre agricultural municipality, Horsham is home to the Grains Innovation Park, a nationally acclaimed agricultural research centre, and quality educational facilities including private and public secondary colleges, a university and an agricultural college. The municipality also has a rich indigenous history and an abundance of diverse natural assets including recreational lakes, wetlands, the Wimmera River, Mount Arapiles (widely regarded as Australia's best rock climbing area) and Wartook Valley and the Grampians National Park is nearby.

Horsham Rural City has an estimated residential population of 20,018 people (2020), a number expected to reach 20,599 by 2036. At the 2016 Census, Aboriginal and/or Torres Strait Islander people made up 1.5 percent of the population and 87.7 percent of the population were born in Australia. People aged 65 years and over make up 20.2 percent of population, a figure projected to increase by 2036. This will have implications for demand and accessibility of housing, infrastructure, services and amenities. Horsham Rural City Council is committed to working with the community to develop the municipality through strong leadership, vision, good governance, responsive services and quality infrastructure, whilst enhancing our liveability and natural environment.



Community Vision 2041



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

Themes

Sustainability

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

Liveability

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

Accessibility

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

Community

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

Community Engagement Process

Council conducted an extensive and deliberative engagement process to inform and develop the Council Plan 2021-25 and the Health and Wellbeing planning process in accordance with Council's Community Engagement Policy.

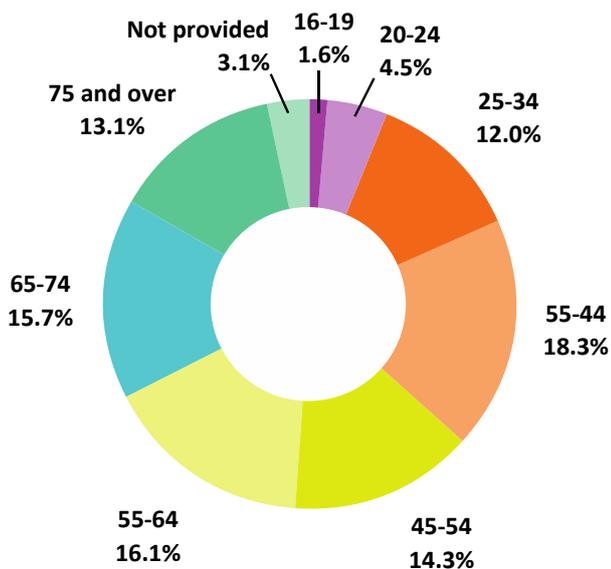
What We Did

Running from February to May 2021, consultants "i.e. community" and the Horsham Rural City Council conducted Horsham Talks - Our Future 2041 community consultation, hearing from the community their aspirations for the future of the Horsham region. The outcomes of this broader community engagement process were used as important inputs into for a community panel of 26 people that was established through an independent process and tasked with developing the Community Vision for the Horsham region in 2041 and to provide recommendations to Council on the Council Plan and Health and Wellbeing Plan.

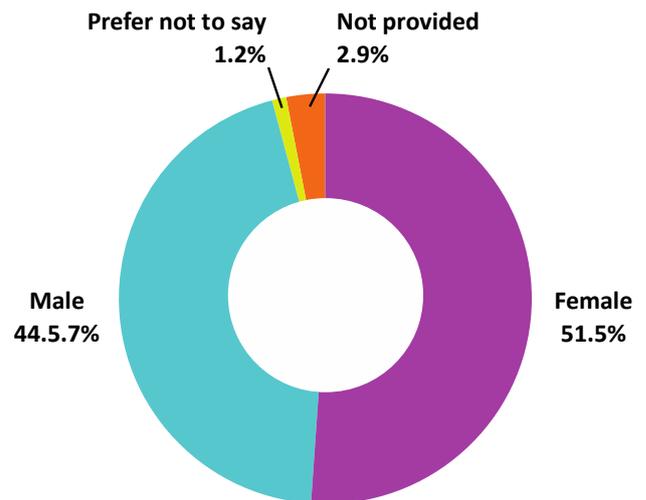
Who did we hear from?

We had a total of 937 responses from 926 people and 11 groups through five different engagement activities. We heard from people of all ages, from all areas of the Horsham region, including those who come for work or to visit.

Age of Respondents



Gender of Respondents



There were opportunities to have a say through a variety of channels, including:

- Online engagement on 'Have Your Say' platform
- Random telephone surveys as part of the Community Satisfaction survey process
- Hosting a community conversation
- Providing feedback via a postcard distributed through Council and community facilities
- Listening posts held at Jung Market and the Horsham Plaza

The six questions asked were consistent across the five different engagement activities, however a subset of the questions were asked at some engagement activities.

1. What do you love about living in the Horsham region? Why is this important to you?
2. What are some things that you are less happy about?
3. If there was one thing you could change to make our municipality better, what would it be?
4. What gives you a sense of belonging or makes you feel most connected to your community?
5. Thinking ahead to 2041, what would you like life in the Horsham region to look or feel like?
6. If you were to tell someone that the Horsham Rural City municipality is a great place to live, what are three things you would highlight?

Some of the feedback from the community can be found in the Themes section between pages 19-31 as well as in Council's Community Vision document.



204 Attendees at Expo

Health and Wellbeing Engagement

In addition to the above, Council ran a “Horsham Talks ... Why We Live Here” engagement ‘expo’ across five days which included an opportunity for engagement with the general community on health and wellbeing. The expo included two structured health and wellbeing workshops with HRCC staff and key health organisation stakeholders. To ensure the community had a range of accessible options for input, an online multiple choice survey provided another avenue for engagement however after the extensive Horsham talks surveying, this online survey yielded only 24 respondents.

In addition to these, a workshop was held in April 2021 with identified key stakeholders to assess and identify priorities.

Age demographics: 71% of attendees were aged 65 and over and 54% were female.



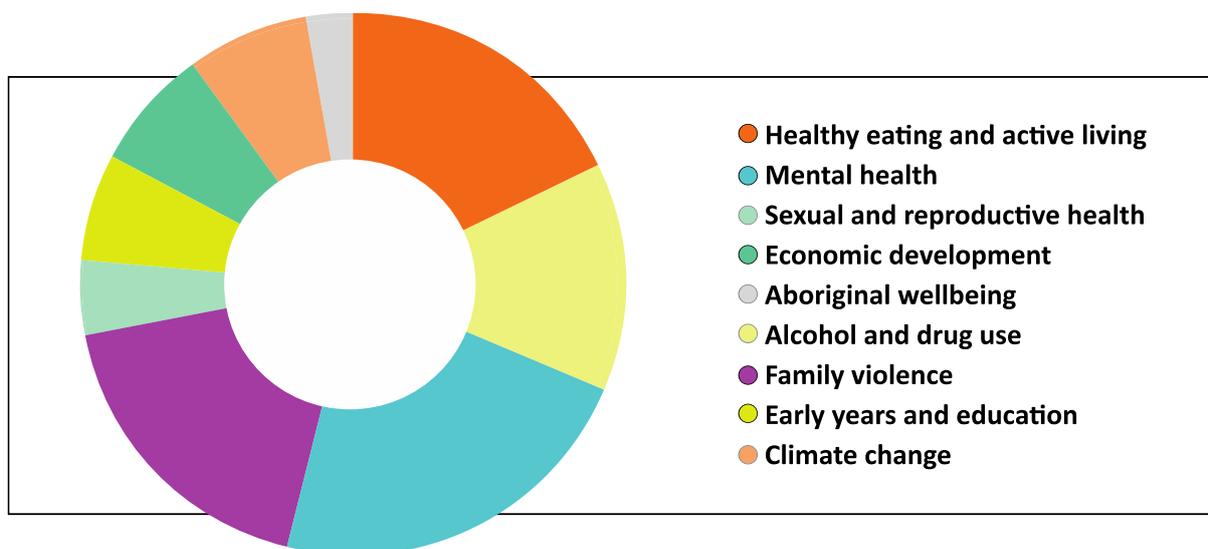
75%
Age 65+



54%
Female

Key combined output from the expo and survey highlight:

Percentage of responses from survey and expo rating the below as one of their top 3 priorities



Mental health emerging as a key priority is further supported by the deliberative Community Panel which identified Mental Health and Economic Development.

Majority disagree that:

- Drug and alcohol issues are being addressed in my community.

Majority disagree or unsure that:

- My community has a strong focus on tackling climate change.
- My community has a good understanding of safe sexual practices and services available.

Roughly equal numbers agree and strongly disagree that:

- Gender equality is important in my community.

The Community Panel

The Horsham Rural City Council Community Panel met over the course of three days in 2021. The Panel consisted of 26 people from diverse backgrounds, and came together with an aim to generate a vision for future Horsham in 2041 and to provide recommendations to Council in relation to the Council Plan and Health and Wellbeing Plan.

1. The Council Plan

The Panel was asked: “How can Council and the community work together to build trust and a more effective partnership? What can be done locally to build closer connections with the community?”

1. The Panel made the following recommendations:

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

Council has responded as follows:

We understand there is a strong desire for Council and the community to work together more effectively. We also understand that the community would like to see Councillors work together to further the interests of the community.

In response to the issues raised and recommendations from the Panel, Council will do the following:

- Work together to better understand the problems with trust and governance identified by the community and how best to respond. We will provide a more detailed plan for how we will address the issues in the next three months.
- Create and publish a list of community groups on our website.
- Work with the community to develop a “how we will work with you” handbook which will:
 - provide clarity about what community groups can expect from Council
 - outline Councillor commitments to attending community meetings and events.
- Provide regular reporting on:
 - community meetings, events and activities attended by Councillors
 - planned attendance at future activities.
- Invite the Community Panel to meet with Councillors in July 2022, one year after the Panel’s deliberations, to discuss our progress in implementing the Vision and recommendations.
- Continue to engage with the Community Panel by providing written notification of engagement activities and invitations to participate where possible.
- Explore opportunities to undertake further deliberative engagement on major projects or issues that affect the Horsham community as a whole.

2. The Health and Wellbeing Plan

The Panel was asked: “How can Council build equity through the services and community infrastructure it provides, to best promote social connection, and health and wellbeing in the community?”

The Panel made the following recommendations:

- a) The areas we would like Council to prioritise to promote health and wellbeing in the community are mental health and economic development.
 - Mental health is a priority because having good mental health is vital for social growth, economic development and community well-being. Education and awareness around mental health will help reduce social stigma. Poor mental health contributes to other social issues and is a significant burden on our limited health care resources.
 - Economic development is a priority because we need to grow services and industry in our region through employment opportunities, education and increased access to specialised services. As a region, it is a challenge to attract specialised services and new members to the community which impacts our ability to grow.
- b) To best promote social connection, over the next four years we recommend the community do the following:
 - For Council and community to support, endorse, and promote community groups and events, including sharing council resources and facilities.
 - Encourage and celebrate cultural diversity (create combined events and focus on different ideals and targeting all demographics).
 - Creating a safe space to encourage social connection, it may be psychologically or physically (e.g. meeting places with a purpose).

Council has responded as follows:

In response to the issues raised and recommendations from the Panel, Council will do the following:

- Focus on the priority areas of mental health and economic development in the development of the Health and Wellbeing Plan as part of the Council Plan. Social connection is being considered in many of the strategies and initiatives to promote positive mental health. Economic development is also being considered in respect to supporting tourism, local business and new investment opportunities.
- Develop initiatives to improve social connection, drawing on the ideas put forward by the Community Panel. Specifically, all three recommendations will be included or incorporated into the Health and Wellbeing actions of the Annual Action Plan and will be highlighted to reflect they refer to the Community Panel’s recommendation.

Health and Wellbeing Plan



Horsham Rural City Council understands the health and wellbeing of our community underpins all that we do. As such, Council has undertaken to integrate the Municipal Health and Wellbeing Plan into the Council Plan in 2021 in accordance with Section 26 of the Victorian Public Health and Wellbeing Act 2008. This approach recognises both the important role and natural alignment of health and wellbeing in all aspects of Council work along with the increase in efficiency of planning processes.

The Council Plan recognises that health and wellbeing is influenced by a series of factors across the built, social, economic and natural environments. In these environments, contributors to good health include safe and accessible footpaths, social connection opportunities, secure housing and access to clean air and open spaces respectively. Similarly, contributors to poor health include inaccessible and unsafe facilities, unemployment, isolation/social exclusion and times of natural disaster (e.g. fire, flood and drought). Certain demographic characteristics also have a significant impact on health outcomes, such as: gender, age and disability. As such, Council adopts a life course approach to health and wellbeing planning (recognising that health outcomes will change across a person's life).

Health inequities also exist in the municipality that are highlighted in the data snapshots (located on the HRCC website alongside the Council Plan). These include: gender, culture and linguistic diversity, living with a disability and age. For example, the risk of family violence is worse for Aboriginal and Torres Strait Islander women, rural/regional women, culturally and linguistically diverse women, women with disabilities and the elderly because they already face other systems of oppression and discrimination which compound their experience of violence.

Rurality is another inequity facing the municipality regarding access to quality health services and some areas of the municipality have a low SEIFA index (Index calculated from data in the Census outlining Relative Socio – Economic Disadvantage). This highlights that certain geographic areas exist with less favourable social and economic circumstances. These areas can often experience poorer health and wellbeing outcomes. These inequities are acknowledged and addressed in this Plan and will be addressed in implementation of actions.

To inform the health and wellbeing planning process, Council has:

- Considered both the 2019-2023 Victorian Health and Wellbeing Plan, Wimmera Primary Care Partnership priorities and the Municipal planning Strategy
- Reviewed the actions and achievements of the 2017-21 HRCC Health and Wellbeing Plan
- Analysed community consultation data
- Engaged staff across Council and members from partner organisations implementing health and wellbeing actions to identify emerging priorities and community need
- Analysed a range of health determinant data snapshots (located on the HRCC website alongside the Council Plan). These include LGA demographic data, health and wellbeing data, Aboriginal and Torres Strait Islander Demographic Profile and Early Years.
- Considered the Royal Commission into Mental Health, the Climate Change Act 2017 and the Gender Equality Act 2020, as well as the requirement for Council's to: 'report on the measures they propose to take to reduce family violence and respond to the needs of victims'

As a result of the above, the identified health and wellbeing priorities remain largely unchanged from the 2017-2021 plan and are (in no particular order):

- Increasing healthy eating and active living
- Reducing harmful alcohol and drug use
- Preventing family violence
- Improving mental health/social connection
- Improving sexual and reproductive health
- Improving early years and education outcomes
- Strengthening economic development
- Tackling climate change
- Improving Aboriginal health and wellbeing



Partnerships

Given the breadth of factors that influence health and wellbeing outcomes, no one agency can be responsible for health and wellbeing alone. Council must work in partnership with other agencies and the general community to work towards the goal of creating a community in which people can achieve maximum health and wellbeing.

This collaborative approach has already begun in the development phase outlined in the engagement process and will continue in the delivery of initiatives and priorities and the review process.

Key partners in ensuring our community's health and wellbeing include (but not limited to):

- CoRE Alliance (HRCC is a member) (Communities of Respect and Equality)
- Department of Education and Training
- Federation University
- Goolum Goolum Aboriginal Co-operative
- Grampians Community Health
- Headspace
- Horsham Aquatic Centre
- Horsham Community House
- Regional Development Victoria
- The Sexual Assault and Family Violence Centre
- Uniting Wimmera
- Victoria Police
- Western Victoria Primary Health Network
- Wimmera Catchment Management Authority
- Wimmera Development Association
- Wimmera Health Care Group
- Wimmera Primary Care Partnership
- Wimmera Regional Library Corporation
- Wimmera Regional Sports Assembly
- Wimmera Southern Mallee LLEN
- Women's Health Grampians
- Other Wimmera Councils

Initiatives

The initiatives/priorities in this Council Plan that are identified as contributing to the Health and Wellbeing priority areas are denoted by a . Detailed health and wellbeing actions are captured in the Annual Action Plan to support the achievement of the Council Plan's initiatives.

The Annual Action Plan outlines the specific health and wellbeing actions. It identifies the health and wellbeing priority areas being addressed, the role of Council in delivery and potential partners. It will be located on the website alongside the Council Plan.

In the early phase of commencing work on these actions SMART measures will be identified and added to the Annual Action Plan. Partners including community will continue to be engaged during the implementation and evaluation of actions.

Council Plan 2021-25

The Council Plan 2021-25 includes the following elements

20 Year Plan Community Vision

- Describes the community's 20 year aspirational vision for the municipality and guides Council planning

4 Year Plan Council Plan

- Strategic Direction - Council's overarching direction that reflects the Community Vision
- Strategic Objectives - Represent Council's strategic direction for the next four years and have been based on the Themes identified by the Community Panel
- Strategies - Approaches to how Council will implement the Strategic Objectives
- Initiatives and Priorities - High level actions for services, infrastructure and amenity
- Monitoring achievements - High level performance indicators for monitoring the achievement of the Strategic Objectives

4 Year Plan Health and Wellbeing

- Health and Wellbeing Plan outlines how the Council will safeguard, improve and promote the health and wellbeing of the residents within the municipality
- Focus areas - the  symbol denotes which initiatives align with and contribute to Council's health and wellbeing focus areas

Strategic Direction

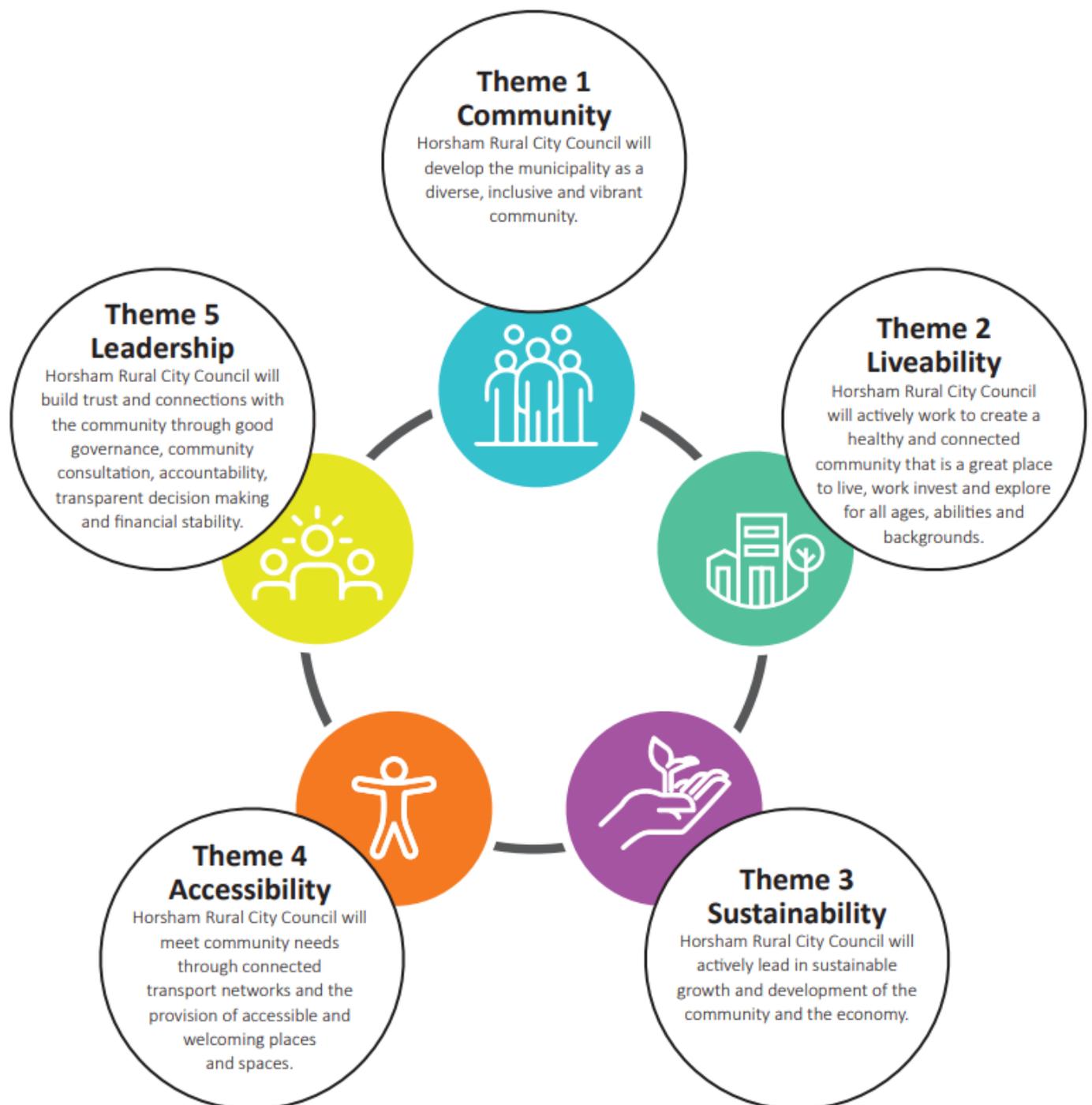
Horsham Rural City Council commits to working with the community, listening to and considering the knowledge and experience of residents, embracing social connection and valuing our natural environment. Opportunities for strong economic growth, accessibility and sustainability, will be delivered through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

Council Values



A word cloud of council values. The words are arranged in a cluster, with some larger than others. The colors of the words vary, including shades of purple, green, orange, and blue. The words are: Respect, Leadership, Inclusive, Friendly, Flexible, Progressive, Passionate, Transparent, Excellence, Honest, Open, Aspirational, Caring, Accountable, Receptive, Ethical, Sustainable, Reliable, Proactive, Innovative, Fair, and Integrity.

Strategic Objectives that support the Vision



Theme 1

Community

“A welcoming community connects the diverse population and enables all people to feel a strong sense of belonging”.

What you told us...

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

“The disconnect between the larger towns and the smaller towns in our wider region.”

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

“More focus on the community that lives in the Council or surrounding Wimmera towns, rather than focusing on attracting tourists.”

“Close engagement with Aboriginal traditional owners to preserve recreational access to our beautiful wilderness.”

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

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

Theme 1 Community

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

To achieve this Council will put in place the following:

Strategies

1. An inclusive, accessible, connected and safe community
2. A community that encourages and celebrates all cultures, heritage and diversity
3. A community that is empowered in shaping the future of our region
4. A region that acknowledges and engages with First Nations people on place, connection and truth

Initiatives and Priorities

- Communicate and engage effectively with our community to understand their needs and advocate on their behalf
- Support and empower localised community groups in their goals and plans ❤️
- Enhance the inclusivity, accessibility and safety of our places and spaces ❤️
- Develop a principles based and community need driven planning approach for our infrastructure ❤️
- Value and respect the culture of our traditional owners through strengthening relationships and partnerships with the Aboriginal and Torres Strait Islander community in Horsham ❤️
- Promote and support the municipality's key tourism, events and local and cultural offerings ❤️
- Partner on public initiatives to reduce family violence, alcohol and other drugs, tobacco, and gambling related harm ❤️
- Support the communication process to increase knowledge of local health and community services available to the public ❤️
- Support gender equity initiatives in the prevention of family violence ❤️



| Monitoring Achievements | Target |
|--|--|
| 1. Implementation of actions identified in the 2019-2022 Community Inclusion Plan | 100% of actions by 2025 |
| 2. In consultation with Barengi Gadjin Land Council, develop a partnership agreement | By 30 June 2022 |
| 3. Improved diversity in community and programmed events | 10% Increase over 4 year period of Council plan |
| 4. Ensure gender equity on all Council Committees | Gender balance |
| 5. Increased reach and diversity of allocation of Annual Community Grants program | 10% increase of new successful applicants over 4 year period of Council plan |

Key related Strategic Documents

| | | |
|---|---|--|
| Age Friendly Communities Implementation Plan 2019-23 | Arts and Cultural Plan 2014-18 | City to River Master Plan 2020 |
| Community Inclusion Plan 2019-22 | Community Local Law 2011 | Horsham Flood Emergency Plan 2018 |
| Horsham North Urban Design Framework 2013 | Horsham South Structure Plan 2021 | HRCC Tourism Master Plan 2016-20 |
| Horsham Urban Transport Plan 2020 | Innovate (Indigenous) Reconciliation Action Plan 2018-20 | Municipal Emergency Management Plan 2017-20 |
| Municipal Fire Management Plan 2017-20 | Open Space Strategy 2019 | Social Infrastructure Framework 2020 |

Services that support this theme

- **Visitor Services** – Events, Attraction and Activation, Event Support
- **Tourism** – Caravan Park, Tourism Development
- **Creative Services** – Arts Development, Creative Education Services, Horsham Town Hall, Wesley PAC and Horsham Regional Art Gallery Operations, Public Art Provision
- **Recreational Asset Provision** – Community Facilities management and improvement
- **Community Services** – Community Engagement, Disability Awareness and Capacity, Youth Services, Access and inclusion
- **Emergency Management** – State Emergency Service Support, Wimmera Emergency Management, Resource Sharing
- **Community Safety** – Administration of Community Local Law, Fire Hazard Enforcement
- **Animal Management**
- **Streetscapes and Public Conveniences** – City Centre, Public Conveniences, Street Lighting, Street Signage, Other Street Assets, Tree Maintenance
- **Sports and Recreation** – Horsham Aquatic Centre, Sports Complexes Indoor – Maintenance, Sports Complexes Outdoor – Ovals, Turf and Grass, Major Projects

Theme 2

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”.

What you told us...

“Horsham is so central. You can go to Adelaide, Bendigo, Warrnambool or Ballarat. Hub of the Wimmera.”

“I love the wide open spaces, clean air and it’s safe.”

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

“It’s quiet living, a slower, more peaceful way of life as compared to the city... a simple and quiet life.”

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

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

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

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

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.

To achieve this Council will put in place the following:

Strategies

1. A resilient, inclusive and socially connected community
2. A destination to live, work, explore and invest
3. A region with a defined identity
4. Diverse and connected open spaces
5. Quality opportunities and facilities that meet the health and wellbeing needs and interests of all ages, abilities and backgrounds

Initiatives and Priorities

- Promote opportunities for life long social interactions and enjoyment ❤️
- Advocate for educational opportunities, delivered locally, to support and encourage lifelong learning ❤️
- Create engaging spaces and places for social connection and wellbeing to build community resilience ❤️
- Encourage participation, diversity and growth in sports, events, arts and culture
- Respond to key community needs, ensuring our municipality is child and youth friendly and encourages positive aging ❤️
- Promote the municipality as a destination highlighting Horsham as a base in Western Victoria, halfway between Melbourne and Adelaide
- Develop range of recreational opportunities with a focus on our natural environment and recreational waterways
- Promote recreational opportunities in our natural environment and recreational waterways to increase visitation
- Advocate and support the establishment and growth of integrated health services and facilities that meet the needs of all community members ❤️
- Plan for sustainable and affordable housing needs of our community ❤️



| Monitoring Achievements | Target |
|--|--|
| 1. Number of visits to aquatic facilities per head of municipal population | 5% increase over 4 year period of Council Plan |
| 2. Participation in Horsham Town Hall programs | 5% Increase over 4 year period of Council Plan |
| 3. Participation in the Maternal and Child Health service | 95% participation annually |
| 4. Active library borrowers in municipality | 5% increase over 4 year period of Council Plan |
| 5. Increased number of new planning permits approved for new housing | 2% increase annually |
| 6. Increase Horsham Rural City population | 5% increase over 4 year period of Council Plan |
| 7. Increased number of new building/planning permits approved for commercial development | 2% increase annually |

Key related Strategic Documents

| | | |
|---|---|--|
| Age Friendly Communities Implementation Plan 2019-23 | Arts and Cultural Plan 2014-18 | CAD (Central Activity District) Revitalisation 2019 |
| City to River Master Plan 2020 | Community Inclusion Plan 2019-22 | Early Years Plan 2019-23 |
| Economic Development Strategy 2017-21 | Health and Wellbeing Plan 2017-21 | Open Space Strategy 2019 |
| Public Arts Implementation Plan 2017 | Sport and Recreation Strategy Draft 2013 | |

Services that support this theme

- **Aged and Disability** – Meals on Wheels
- **Community Wellbeing Strategic Management** – Health and Wellbeing
- **Environmental Health**
- **Early Years** – Supported Play Group, Maternal and Child Health Services – Universal
- **Library Services and Aquatic Services**
- **Parks and Gardens** – Provision of Playgrounds, Open Spaces, Community Housing, Street Cleaning
- **Visitor Services** – Events, Attraction and Activation, Event Support
- **Tourism** – Caravan Park, Tourism Development
- **Creative Services** – Arts Development, Creative Education Services, Horsham Town Hall, Wesley PAC and Horsham Regional Art Gallery Operations, Public Art Provision
- **Streetscapes and Public Conveniences** – City Centre, Public Conveniences, Street Lighting, Street Signage, Other Street Assets, Tree Maintenance
- **Sports and Recreation** – Sports Complexes Indoor – Maintenance, Sports Complexes Outdoor – Ovals, Turf and Grass, Major Projects

Theme 3

Sustainability

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

What you told us...

“That our region is lagging behind with meaningful action on climate change, especially now we are seeing the effects.”

“A council commitment to carbon neutrality by 2050 and efforts to revegetate large areas with biodiverse plantings.”

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

“100% renewable energy production and use, with net zero carbon emissions. Exporting energy and good care for our natural environment.”

“Be more progressive... be leaders in sustainability. Be leaders in greenscaping.”

“I don't like that we are encroaching more onto our bush with increased small parcels and dwellings. We need more and larger green spaces, both in and out of town.”

Theme 3 Sustainability

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

To achieve this Council will put in place the following:

Strategies

1. Achieve a sustainable and sound environmental future
2. A sustainable economy where local business, agriculture, tourism and other diverse industries thrive
3. A region where climate change impacts are addressed and remediated
4. A region that attracts new investment, technologies and opportunities

Initiatives and Priorities

- Plan for sustainable development which balances economic, environmental and social considerations ❤️
- Support business, from start-ups to expansion, value adding products and services for our community
- Promote and encourage innovation and new technologies in our community
- Support business resilience and recovery from the impact of business interruption
- Advocate for mining in our region to meet world's best practice
- Support our community and region in adapting to reduce emissions, build resilience to climate change and respond to environmental challenges ❤️
- Advocate for protection, conservation and management of our natural environment to sustain biodiversity and habitats.
- Promote recreational and social environments for people to enjoy (open spaces, waterways etc) ❤️



| Monitoring Achievements | Target |
|---|-------------------------------------|
| 1. Reduce Council's net carbon emissions | 24% reduction by 2025 |
| 2. Reduce the municipality's net carbon emissions | 12% reduction by 2025 |
| 3. Employment in government and health services | Maintain at current level |
| 4. Increase the diversion of recyclables from landfill | 40% diversion from landfill by 2025 |
| 5. Increase the utilisation of alternative water sources (reduced use of potable water) | 10% increase by 2025 |

Key related Strategic Documents

| | | |
|---|--|--|
| Council Property Strategy 2019 | Economic Development Strategy 2017-21 | Environment Sustainability Strategy 2010 |
| Health and Wellbeing Plan 2017-21 | Heritage Study 2014 | Municipal Parking Strategy 2017 |
| Municipal Tree Strategy Draft | Open Space Strategy 2019 | Planning Scheme 2021 |
| Roadside Weeds and Pests Program 2013 | Social Infrastructure Framework 2020 | Wimmera River Improvement Plan 2013 |
| Zero Carbon Plan 2021 | | |

Services that support this theme

- **Building Services Regulatory** – Building Approvals
- **Planning Services** – Statutory Planning
- **Waste Management Services** – Garbage, Recycling, Transfer Stations and Landfills
- **Natural Resource Management** – Fire Protection Works, Other Street Assets, Roadside Vegetation Management
- **Parks and Gardens** – Waterways, Foreshores and Wetlands
- **Management and Administration** – Planning and Promotional Management and Administration, Planning and Economic Development Services
- **Economic Development** – Business Development, Industrial Estates, Wimmera Business Centre, Wimmera Development Association, Wimmera Intermodal Freight Terminal
- **Parking and Traffic Management** – Parking Control, School Crossing Supervision
- **Sustainability** – Developing sustainability, carbon neutral and climate change plans
- **Community Facilities Management**
- **Long term Asset Planning**
- **Open Public Space Planning**
- **Streetscapes and Public Conveniences** – City Centre, Public Conveniences, Street Lighting, Street Signage, Other Street Assets, Tree Maintenance

Theme 4

Accessibility

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

What you told us...

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

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

“I would make Horsham a bike and walking friendly town, and make that the normal.”

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

“Community transport from small towns to Horsham.”

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

“More bike friendly, encourages people to ride to work, ride for fun, or ride to get to places such as parks.”

Theme 4 Accessibility

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

To achieve this Council will put in place the following:

Strategies

1. Improved and connected transport services and networks in and around the region
2. Diverse services, programs and facilities that are accessible to all
3. An integrated, strategic and needs based approach to investing in our places and spaces

Initiatives and Priorities

- Ensure a safe and connected transport network including active transport ❤️
- Advocate for supporting infrastructure to ensure connections to key places and services ❤️
- Planning for places and spaces to provide connectedness and social inclusion ❤️
- Support lifelong learning opportunities for all people ❤️



| Monitoring Achievements | Target |
|---|-------------------------|
| 1. Numbers of vehicle crashes, and their impacts (e.g. numbers of injuries / fatalities) | 5% reduction by 2025 |
| 2. Increase the percentage of urban population within 400 m of a fully developed open space | 5% increase by 2025 |
| 3. Increase the percentage of Tree canopy in Horsham urban area | 1% increase by 2025 |
| 4. Sealed road satisfaction – excluding arterial roads | 5% Improvement annually |

Key related Strategic Documents

| | | |
|---|---|---|
| Age Friendly Communities Implementation Plan 2019-23 | Asset Management Improvement Strategy 2018 | Asset Management Plans 2018 |
| Bicycle and Shared Path Plan 2012-16 | Community Inclusion Plan 2019-22 | Horsham Aerodrome Business Plan 2010 |
| Health and Wellbeing Plan 2017-21 | Horsham North Urban Design Framework 2013 | Horsham Rail Corridor Master Plan 2016 |
| Horsham South Drainage Strategy 2013 | Horsham South Structure Plan 2021 | Horsham Urban Transport Plan 2020 |
| Municipal Early Years Plan 2020 | Open Space Strategy 2019 | Road Management Plan 2017 |
| Social Infrastructure Framework 2020 | Wartook Valley Strategy 2017 | Wimmera Intermodal Freight Terminal Master Plan 2015 |

Services that support this theme

- **Management and Administration** – Infrastructure Services Management and Administration, Asset Management – customers, internal, Executive Management Team, Council
- **Building Asset Management**
- **Business Activities** – Horsham Aerodrome Operations, Horsham Regional Livestock Exchange Operations, Private Works Recharged
- **Operations Management** – Operations Management, Fleet Management
- **Rural Infrastructure** – Bridge Maintenance, Road Construction, Road Maintenance, Quarry Management
- **Streetscapes and Public Conveniences** – City Centre, Public Conveniences, Street Lighting, Street Signage, Other Street Assets, Tree Maintenance
- **Sports and Recreation** – Horsham Aquatic Centre, Sports Complexes Indoor – Maintenance, Sports Complexes Outdoor – Ovals, Turf and Grass, Major Projects
- **Urban Infrastructure** – Footpaths, Walking Trails/Paths, Stormwater Drainage, Off Street Car Parks, Road Construction, Road Maintenance

Theme 5

Leadership

“Council needs to build trust and closer connections with the community”.

What you told us...

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

“There has to be more input from the ratepayers to the Council... Council won’t listen to the people and they need to start”

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

The community indicated an interest for Council to be more progressive, proactive, involved, young and diverse.

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

“No more uncertainty or worry that rates will continue to climb, not to fund improvements to our lifestyles, but the ongoing subsidisation of incompetence.”

Theme 5 Leadership

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

To achieve this Council will put in place the following:

Strategies

1. Good governance, through leadership and connection with community
2. Good management for financial sustainability
3. High organisational standards focussing on continuous improvement
4. Accountable and transparent decision making
5. A safe, inclusive, and resilient culture that delivers for the community
6. Position Horsham Rural City Council as a leader in local government

Initiatives and Priorities

- Build trust through meaningful community engagement and transparent decision making
- Engage with community early on in projects and throughout to promote efficiencies and awareness of external funding opportunities
- Enable a customer/stakeholder-focused approach that delivers efficient and responsive service
- Attract, retain, respect, value and invest in quality staff
- Implement systems, processes and use of technology that support efficient and secure business operations
- Work in partnership with key agencies and other levels of government to provide leadership and support in emergency preparedness, response and recover processes



| Monitoring Achievements | Target |
|--|-------------------------|
| 1. Community satisfaction with customer service (Community Satisfaction Survey) | 5% Improvement annually |
| 2. Community satisfaction with overall Council direction (Community Satisfaction Survey) | 5% Improvement annually |
| 3. Community satisfaction with Council decisions | 5% Improvement annually |
| 4. Community satisfaction with consultation and engagement | 5% Improvement annually |
| 5. Community satisfaction with Council lobbying on behalf of the community | 5% Improvement annually |

Key related Strategic Documents

| | | |
|---|---|--|
| Audit and Risk Committee Charter 2020 | Business Continuity Plan 2018 | Community Engagement Framework/Policy 2021 |
| Customer Commitment Charter 2020 | Digital Community Strategy 2013 | Health and Wellbeing Plan 2017-21 |
| Internal Audit Program/Plan 2020-22 | Occupational Health and Safety Plan 2020 | Rates Strategy Revenue and Rating Plan 2019 |
| Strategic Risk Management Framework 2021 | | |

Services that support this theme

- **Management and Administration** – Building Operations, Corporate Service Management, General Office Operations, Governance Services and Support
- **Financial Services** – Treasury Management, Financial Reporting, Receivables Management – Debtors, Procurement Services
- **Governance and Leadership** – Chief Executive Officer Operations, Council, Mayor and Councillors, Media and Communications
- **Organisational Development** – Human Resources, Occupational Health and Safety
- **Rates and Property Services** – Rates, Valuation and Property Services
- **Information and Technology** – IT Support, Software/Hardware

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